

UPPER THAMES RIVER  
CONSERVATION AUTHORITY

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

# 2021

## Approved Budget



*February 18, 2021*

The UTRCA's 2021 Approved Budget has been significantly influenced by the on-going COVID-19 Pandemic. The impacts during 2020 on demand for services and on revenues have been unprecedented and are expected to continue into 2021. The Approved Budget as presented foregoes strategic initiatives (Environmental Targets), some capital investment, and service growth needs, and instead presents a maintenance budget that respects economic constraints imposed on municipalities, contract funders, and individuals by the pandemic. This budget recommendation focuses on immediate financial challenges at the expense of the organization's long term strategic goals. The implications of this approach include the following:

### 1. Environmental Targets Strategic Plan:

The UTRCA's Strategic Plan (2016) recommends significant and planned service growth to support the achievement of specific environmental targets by 2037. Investment in the plan and service growth proceeded until 2020, when the final year of new municipal levy funding was reduced by 75% in response to municipal financial concerns. This final installment of new levy funding, totaling \$230,000, was deferred to the 2021 budget; however, that deferral is now being pushed to 2022. The consequences and risks of this deferral must be noted and include:

- a. Added pressure for the organization to achieve its stated Environmental Targets despite delays in funding and program growth.
- b. Added risk that Environmental Targets will not be achieved by 2037.
- c. The need to either reset with less ambitious Environmental Targets, or extend the plan's timeline, or both.
- d. The risk of changes to the Conservation Authorities Act (Bill 108) removing levying powers for components of the Strategic Plan. There is a risk that certain Targets will not be eligible for municipal funding as of 2022 and future program delivery will become inconsistent as each municipality chooses whether or not to fund on-going work.

### 2. Inflation:

An inflationary increase to wages of 1.0% has been included in the approved budget based, in part, on Ontario's April-April CPI and later reports of inflation throughout 2020. Our policy is to consider this measure as a guide for annual inflationary increases, but it should be noted that actual increases are typically much higher. For example, property insurance premiums are expected to increase 25%, and property tax increases are between 3-5%.

### 3. Capital Spending:

Capital spending has largely been deferred for 2021 except in support of public safety, such as rectifying electrical orders and/or maintenance of existing service levels, including replacement of two trucks and computer servers. In general, plans for equipment replacement continue to be deferred due to lack of capital funding.

### 4. Provincial Funding Formula:

Note that the provincial funding formula that apportions levy across member municipalities will change again in 2021. The formula uses MPAC's Current Value Assessment of municipal properties within each conservation authority's jurisdiction to calculate proportional costs. 2021 again sees the funding burden shift to rural municipalities as the value of farmland has increased faster than other land use types. This shift in funding is beyond the UTRCA's ability to control but does create frustration among our rural municipalities as their levy increases are inflated relative to other municipalities.

### 5. Salary Review/Reorganization:

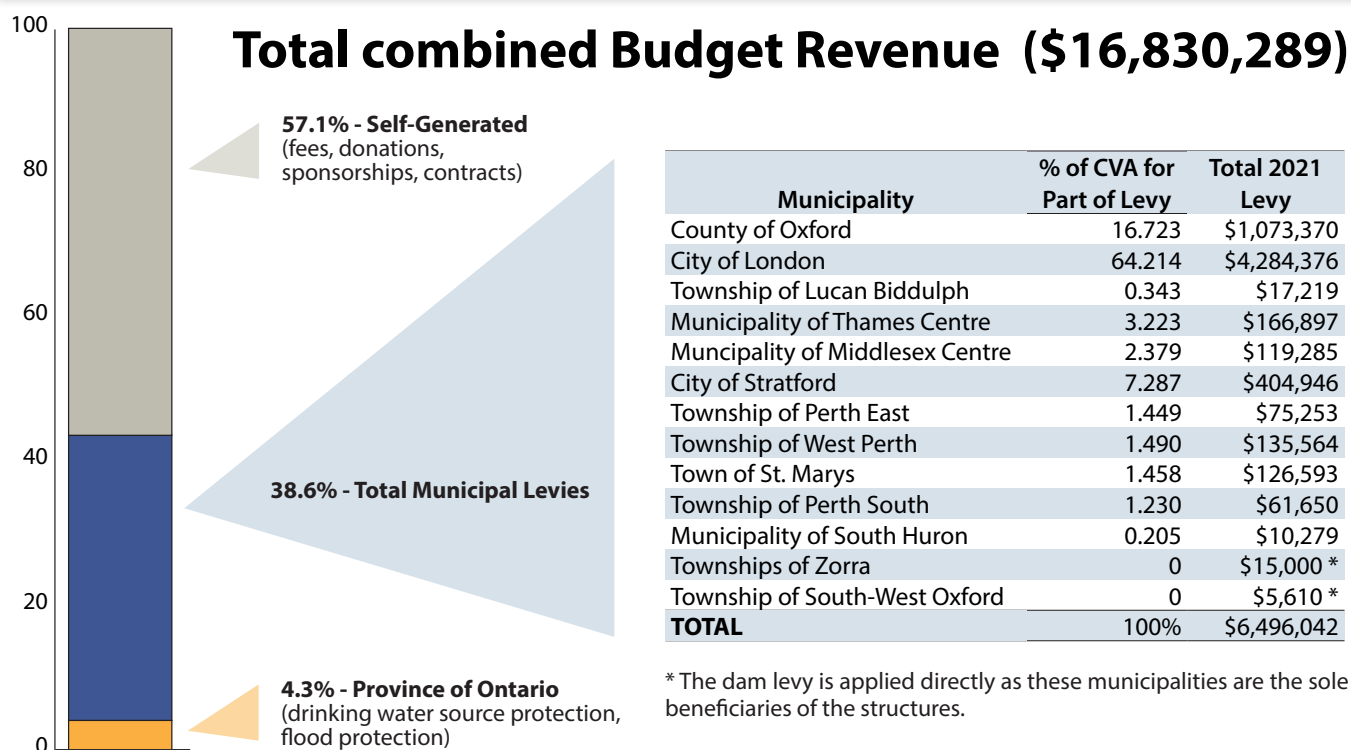
Staff retention is a key management priority at the UTRCA. Reduced staff turn-over benefits the organization through employment of experienced staff, return on investment in staff training, and fewer disruptions to work flow. The last formal salary review was completed in 2006 and, while the organizational structure has been tweaked over time, there are also structural barriers to staff growth and advancement. Both issues have been recognized during the past few years but have recently become a priority as staff retention is being affected.

A total of \$20,000 has been added to the 2021 budget to fund a formal salary review. Recommendations are expected for increased wages across the salary grid; however, funding these increases will pose a significant challenge for the Authority in 2022 and beyond. A full review of the UTRCA's organizational structure will be deferred until provincial changes to the Conservation Authorities Act are fully understood.

In summary, the UTRCA is presenting a combined deficit budget with a projected shortfall of \$352,514. This projection includes a conservative estimate of "soft revenue," which is typically contract revenue that is expected during the year from programs that have not yet been announced. The municipal levy increase is 3.0% for operating purposes, of which 2.3% is driven by flood control needs with the remainder supporting the general levy.

Significant cuts were made during 2020 with no additional provincial or municipal funding support, including widely available wage subsidies. Cuts were applied to staff wages, capital, and expenses across the board. No special funding for conservation authorities is expected in 2021. Provincial funding remains inadequate for the delegated responsibilities imposed on the UTRCA.

Despite this lack of financial support, the UTRCA continued to find ways to deliver programs and services that improve watershed health. While the administration is proud of the effort and commitment of staff to achieve these ends, this is not sustainable. The decision to defer much needed funding for 2021 can only be considered under these exceptional public health and economic circumstances, and with an expectation that budgets for 2022 and beyond will more accurately reflect actual costs to support local environmental needs and public demands for service.



The formula that determines each municipality's share (percentage) of the levy reflects, in part, the assessed value of each municipality's land within the watershed, as set out in the Conservation Authorities Act. The Province provides these assessed values (Current Value Assessment or CVA) annually.

The remainder of the levy reflects the specific benefiting percentage each municipality derives from the flood control structures. These percentages are identified in the table titled "Dam & Flood Control Levy - Details," on the final page of this budget. For example, the City of London benefits 100% from Fanshawe Dam and, therefore, is the only municipality levied for operating and maintaining that structure. Wildwood and Pittock Dams use unique benefiting formulas.

The municipal levy is the most important funding received by the Conservation Authority as this investment allows the Authority to obtain and retain staff expertise. Staff leverage the municipal share by applying for grants from foundations, generating funds from user fees, entering into contracts and obtaining sponsorships from the private sector.

In the approved budget, the UTRCA leverages the 38.6% funded by municipalities into another 57.1% of funding to support a broad range of services for watershed residents, as directed by the Board of Directors.





### Operating Budget 2021

	Pre-Covid Approved 2020 Budget	Budget Final 2020	Draft 2021 Circulated November	Approved 2021 Budget	% Change from Draft Circulated	Notes see page 4 for list of acronyms)
<b>REVENUES</b>						
<b>New Levy Funding</b>						
Municipal General Levy	4,113,390	4,113,335	4,154,463	4,154,463	0.00%	
Assessment Growth Levy	310,037	-	-	-	0.00%	
Dam and Flood Control Levies	1,461,675	1,461,675	1,636,062	1,591,062	-2.75%	
Operating Reserve Levy	33,678	33,678	34,014	34,014	0.00%	Correction made between type of levy funding
	5,918,780	5,608,688	5,824,539	5,779,539	-0.77%	
<b>Amortized Levy from previous years</b>						
Municipal General Levy	239,794	239,794	611,942	337,486	-44.85%	
Flood Control Levies	78,062	78,062	120,142	95,142	-20.81%	
Capital Maintenance Levy	42,745	47,297	51,926	51,926	0.00%	
	360,601	365,153	784,010	484,554	-38.20%	
<b>MNRF Transfer Payment</b>						
	181,217	181,217	181,213	181,213	0.00%	
<b>Contracts and Grants</b>						
Municipal within Watershed	894,351	1,059,945	858,773	967,700	12.68%	Approved includes
Municipal outside Watershed	73,340	129,660	130,676	132,176	1.15%	Environmentally Significant
Provincial	635,591	770,804	1,183,403	1,167,751	-1.32%	Areas contract with City of London
Federal	464,599	541,534	273,528	281,528	2.92%	
All Other	1,853,982	1,946,932	1,724,803	1,862,268	7.97%	Corporate and not-for- profit funding anticipated higher
	3,921,863	4,448,875	4,171,183	4,411,423	5.76%	
<b>User Fees and Other Revenues</b>						
Conservation Areas	3,709,056	2,527,862	3,539,502	3,554,298	0.42%	Fee adjustments implemented as approved
Planning and Permit Fees	315,000	390,000	335,000	365,000	8.96%	Estimated workload
Education Fees	125,000	65,800	63,500	66,500	4.72%	adjustments to fees
Landowner, tree sales, cost recoveries	166,500	135,090	194,000	221,443	14.15%	Some 2020 planting to take place in 2021
	4,315,556	3,118,752	4,132,002	4,207,241	1.82%	
<b>Other Revenues</b>						
From deferred revenues	582,621	535,434	25,000	623,297	2393.19%	Additional deferred revenues available for 2021
Donations, interest earned	295,350	212,903	140,370	140,370	0.00%	
	877,971	748,337	165,370	763,667	361.79%	
<b>Funding required from Flood Reserves</b>						
	-	-	201,975	201,975	0.00%	
<b>TOTAL REVENUES</b>	15,575,988	14,471,022	15,460,291	16,029,611	3.68%	
<b>EXPENDITURES</b>						
<b>Mission Cost Centres</b>						
Community Partnerships	1,301,859	1,308,089	1,521,274	1,573,450	3.43%	Undertaking more targets projects in 2021
Water and Information Management	2,726,437	2,595,648	2,780,199	2,778,149	-0.07%	
Environmental Planning & Regulations	2,253,972	2,108,896	2,363,163	2,370,697	0.32%	
Conservation Services	1,995,488	1,971,072	1,777,989	1,817,297	2.21%	
Watershed Planning & Research	1,120,434	1,109,841	1,111,818	1,149,750	3.41%	
Conservation Areas	4,496,269	3,749,340	4,364,360	4,550,739	4.27%	Expenses anticipated to be at pre-Covid levels
Lands and Facilities Management	1,746,540	1,524,391	1,691,455	1,716,146	1.46%	
	257,310	163,296	153,077	98,725	-35.51%	
<b>Service Cost Centres</b>						
	15,898,309	14,530,573	15,763,335	16,054,952	1.85%	
<b>Program Operating Expenditures</b>						
	53,678	-	285,000	326,614	14.60%	
<b>Desired Transfers to Reserves</b>						
	15,951,987	14,530,573	16,048,335	16,381,566	2.08%	
<b>TOTAL EXPENDITURES</b>	(375,999)	(59,551)	(588,043)	(351,955)		
<b>NET SURPLUS (DEFICIT)</b>						
Depreciation Expense	1,221,973	1,153,341	1,161,434	1,161,434	0.00%	
<b>CASH SURPLUS (DEFICIT)</b>	845,974	1,093,790	573,391	809,480	41.17%	

# 2021 Approved Budget: Summary

February 18, 2021

## Capital Budget 2021

	Pre-Covid 2020 Budget	Draft 2021 Circulated	Approved 2021 Budget	Notes
<b>FLOOD CONTROL</b>				
<b>Capital Funding</b>				
Flood Control Capital levy	2,700,881	467,877	537,877	Correction made between operating and capital funding, and reflecting hiatus in construction at London Dykes in 2021
Federal Funding	2,988,000	160,000	160,000	
Provincial - Water and Erosion Control Infrastructure	125,000	115,150	126,150	
Net Funding from (to) reserves	157,508	(33,731)	81,411	
<b>Total current year funding</b>	<b>5,971,389</b>	<b>709,296</b>	<b>905,438</b>	
<b>Capital Projects</b>				
Dam Safety Reviews	23,808	-	-	Remaining safety review costs at Fanshawe and Pittock Dams moved to operating budget
Fanshawe Dam	50,000	40,168	40,230	
Wildwood Dam	301,591	102,941	103,154	
Pittock Dam	81,232	47,037	80,091	
London Dykes	5,483,508	417,575	418,099	Reduced for design work remaining on London Dykes
Mitchell Dam	-	71,101	36,760	
Small Dams	64,374	58,124	58,517	
<b>Total Spending</b>	<b>6,004,513</b>	<b>736,946</b>	<b>736,851</b>	
<b>Surplus (Deficit) from Flood Control Capital</b>	<b>(33,124)</b>	<b>(27,650)</b>	<b>168,587</b>	Any surplus funding is available to flood control reserves
<b>OTHER CAPITAL NEEDS</b>				
<b>Capital Funding</b>				
Capital Maintenance Levy	175,126	178,626	178,626	
<b>Capital Expenditures</b>				
Land Improvements	115,000	-	-	Electrical Safety Authority order to be addressed, and some park road works
Infrastructure	40,000	115,000	190,000	
Furniture and Fixtures	30,000	-	-	
Vehicles and Equipment	109,000	151,000	151,000	Includes 1-ton cab and dump
Technology Equipment	67,500	50,000	50,000	
<b>Total Spending</b>	<b>361,500</b>	<b>316,000</b>	<b>391,000</b>	Server and network storage replacements
<b>Surplus (Deficit) from other Organizational Capital</b>	<b>(186,374)</b>	<b>(137,374)</b>	<b>(212,374)</b>	
<b>Total Capital Budgets Surplus (Deficit)</b>	<b>(219,498)</b>	<b>(165,024)</b>	<b>(43,787)</b>	

### List of Acronyms

MNRF - Ministry of Natural Resources & Forestry (provincial)

NDMP - National Disaster Mitigation Program (federal)

# 2021 Approved Budget

February 18, 2021

## All Units, All Activities

	Pre-Covid Approved	Final 2020	Draft 2021 Circulated	Approved 2021	% Change from Draft	
New Municipal Levies	8,794,787	8,181,940	6,496,042	6,496,042	0.0%	Levies reduced in 2021 due to London Dykes hiatus
Government Transfer Payments	181,217	181,217	181,213	181,213	0.0%	
Contracts	7,034,863	8,969,647	4,446,333	4,697,573	5.7%	New contract amounts granted
User Fees	4,315,556	3,118,752	4,132,002	4,207,241	1.8%	Fee increases implemented
All other incl. Deferred Revenues	1,238,572	1,113,490	924,380	1,248,221	35.0%	
<b>Total Funding</b>	<b>21,564,994</b>	<b>21,565,046</b>	<b>16,179,969</b>	<b>16,830,289</b>	<b>4.0%</b>	
<b>Expenditures</b>						
Wages, Benefits, Per Diems	10,200,803	9,402,112	10,107,014	10,334,796	2.3%	Wage grid increase is 1%
Training, PPE, Travel Reimbursements	218,905	158,974	185,410	197,910	6.7%	Reestablishing some further training online
Legal, Audit, Insurance, Banking	402,285	417,765	457,558	457,558	0.0%	
Advertising and Promotion	62,400	28,997	37,200	32,950	-11.4%	
Consulting and Services	800,586	1,110,460	1,063,185	1,090,185	2.5%	
Computers and Communications	337,225	309,054	339,330	346,280	2.0%	
Property, Utilities, Security	1,390,407	1,097,247	1,264,459	1,245,721	-1.5%	
Contracted Services, incl. Flood Control	5,884,000	6,470,183	568,880	583,837	2.6%	
Supplies	1,218,259	1,265,576	1,198,352	1,229,482	2.6%	
Flow through expenses	165,715	100,697	110,750	111,650	0.8%	
Depreciation Expense	1,221,973	1,153,341	1,161,434	1,161,434	0.0%	
Unallocated Costs	264	2	6,710	1	-100.0%	
Mission centre capital costs	361,500	151,500	316,000	391,000	23.7%	Additional \$75K for FCA hydro infrastructure
<b>Total Expenditures</b>	<b>22,264,322</b>	<b>21,665,908</b>	<b>16,816,281</b>	<b>17,182,803</b>	<b>2.2%</b>	
<b>Surplus (Deficit) from these budgets</b>	<b>(699,327)</b>	<b>(100,863)</b>	<b>(636,311)</b>	<b>(352,514)</b>		
<b>Net Transfers (from) or to reserves</b>	103,830	117,098	(116,756)	(43,228)	-63.0%	
Total affecting reserve balances	(595,497)	16,235	(753,067)	(395,742)	-47.4%	



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 (WECI) program.

In 2021, the UTRCA continues to receive funding from the federal Disaster Mitigation & Adaptation Fund for the West London Dyke Reconstruction Project. Funding from WECI is not generally confirmed until May/June.

The amounts for the annual fixed contributions from the affected municipalities are calculated based on long term flood control capital repair estimates. The 20 Year Capital Maintenance Plan includes provisions for reviews and for adjusting the municipal contributions, depending on updated studies and cost estimates. The 2021 Approved Flood Control Capital Levy is described in the table below.

## Flood Control Capital Levy Summary

Municipality	Structure	Apportionment	2021 FC Capital Levy Total
Oxford County	Wildwood Dam	1.00%	\$100,000
	Pittock Dam	62.10%	
	Ingersoll Channel	100.00%	
City of London	Fanshawe Dam	100.00%	\$381,156
	Wildwood Dam	83.85%	
	Pittock Dam	36.75%	
	London Dykes & Erosion Control Structures	100.00%	
	Springbank Dam	100.00%	
Town of St. Marys	St. Marys Floodwall	100.00%	\$30,723
	Wildwood Dam	14.09%	
City of Stratford	RT Orr Dam & Channel	100.00%	--
Municipality of West Perth	Fullarton Dam	100.00%	\$5,000
	Mitchell Dam	100.00%	\$14,500
Township of Zorra	Embro Dam	100.00%	\$1,500
	Harrington Dam	100.00%	\$5,000
<b>Total Flood Control Capital Levy</b>			<b>\$537,879</b>

## Water & Information Management



### What we do:

- Reduce the risk of property damage and loss of lives due to flooding by providing watershed municipalities with flood forecasting and warning services and low water response.
- Operate and maintain water control structures (dams, dykes, channels, floodwalls), constructed in partnership with municipalities, to control flood flows and augment stream flow during dry periods.
- Operate and maintain recreational water control structures on behalf of municipalities.
- Comply with legislative requirements and guidelines at the local level.

### Examples:

- Provide and maintain flood situation emergency plans and a flood warning system
- Continually monitor stream flow, reservoirs, and watershed conditions at 31 surface water monitoring stations, 23 precipitation stations, and 13 snow survey stations
- Forecast floods, issue flood bulletins, and collect and maintain flood damage information and historical flooding data
- Maintain and expand stream gauge network in order to improve stream flow, climatic and water quality monitoring
- Improve and calibrate flood forecasting models
- Coordinate, maintain, and improve stream flow through flow augmentation reservoirs
- Coordinate the upper Thames River watershed Low Water Response Team, which plans for drought response to meet the needs of watershed residents and business while protecting natural systems and human health
- Operate, inspect, and maintain flood control dams, dyke systems, channels, and erosion control structures, as well as medium sized municipal recreation dams and Conservation Area dams
- Undertake major maintenance projects on water and erosion control structures, and assess municipal erosion control works
- Secure capital maintenance funding for water and erosion control infrastructure, as well as senior government funding support for flood hazard mitigation
- Undertake dam safety studies and improve public safety around dams
- Update operation and maintenance manuals
- Provide technical expertise to identify natural hazards (such as flood plains and steep slopes) with the goal of protecting people and property from these natural hazards
- Host annual meeting with municipal flood coordinators
- Map and model flood plains and update hazard modelling and mapping in support of UTRCA Environmental Planning & Regulations unit



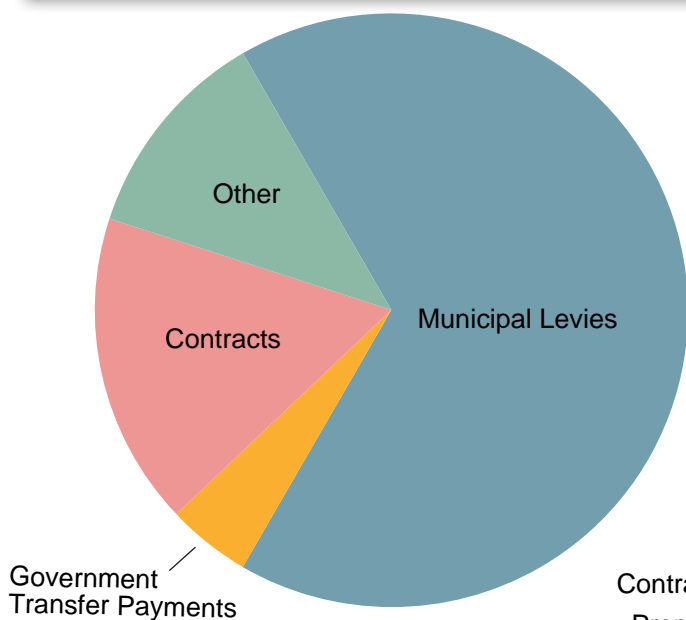
# 2021 Approved Budget

February 18, 2021

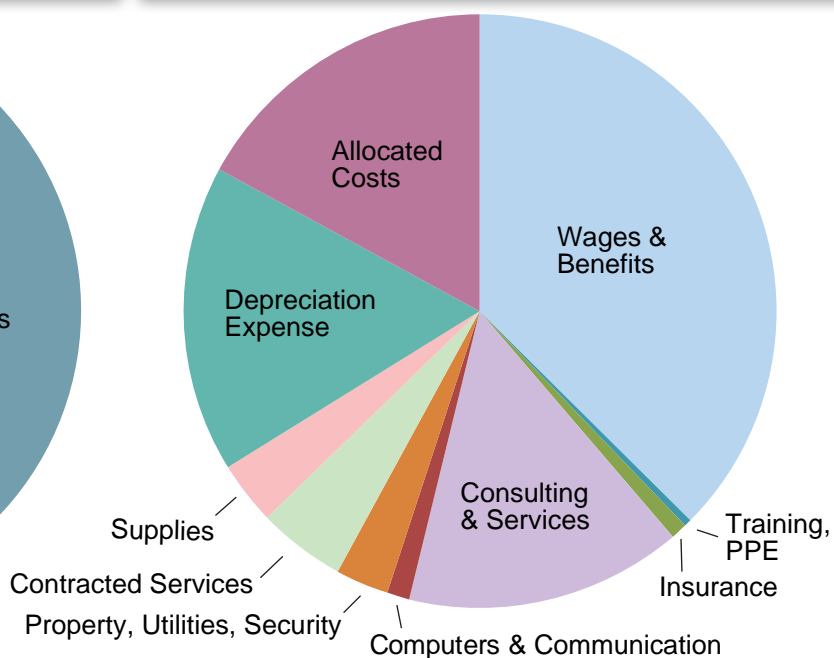
## Water & Information Management

	Pre-Covid Approved 2020 Budget	Final 2020 Budget	Approved 2021 Budget	% Change from Final 2020 Budget	Notes
<b>Funding</b>					
Municipal Levies	4,427,530	4,124,775	2,415,976	-41.4%	Reduced need for funding for London
Government Transfer Payments	166,270	166,270	166,270	0.0%	Dykes
Contracts	3,416,252	4,945,424	619,214	-87.5%	Reflect end of NDMP funding
Other	78,062	78,062	421,090	439.4%	2020 budgets did not include some
<b>Total Funding</b>	<b>8,088,113</b>	<b>9,314,530</b>	<b>3,622,550</b>	<b>-61.1%</b>	year end deferrals
<b>Expenditures</b>					
Wages, Benefits	1,352,456	1,254,443	1,317,346	5.0%	
Training, PPE	18,300	6,600	13,600	106.1%	Some training reinstated for 2021
Insurance	30,965	30,595	30,300	-1.0%	
Consulting and Services	236,161	639,206	532,000	-16.8%	
Computers & Communications	61,000	39,550	42,650	7.8%	
Property, Utilities, Security	102,275	94,800	102,125	7.7%	
Contracted Services	5,656,000	6,267,683	168,400	-97.3%	Reduced expenditure on London
Supplies	100,950	100,429	119,250	18.7%	Dykes
Depreciation Expense	585,912	573,969	588,903	2.6%	
Allocated costs	586,931	572,208	600,426	4.9%	
<b>Total Expenditures</b>	<b>8,730,950</b>	<b>9,579,483</b>	<b>3,515,000</b>	<b>-63.3%</b>	
<b>Surplus (Deficit) from these budgets</b>	<b>(642,837)</b>	<b>(264,953)</b>	<b>107,550</b>		

### FUNDING



### EXPENDITURES



## Environmental Planning & Regulations

### What we do:

- Reduce the risk to life and property from natural hazards such as flooding and unstable slopes, and support safe development.
- Promote the maintenance and enhancement of natural heritage features and areas such as woodlands, wetlands, and threatened species, and protect groundwater resources and promote their wise use.
- Comply with legislative requirements under the Conservation Authorities Act.
- Assist municipalities with fulfilling their Planning Act responsibilities by identifying natural hazard areas and natural heritage features, and providing policy support.

### Examples:

- Review construction and approve projects in and around watercourses, flood plains, valley slopes, and wetlands to ensure development is safe for individuals and the community
- Provide land use planning advisory services to identify planning concerns related to natural hazards, natural heritage, development servicing, water quality, and natural resources
- Provide comments to assist municipalities with processing Official Plan and zoning by-law amendments, severances, variances and plans of subdivision
- Provide municipalities with access to policy and technical experts in various disciplines, including hydrology, hydrogeology, ecology, fisheries, engineering, bioengineering, stream morphology, and land use planning.
- Answer questions from the public regarding environmental aspects of land use planning
- Respond to property inquiries and mapping requests (legal, real estate, and general information)
- Administer approvals and investigate violations related to regulations made pursuant to the Conservation Authorities Act
- Screen and comment on mitigation related to projects requiring federal Fisheries Act review or approval
- Increase implementation of green infrastructure (Low Impact Development) through pilot projects and professional development opportunities



## Source Protection Planning

### What we do:

- Deliver programs and services related to the conservation authority's duties, functions and responsibilities as a source protection authority under the Clean Water Act, 2006.
- Maintain local governance and capacity to facilitate and coordinate source protection initiatives for the Thames-Sydenham and Region.
- Engage local and regional stakeholders, provide source protection expertise, and coordinate local activities that support the implementation and updating of the Thames-Sydenham and Region Source Protection Plan.
- Monitor and report on Source Protection Plan implementation progress within the Thames-Sydenham and Region in accordance with requirements set out in the Act.
- Provide maintenance and operation of an informed and engaged local, multi-stakeholder Source Protection Committee for the Thames-Sydenham and Region to guide the local planning process.

### Examples:

- Undertake work to update the Assessment Reports and Source Protection Plan (SPP) to protect human health and municipal drinking water sources (quality and quantity) by addressing implementation challenges, adding new scientific or technical information, or when a new drinking water system is added or changed.
- Receive and maintain information related to the monitoring policy summaries from municipalities and other implementing bodies, including analyzing and interpreting the information received to report on implementation progress to local stakeholders and the Province.
- Issue confirmation notices to municipal drinking water system owners, as required under the Act, for new and changing municipal residential drinking water systems.
- Provide advice to stakeholders on the review of local applications, planning proposals, or decisions in vulnerable areas to ensure SPP policies are considered.
- Provide Risk Management Services to assist participating municipalities in implementing the SPP through risk management, prohibition, and restricted land use policies. Education and outreach are key policy priorities to deliver an effective program.
- Collaborate with municipalities and conservation authorities to develop and operate the Local Source Water Information Management System to assist municipalities in meeting their obligations under the Clean Water Act and Source Protection Plans.



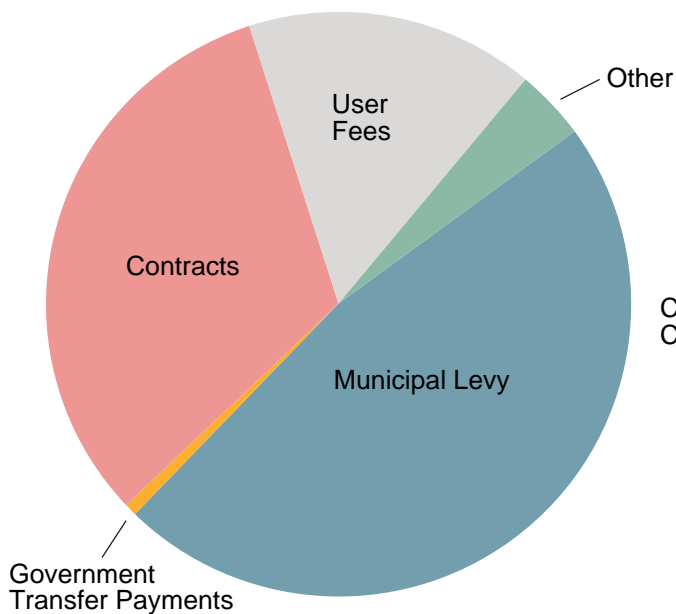
# 2021 Approved Budget

February 18, 2021

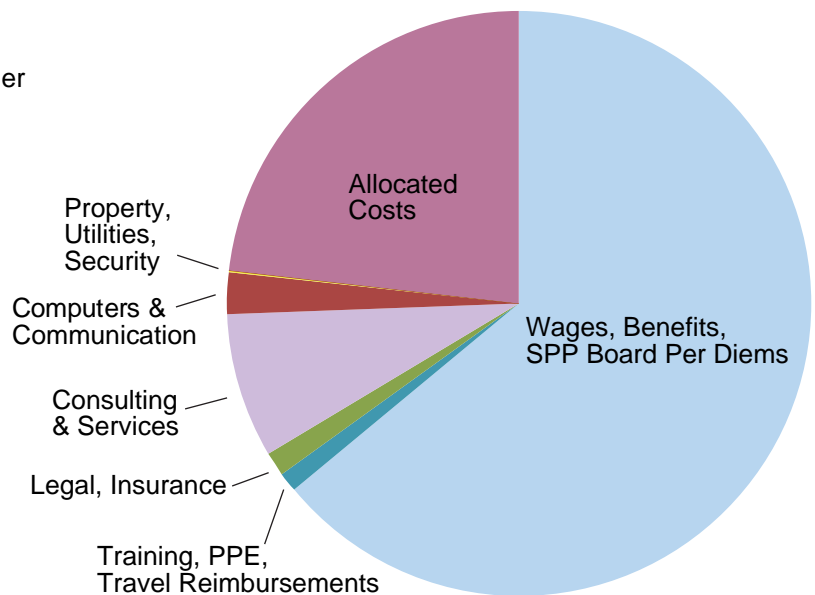
## Environmental Planning & Regulations

	Pre-Covid Approved 2020 Budget	Final 2020 Budget	Approved 2021 Budget	% Change from Final 2020 Budget	Notes
<b>Funding</b>					
Municipal Levies	1,359,434	1,049,397	1,049,114	-0.0%	
Government Transfer Payments	14,947	14,947	14,943	-0.0%	
Contracts	689,389	724,566	711,919	-1.7%	
User Fees	315,000	390,000	355,000	-9.0%	Fee increases expected to pre-Covid levels
Other	85,381	47,212	87,096	84.5%	
<b>Total Funding</b>	<b>2,464,151</b>	<b>2,226,122</b>	<b>2,218,072</b>	<b>-0.4%</b>	
<b>Expenditures</b>					
Wages, Benefits, SPP Board Per Diems	1,453,361	1,327,506	1,517,052	14.3%	Increasing capacity for regulations timelines
Training, PPE, Travel Reimbursements	28,200	25,900	25,900	0.0%	
Legal, Insurance	41,750	23,250	31,800	36.8%	Increase towards pre-Covid levels as courts are proceeding after delays
Advertising and Promotion	1,000	-	-	0.0%	
Consulting and Services	160,000	176,000	189,560	7.7%	
Computers and Communications	41,250	54,350	54,350	0.0%	
Property, Utilities, Security	1,750	1,700	1,700	0.0%	
Supplies	800	900	900	0.0%	
Allocated costs	525,861	499,290	549,435	10.0%	
<b>Total Expenditures</b>	<b>2,253,972</b>	<b>2,108,896</b>	<b>2,370,697</b>	<b>12.4%</b>	
<b>Surplus (Deficit) from these budgets</b>	<b>210,179</b>	<b>117,226</b>	<b>(152,625)</b>		

### FUNDING



### EXPENDITURES





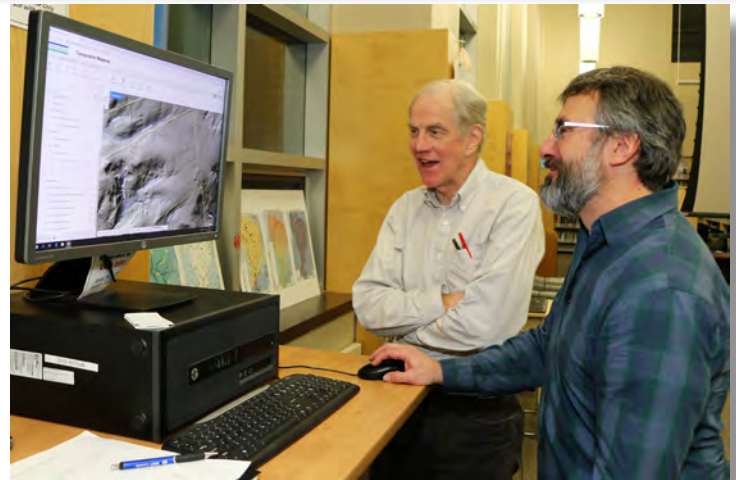
## Watershed Planning, Research & Monitoring

### What we do:

- Undertake environmental monitoring including collecting, analyzing, and reporting on data for surface water and groundwater quality, stream health, fisheries, habitat, and species at risk.
- Compile and maintain a comprehensive environmental monitoring database that is integrated and available to watershed partners, and is commonly accessed by development proponents in watershed municipalities when undertaking technical studies or assessments associated with land development activities.
- Produce concise state of the environment reporting every 5 years in a Watershed Report Card document, to understand current local (subwatershed) health and emerging trends as a basis for setting environmental management priorities and inspiring local environmental action.
- Develop and maintain watershed, subwatershed, and property specific management plans in cooperation with government agencies, municipalities, and community groups.
- Implement research studies to fill resource information gaps and develop innovative methods of protecting and enhancing watershed resources, including natural heritage systems studies, water quality assessments, and management plans.

### Examples:

- Monitor groundwater at 24 sites as part of the Provincial Groundwater Monitoring Information System in partnership with the Ministry of the Environment, Conservation and Parks (MECP)
- Collect and analyze surface water samples at 24 sites as part of the Provincial Water Quality Monitoring Network in partnership with the MECP and local Health Units
- Undertake expanded water quality and stream health monitoring, in support of efforts identified in the UTRCA Strategic Plan and in partnership with member municipalities
- Monitor aquatic community health including benthic invertebrates, fisheries, and species at risk to identify priority areas for implementation of best management practices and stewardship
- Participate in senior government working groups related to development of a Domestic Action Plan to reduce phosphorus loads to Lake Erie
- Develop and maintain 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
- Develop land management plans for UTRCA properties, such as the Cade Tract, Lowthian Flats, and Fullarton area lands, in partnership with the Conservation Areas and Lands & Facilities units
- Provide technical support and review for applications related to planning advisory services
- Study species at risk and their habitat requirements that are indicators of watershed health
- Develop natural heritage system studies to determine significance, spatially quantify gains and losses, and identify areas of concern as well as areas with potential for enhancement.
- Work with a broad range of stakeholders, including municipalities, First Nations and senior government, in the Thames River Clear Water Revival collaborative, to produce and implement *The Thames River (Deshkan Zibi) Shared Waters Approach to Water Quality and Quantity*, which focuses shared water management objectives and supports efforts to address local and Great Lake water quality and quantity issues.
- Gather long term data and create information to measure outcomes related to the UTRCA Environmental Targets Strategic Plan and to guide work to improve environmental health
- Advocate for clean water and natural heritage feature protection and restoration in the watershed, as identified in UTRCA Environmental Targets



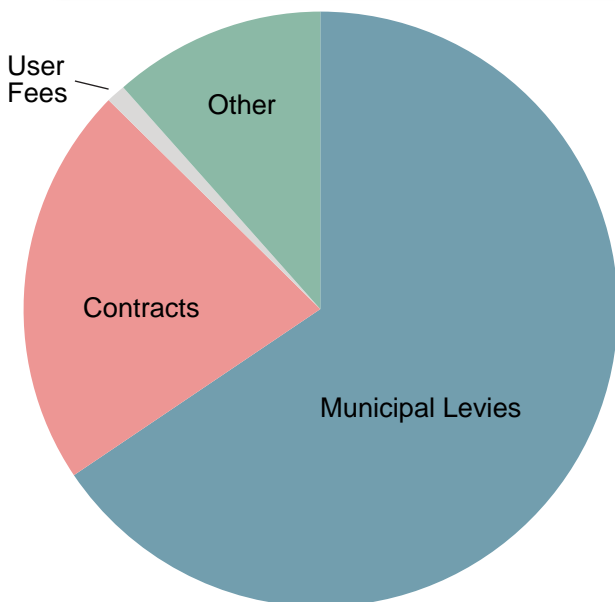
# 2021 Approved Budget

February 18, 2021

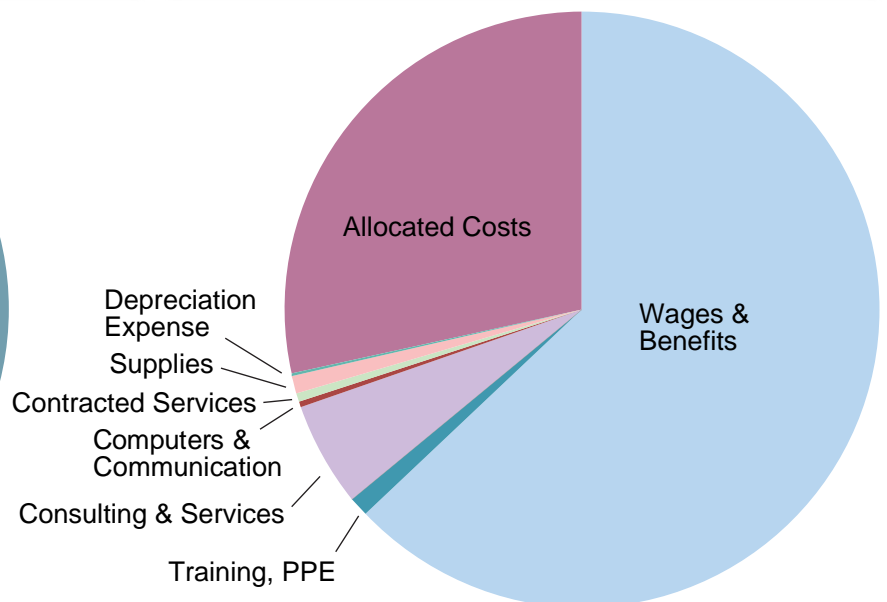
## Watershed Planning, Research & Monitoring

	Pre-Covid Approved 2020 Budget	Final 2020 Budget	Approved 2021 Budget	% Change from Final 2020 Budget	Notes
<b>Funding</b>					
Municipal Levies	722,775	722,720	629,064	-13.0%	
Contracts	180,450	334,922	209,400	-37.5%	Multi-year contract ending
User Fees	-	-	10,000	100.0%	
Other	25,734	44,084	111,107	152.0%	Includes deferrals from 2020
<b>Total Funding</b>	<b>928,959</b>	<b>1,101,726</b>	<b>959,571</b>	<b>-12.9%</b>	
<b>Expenditures</b>					
Wages, Benefits	747,122	697,387	723,920	3.8%	
Training, PPE	10,700	3,400	12,250	260.3%	
Advertising and Promotion	50	-	100	100.0%	
Consulting and Services	10,000	83,229	65,000	-21.9%	
Computers and Communications	3,550	2,368	3,500	47.8%	
Contracted Services	5,000	5,000	5,525	10.5%	
Supplies	14,600	15,150	11,000	-27.4%	
Depreciation Expense	2,176	1,442	1,442	0.0%	
Allocated costs	327,236	301,865	327,013	8.3%	
<b>Total Expenditures</b>	<b>1,120,434</b>	<b>1,109,841</b>	<b>1,149,750</b>	<b>3.6%</b>	
<b>Surplus (Deficit) from these budgets</b>	<b>(191,475)</b>	<b>(8,115)</b>	<b>(190,179)</b>		

### FUNDING



### EXPENDITURES



## Conservation Services

### What we do:

- Address soil and water quality concerns by providing comprehensive face-to-face in-field and in-stream conservation planning services, technical services, and engineering planning and design.
- Address locally identified water quality and wildlife habitat impairment issues.
- Improve water quality and habitat for fish and wildlife, and reestablish natural aquatic linkages.
- Offer a range of tree planting and woodlot management services, and increase natural cover to improve water quality, provide wildlife and pollinator habitat, and build climate change resiliency.
- Deliver the Clean Water Program (CWP), which provides a one-window service for rural landowners to access technical assistance and financial incentives for implementing best management practices (BMPs) that improve surface water and groundwater quality and soil health, and contribute to sustainable agricultural operations. The CWP is funded by the Counties of Oxford, Middlesex and Perth, Town of St. Marys, and Cities of Stratford and London, with additional funding leveraged from industry, government, foundations, and donations.

### Examples:

- Deliver a wide range of BMPs through the CWP, which provides more than \$240,000 in grants to an average of 150 projects annually, approved by the local CWP committee. The CWP has completed over 4500 projects since 2001, including 3300 projects cost shared (\$11 million in capital project value plus landowner inputs of \$4.6 million).
- Deliver Medway Creek watershed phosphorus reduction research and demonstration projects partnering with Environment and Climate Change Canada (ECCC) and the Ontario Ministry of Agriculture, Food & Rural Affairs (OMAFRA)
- Lead cutting-edge research and demonstration projects focused on agricultural stewardship efforts to reduce nutrients in the Thames River and improve the health of Lakes St. Clair and Erie. Projects bring additional investment into the watershed and offset costs to municipalities (e.g., \$300,000/3 years from ECCC; \$280,000/3 years from Agriculture & Agri-Food Canada (AAFC)).
- Lead information sharing and coordinate innovation through research, demonstration projects, workshops, and field tours, in partnership with landowners, agencies, academia, and private sector. Examples include ONFARM, controlled drainage, engineered vegetated filter strips, saturated buffers, constructed wetlands, on-farm stormwater management, slag filters to remove phosphorus from barnyard and silage leachate runoff and from tile drainage systems, edge-of-field research to monitor phosphorus movement on cropland, and biofilters. Project partners include University of Waterloo, University of Guelph, Western University, Great Lakes and St. Lawrence Cities Initiative on the Thames River Phosphorus Reduction Collaborative, OMAFRA, AAFC, OSCIA and others.
- Partner with ECCC to establish and monitor water quality from agriculture-based subwatersheds
- Provide forestry services such as tree planting plans, woodlot management, invasive species control, planning and auditing for the Managed Forest Tax Incentive Program, and help source alternate funding to offset tree planting costs for landowners
- Implement naturalization projects through the Communities for Nature program, which gives 5,000 students and community members each year a hands-on educational experience and creates opportunity for private sector (e.g., TD, DANCOR, 3M Canada, Dillon Consulting, DANCOR, Home Hardware, Columbia Sportswear), service clubs, and donors to provide lands and/or financial support
- Coordinate Memorial Forest programs, in partnership with local funeral homes
- Plant 2,800,000 trees across the watershed since 1990 (approximately 2000 hectares)
- Partner with London Hydro to offer "Tree Power" program that sells 600 trees to London homeowners each year, and with Festival Hydro to launch a similar program in Stratford in 2021
- Participate in forest health research partnership with Canadian Forestry Service and Ministry of Natural Resources and Forestry (e.g., Emerald Ash Borer, Oak Wilt Disease, Beech Leaf Disease), and work with partners to preserve the genetics of native butternut trees



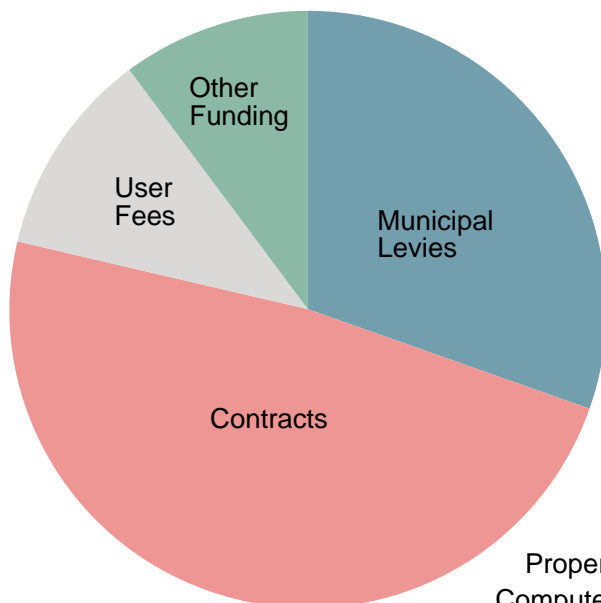
# 2021 Approved Budget

February 18, 2021

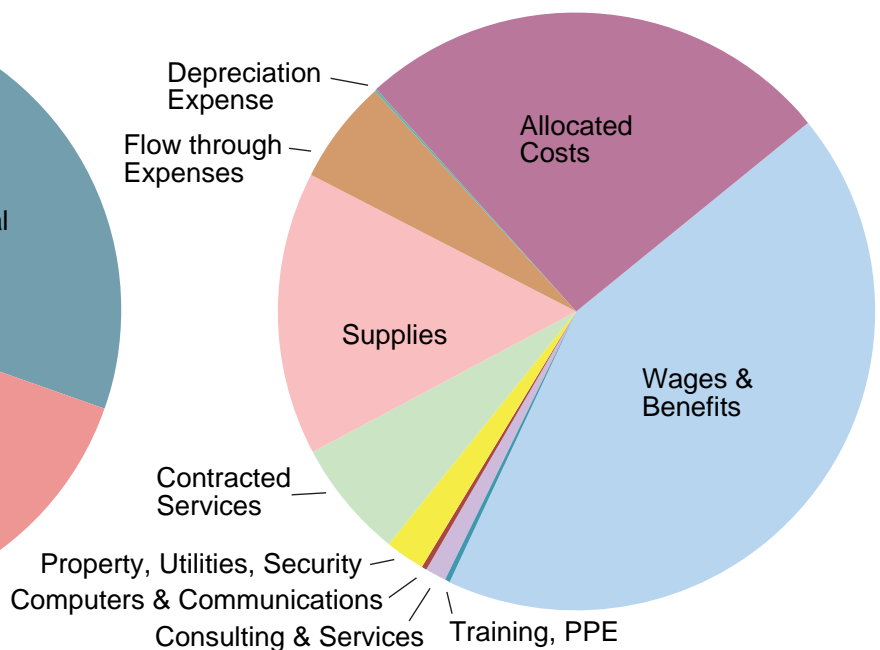
## Conservation Services

	Pre-Covid Approved 2020 Budget	Final 2020 Budget	Approved 2021 Budget	% Change from Final 2020 Budget	Notes
<b>Funding</b>					
Municipal Levies	664,335	664,335	602,564	-9.3%	
Contracts	713,366	876,146	957,250	9.3%	
User Fees	163,000	128,000	221,443	73.0%	Includes tree plantings delayed from 2020
Other	493,290	466,422	202,070	-56.7%	
<b>Total Funding</b>	<b>2,033,991</b>	<b>2,134,903</b>	<b>1,983,327</b>	<b>-7.1%</b>	
<b>Expenditures</b>					
Wages, Benefits	819,854	721,088	778,310	7.9%	Additional staff for Targets activities
Training, PPE	12,155	8,168	5,250	-35.7%	
Advertising and Promotion	4,000	4,000	-	0.0%	
Consulting and Services	22,700	22,700	20,700	-8.8%	
Computers & Communication	8,800	5,461	4,705	-13.8%	
Property, Utilities, Security	77,250	61,250	39,350	-35.8%	
Contracted Services	147,000	110,000	116,000	5.5%	
Supplies	286,074	488,228	279,200	-42.8%	
Flow through expenses	149,715	91,797	102,550	11.7%	
Depreciation Expense	2,403	2,403	2,403	0.0%	
Allocated costs	465,537	455,977	468,829	2.8%	
<b>Total Expenditures</b>	<b>1,995,488</b>	<b>1,971,072</b>	<b>1,817,297</b>	<b>-7.8%</b>	
<b>Surplus (Deficit) from these budgets</b>	<b>38,503</b>	<b>163,831</b>	<b>166,030</b>		

### FUNDING



### EXPENDITURES





# Providing Natural Spaces & Recreational Opportunities

## Lands & Facilities

### What we do:

- Create value for the environment by providing safe access to UTRCA-owned/managed lands and permitted outdoor recreational opportunities.
- Work in partnership with the community to ensure the long-term protection of natural areas, such as woodlands and wetlands. Hazard lands and wetlands were acquired for flood risk reduction and recreation, and contribute to natural heritage conservation and water quality protection (surface water and groundwater).
- Lease structures and properties to clubs, community groups, individuals, and municipalities for activities that complement the UTRCA's programs and services.
- Negotiate land management agreements with municipalities to permit free access to day use facilities.
- Land acquisition and disposition.

### Examples:

- Own 1900 hectares of rural properties to ensure the long-term protection of natural areas, such as woodlands and wetlands, and provide a variety of passive recreational opportunities.
- Manage 11 Environmentally Significant Areas (ESAs) covering 735.6 hectares, under in an agreement with the City of London
- Work with the local community to implement ESA Conservation Master Plans, in partnership with the City of London
- Initiate asset management plan as per the UTRCA Strategic Plan
- Initiate or assist with capital development projects
- Manage UTRCA fleet vehicles and equipment system
- Manage/maintain Watershed Conservation Centre (LEED Platinum designation)
- Work with the local community to implement the Ellice and Gads Hill Swamps Management Strategy
- Perform comprehensive risk management and safety inspections on UTRCA-owned properties
- Assess hunting opportunities on UTRCA-owned properties and, where appropriate, implement a controlled hunting program
- Respond to infringement and encroachment related issues on UTRCA-owned properties
- Maintain a range of lease agreements for properties and structures, including:
  - o 7 community-based groups that manage and maintain our rural conservation areas
  - o More than 20 clubs that engage in recreational activities at Fanshawe, Wildwood, and Pittock Conservation Areas
  - o 80 cottages at two locations
- When acquiring lands for development of the reservoirs, the UTRCA was obliged to purchase entire holdings (farms); some of these lands are not needed to support the UTRCA's flood management and recreational programs, and are leased by community members, including:
  - o 24 UTRCA-owned agricultural properties totalling approximately 475 hectares
  - o Manage/maintain 7 storage buildings located throughout the watershed
- Partner with municipalities to control invasive species



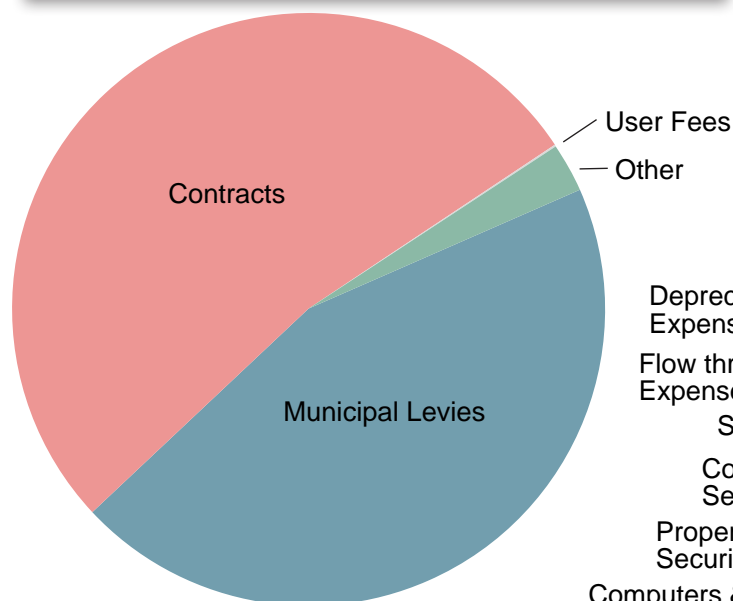
# 2021 Approved Budget

February 18, 2021

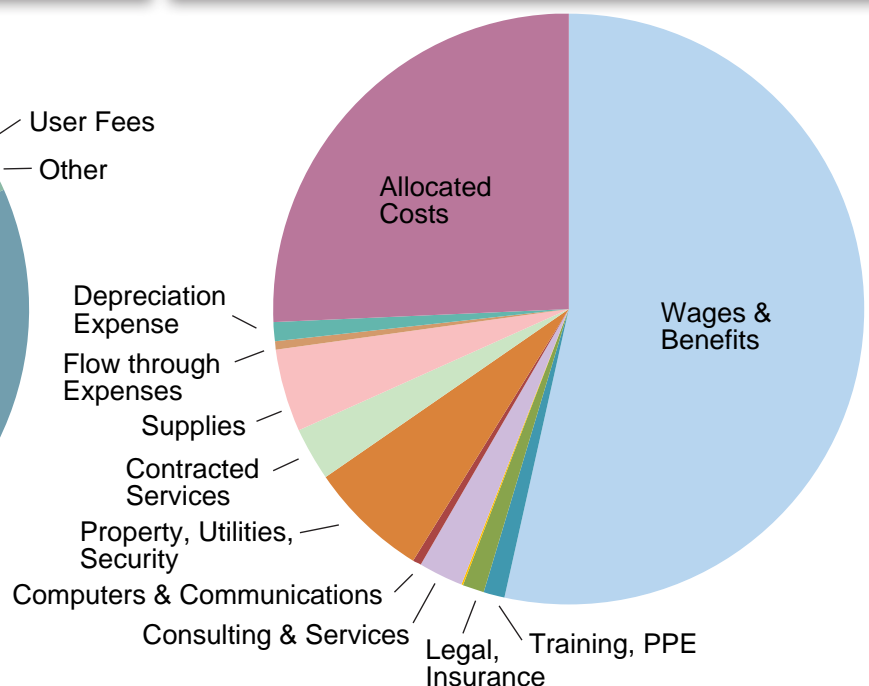
## Lands & Facilities

	Pre-Covid Approved 2020 Budget	Final 2020 Budget	Approved 2021 Budget	% Change from Final 2020 Budget	Notes
<b>Funding</b>					
Municipal Levies	750,720	750,720	739,238	-1.5%	
Contracts	914,030	894,225	872,157	-2.5%	
User Fees	2,000	2,000	2,000	0.0%	
Other	32,000	101,878	44,639	-56.2%	
<b>Total Funding</b>	<b>1,698,750</b>	<b>1,748,823</b>	<b>1,658,034</b>	<b>-5.2%</b>	
<b>Expenditures</b>					
Wages, Benefits	958,721	890,606	918,363	3.1%	
Training, PPE	20,200	12,000	19,200	60.0%	
Legal, Insurance	17,930	18,995	20,625	8.6%	
Advertising and Promotion	1,350	1,750	1,350	-22.9%	
Consulting and Services	44,000	12,000	42,000	250.0%	
Computers and Communication	7,800	7,800	7,800	0.0%	
Property, Utilities, Security	75,905	78,905	112,600	42.7%	Rental house removal and related costs
Contracted Services	21,000	17,500	50,000	185.7%	Includes hydro plant monitoring study
Supplies	91,449	59,399	77,600	30.6%	
Flow through expenses	8,000	7,000	8,000	14.3%	
Depreciation Expense	17,572	17,572	17,572	0.0%	
Allocated Costs	482,613	400,864	441,036	10.0%	
<b>Total Expenditures</b>	<b>1,746,540</b>	<b>1,524,391</b>	<b>1,716,146</b>	<b>12.6%</b>	
<b>Surplus (Deficit) from these budgets</b>	<b>(47,790)</b>	<b>224,432</b>	<b>(58,112)</b>		

### FUNDING



### EXPENDITURES



# Providing Natural Spaces & Recreational Opportunities

## Conservation Areas



### What we do:

- Create value for the environment by providing recreational opportunities and facilities on 3200 hectares of conservation lands at Fanshawe, Wildwood and Pittock Conservation Areas for 650,000 visitors annually. These lands were acquired for the development of flood control reservoirs and also serve as multi-purpose recreational facilities.
- Provide safe access to UTRCA-owned lands and permitted activities, and improved access to facilities such as docks, boat launches, and trails.
- Participate in local job fairs and employ 60 seasonal staff annually to operate the recreational areas.

### Examples:

- Provide more than 1300 seasonal and nightly camping sites, including back country camp sites
- Maintain more than 50 km of trail systems for biking, hiking and nature appreciation
- Provide water-based recreational opportunities including rental equipment
- Offer a variety of special events and environmental programs in partnership with local organizations
- Day use opportunities including picnic areas, playgrounds and pavilion rentals, disc golf, geocaching, sand volleyball, yoga classes
- Oversee and administer lease agreements for properties and structures, including:
  - o More than 20 clubs that engage in recreational activities at Fanshawe, Wildwood, and Pittock Conservation Areas
  - o 80 cottages at two locations
- Assistance with the delivering of the recreational hunting program with Lands and Facilities Unit
- Assist with a range of other UTRCA activities and programs, including:
  - o Flood control operations and snow course readings
  - o Providing and maintaining land base for Community Education programs
  - o Grounds maintenance and snow removal for the Watershed Conservation Centre
  - o Tree storage and pick up locations for tree planting programs
  - o 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 as well as the walkway across Pittock Dam
- Use our conservation areas as demonstration sites for other programs and services offered by the UTRCA (e.g., green infrastructure rain garden, fish habitat creation, shoreline erosion solutions)
- Ensure conservation area lands comply with applicable legislation
- Set annual goals and implement strategies to continue improving and expanding services and opportunities

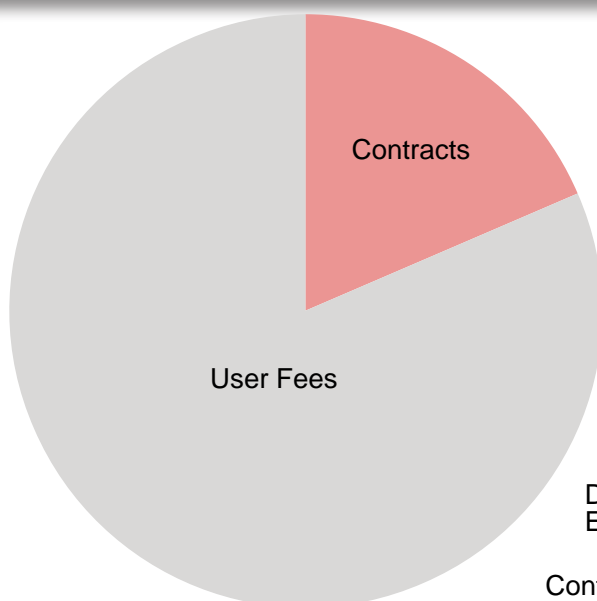
# 2021 Approved Budget

February 18, 2021

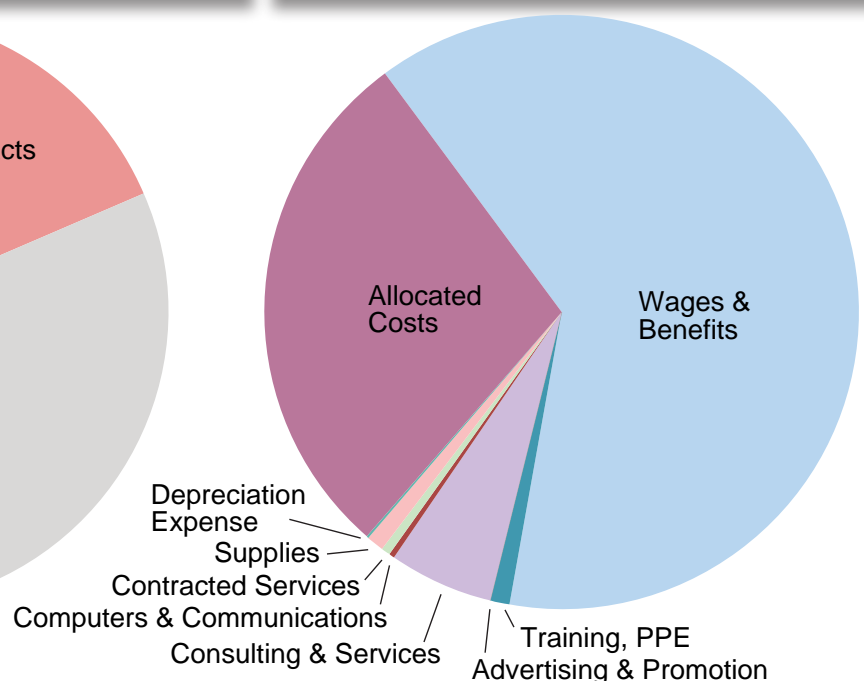
## Conservation Areas

	Pre-Covid Approved 2020 Budget	Final 2020 Budget	Approved 2021 Budget	% Change from Final 2020 Budget	Notes
<b>Funding</b>					
Contracts	854,031	801,331	806,148	0.6%	
User Fees	3,707,056	2,525,862	3,552,298	40.6%	Based on pre-Covid and 2020 experience
<b>Total Funding</b>	<b>4,561,087</b>	<b>3,327,193</b>	<b>4,358,446</b>	<b>31.0%</b>	
<b>Expenditures</b>					
Wages, Benefits	2,045,454	1,739,698	2,166,056	24.5%	Regular staff complement
Training, PPE, Travel Reimbursements	55,400	26,579	46,200	73.8%	
Legal, Insurance	87,645	88,853	106,820	20.2%	25% increase in insurance
Advertising and Promotion	33,250	12,747	15,700	23.2%	
Consulting and Services	171,550	95,000	131,000	37.9%	
Computers & Communication	31,750	16,250	14,400	-11.4%	
Property, Utilities, Security	952,355	678,740	766,250	12.9%	
Contracted Services	55,000	46,000	107,500	133.7%	Pool upgrades, water heater replacements
Supplies	292,650	200,820	277,300	38.1%	
Depreciation Expense	91,651	84,319	85,601	1.5%	
Allocated Costs	679,564	760,334	833,912	9.7%	
Mission centre capital costs	185,000	-	190,000	100.0%	Electrical Safety Authority order repairs
<b>Total Expenditures</b>	<b>4,681,269</b>	<b>3,749,340</b>	<b>4,740,739</b>	<b>26.4%</b>	
<b>Surplus (Deficit) from these budgets</b>	<b>(120,182)</b>	<b>(422,147)</b>	<b>(382,293)</b>		

### FUNDING



### EXPENDITURES





## Community Partnerships



### What we do:

- Create value for a healthy environment by providing opportunities to experience and learn about conservation.
- Motivate watershed residents to adopt stewardship actions that protect and restore the environment, by facilitating access to environmental and conservation information, and involvement in stewardship activities.
- Build capacity in local communities by providing hands-on learning opportunities to address local environmental concerns.

### Examples:

- Work with watershed "Friends of" groups, NGOs, trail councils, neighbourhood associations, and service clubs to address local environmental concerns, implement stewardship projects, and build capacity in local communities, including ongoing projects in the Medway, South Thames, Cedar Creek, Stoney, and Forks watersheds, and the Dorchester Mill Pond
- Help landowners, community groups, and municipalities access funding for environmental projects
- Facilitate involvement of the community, industry and corporations in environmental clean ups and community events
- Provide a wide range of curriculum-based programming to more than 20,000 students at Fanshawe and Wildwood Outdoor Education Centres each year
- Provide 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 program, Wetlands Education program)
- Build partnerships with First Nation communities
- Partner with watershed school boards to develop and implement a wide range of curriculum-based environmental education programs, including flooding, stormwater, and water safety programs, secondary school environmental program certifications, as well as installing Low Impact Development (LID) projects at local schools
- Partner with the private sector (e.g., Toyota, Start.ca, GM, Cargill Cares, Ontario Power Generation, service clubs) to offer programs such as GREEN ecoSTEM, Watershed Report Card, Wetlands Education, and River Safety
- Implement flood safety community outreach programs and Conservation Area programming
- Assist communities in learning about and implementing LID for stormwater projects, including hosting professional development and training and the Stream of Dreams program
- Work with corporate partners to involve the community in the naturalization of industrial properties (GM Canada - Ingersoll, Toyota - Woodstock)
- Partner with the City of Woodstock to re-naturalize Burgess Park and restore the Brick Ponds Wetland Complex
- As a member of the Oxford County Trails Council, assist with developing and promoting trails throughout Oxford County, while protecting and enhancing natural heritage within trail corridors
- Coordinate the 2021 Perth County Children's Water Festival

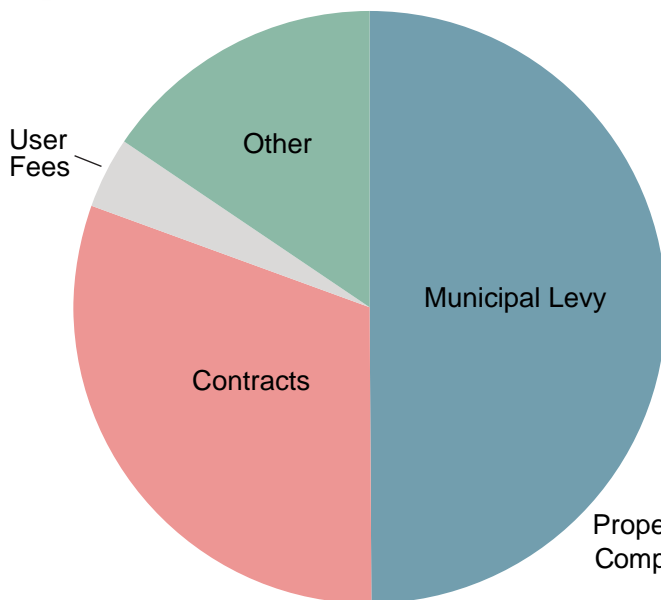
# 2021 Approved Budget

February 18, 2021

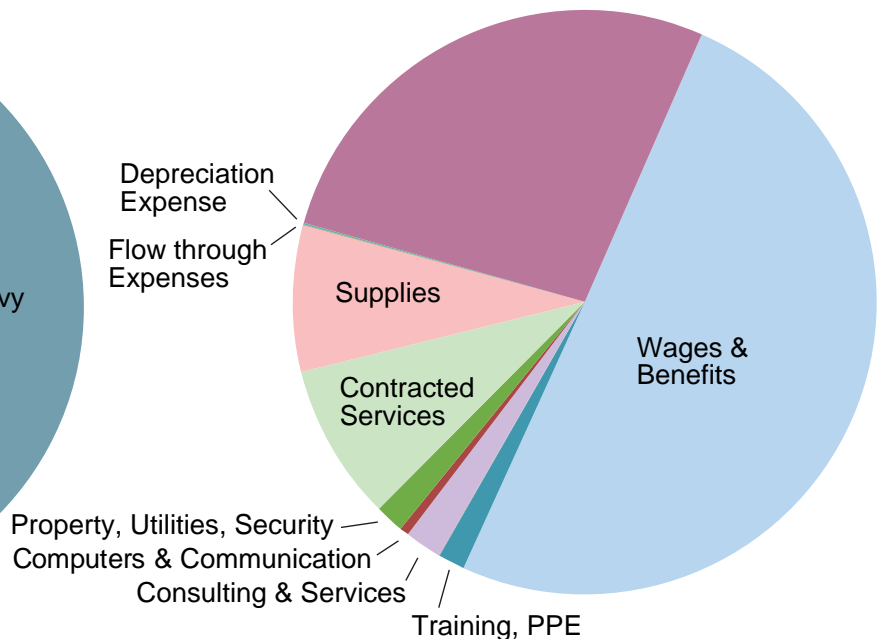
## Community Partnerships

	Pre-Covid Approved 2020 Budget	Final 2020 Budget	Approved 2021 Budget	% Change from Final 2020 Budget	Notes
<b>Funding</b>					
Municipal Levies	661,189	661,189	847,446	28.2%	
Contracts	266,845	392,533	520,985	32.7%	
User Fees	125,000	65,800	66,500	1.1%	
Other	250,794	253,804	263,993	4.0%	
<b>Total Funding</b>	<b>1,303,828</b>	<b>1,373,326</b>	<b>1,698,924</b>	<b>23.7%</b>	
<b>Expenditures</b>					
Wages, Benefits	723,422	727,083	790,220	8.7%	
Training, PPE	7,900	10,427	23,500	125.4%	
Advertising and Promotion	8,400	2,500	800	-68.0%	
Consulting and Services	45,700	21,500	32,200	49.8%	
Computers & Communication	6,500	8,000	8,000	0.0%	
Property, Utilities, Security	13,700	9,700	25,000	157.7%	
Contracted Services	-	24,000	136,412	468.4%	Low Impact Development work and
Supplies	90,600	125,250	127,100	1.5%	trail erosion control projects
Flow through expenses	8,000	1,900	1,100	-42.1%	Bus transport may not be required
Depreciation Expense	1,442	1,442	1,442	0.0%	in 2021
Allocated costs	396,195	376,287	427,676	13.7%	
<b>Total Expenditures</b>	<b>1,301,859</b>	<b>1,308,089</b>	<b>1,573,450</b>	<b>20.3%</b>	
<b>Surplus (Deficit) from these budgets</b>	<b>1,969</b>	<b>65,237</b>	<b>125,474</b>		

### FUNDING



### EXPENDITURES



# Providing Corporate & Communications Support to Programs, Staff & Directors

## Corporate & Support Services

### What we do:

- Provide finance, human resources, administrative, and marketing and communications support for the UTRCA's staff, Board of Directors, and programs. Corporate Services costs are allocated among the programs of the UTRCA.
- Ensure cost-effective programs and accountability to the community, partners, and municipal and senior governments.
- Inform staff, members, stakeholders and the public of the UTRCA's programs and policies.
- Maintain competent, highly trained, safe, and motivated staff to implement the UTRCA's programs.
- Maintain efficient systems and equipment to support the organization.

### Examples:

- Corporate and strategic planning, governance policy development, and implementation
- Financial control support including development of procedures, systems integration and efficiency projects such as internal audit practices
- Human resources administration, benefits administration
- Payroll and health and safety initiatives
- Engage communities of interest through interactive social media channels
- Assess community needs and opportunities through communications and marketing
- Administrative, clerical, systems, communications and graphic design support
- Provide information products including printed materials, GIS mapping, Geoportal, and websites to watershed residents, the Board of Directors and staff
- Professional development opportunities
- Coordinate community volunteers



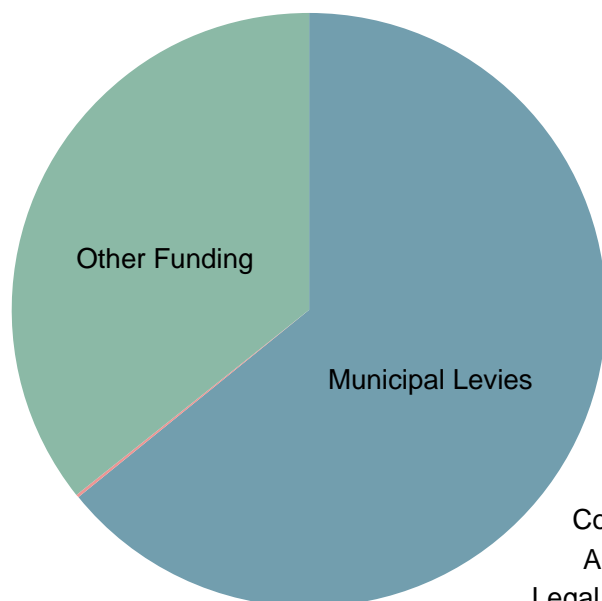
# 2021 Approved Budget

February 18, 2021

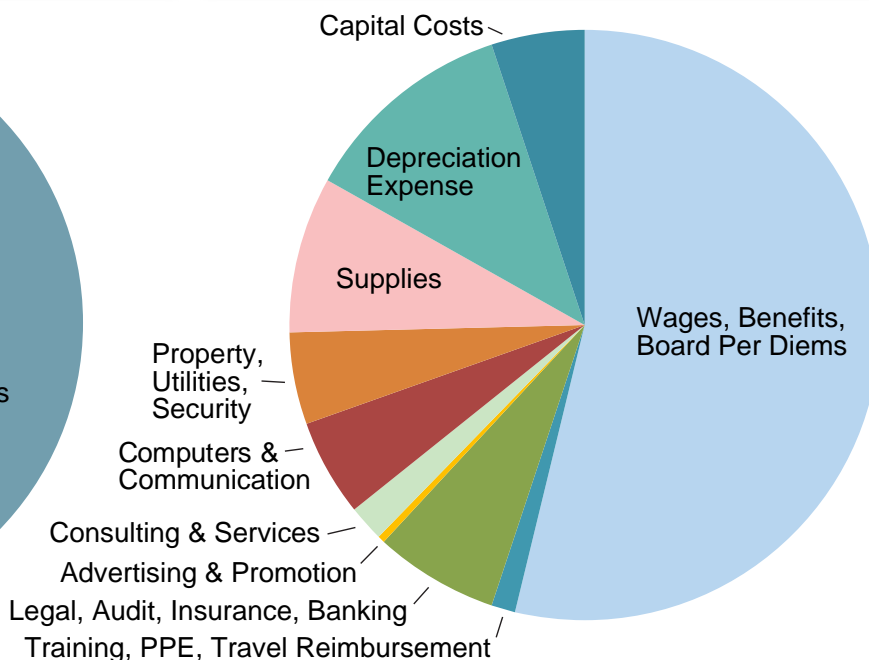
## Service Cost Centres

	Pre-Covid Approved 2020 Budget	Final 2020 Budget	Approved 2021 Budget	% Change from Final 2020 Budget	Notes
<b>Funding</b>					
Municipal Levies	208,804	208,804	212,640	1.8%	
Contracts	500	500	500	0.0%	
User Fees	3,500	7,090	-	0.0%	
Other	273,311	122,028	118,226	-3.1%	
<b>Total Funding</b>	<b>486,115</b>	<b>338,422</b>	<b>331,366</b>	<b>-2.1%</b>	
<b>Expenditures</b>					
Wages, Benefits, Board Per Diems	2,100,413	2,044,301	2,123,529	3.9%	
Training, PPE, Travel Reimbursement	66,050	65,900	52,010	-21.1%	
Legal, Audit, Insurance, Banking	223,995	256,072	268,013	4.7%	25% increase to insurance here
Advertising and Promotion	14,350	8,000	15,000	87.5%	and across units
Consulting and Services	110,475	60,825	77,725	27.8%	
Computers and Communication	176,575	175,275	210,875	20.3%	
Property, Utilities, Security	167,172	172,152	198,696	15.4%	
Supplies	341,136	275,400	337,132	22.4%	
Depreciation Expense	520,817	472,194	464,071	-1.7%	
Mission centre capital costs	176,500	151,500	201,000	32.7%	Includes servers, vehicles and
Allocated to Mission Centres	(3,463,673)	(3,366,823)	(3,648,326)	0.0%	equipment
<b>Total Expenditures</b>	<b>433,810</b>	<b>314,796</b>	<b>299,725</b>	<b>-4.8%</b>	
<b>Surplus (Deficit) from these budgets</b>	<b>52,305</b>	<b>23,626</b>	<b>31,641</b>		

### FUNDING



### EXPENDITURES





2021 UTRCA Approved Budget: Municipal Levy February 18, 2021

			Current Year Operations											
			General Levy		Operating Reserve Levy		Dam & Flood Control Levy <i>(see table below for details)</i>		Specific Project Funding		Total Municipal Operational Funding		Year over Year Increase	
Municipality	2020 CVA	2021 CVA	2020	2021	2020	2021	2020	2021	2020	2021	2020	2021	\$	%
Oxford County	16.6248	16.7232	666,378	677,025	5,599	5,688	207,545	260,785			879,522	943,498	63,976	7.3%
London	64.4956	64.2138	2,585,200	2,599,643	21,721	21,842	995,633	1,060,981	105,000	106,050	3,707,554	3,788,516	80,962	2.2%
Lucan Biddulph	0.3277	0.3434	13,135	13,902	110	117	2,401	2,587			15,646	16,606	960	6.1%
Thames Centre	3.2126	3.2227	128,772	130,468	1,082	1,096	28,831	29,576			158,685	161,140	2,455	1.5%
Middlesex Centre	2.3441	2.3789	93,959	96,308	789	809	17,173	17,919			111,921	115,036	3,115	2.8%
Stratford	7.2473	7.2867	290,496	294,996	2,441	2,478	89,080	94,456			382,017	391,930	9,913	2.6%
Perth East	1.4206	1.4489	56,942	58,658	478	493	13,045	13,514			70,465	72,665	2,200	3.1%
West Perth	1.4523	1.4898	58,213	60,313	489	507	52,033	52,583			110,735	113,403	2,668	2.4%
St. Marys	1.4767	1.458	59,191	59,026	497	496	31,611	33,744			91,299	93,266	1,967	2.2%
Perth South	1.1961	1.2295	47,944	49,775	403	418	8,735	9,261			57,082	59,454	2,372	4.2%
South Huron	0.2023	0.205	8,109	8,299	68	70	1,478	1,544			9,655	9,913	258	2.7%
Zorra	0	0	-	-	-	-	8,500	8,500			8,500	8,500	-	0.0%
Southwest Oxford	0	0	-	-	-	-	5,610	5,610			5,610	5,610	-	0.0%
TOTAL	100	100	4,008,339	4,048,414	33,677	34,014	1,461,675	1,591,060	105,000	106,050	5,608,691	5,779,537	170,846	3.0%
Contribution to increase				0.7%		0.0%		2.3%		0.0%				3.0%

Capital Investments										Total Municipal Funding for Operations and Capital		Year over Year Increase	
Capital Maintenance		Flood Control Capital Levy				Total Municipal Capital Funding		Year over Year Increase		2020	2021	\$	%
2020	2021	Structure		2020	2021	2020	2021	\$	%				
29,114	29,872	Pittock Dam, Ingersoll Channel		125,000	100,000	154,114	129,872	(24,242)	-15.7%	1,033,636	1,073,370	39,734	3.8%
112,949	114,704	Total Structures <sup>1</sup>		2,600,000	381,156	2,712,949	95,860	(2,217,089)	-81.7%	6,420,503	4,284,376	(2,136,127)	-33.3%
574	613					574	613	39	6.8%	16,220	17,219	999	6.2%
5,626	5,757					5,626	5,757	131	2.3%	164,311	166,897	2,586	1.6%
4,105	4,249					4,105	4,249	144	3.5%	116,026	119,285	3,259	2.8%
12,692	13,016	RT Orr Dam			-	12,692	13,016	324	2.6%	394,709	404,946	10,237	2.6%
2,488	2,588					2,488	2,588	100	4.0%	72,953	75,253	2,300	3.2%
2,543	2,661	Mitchell Dam, Fullarton Dam		5,000	19,500	7,543	22,161	14,618	193.8%	118,278	135,564	17,286	14.6%
2,586	2,604	Wildwood Dam		50,000	30,723	52,586	33,327	(19,259)	-36.6%	143,885	126,593	(17,292)	-12.0%
2,095	2,196					2,095	2,196	101	4.8%	59,177	61,650	2,473	4.2%
354	366					354	366	12	3.4%	10,009	10,279	270	2.7%
	-	Harrington \$5K, Embro \$1.5K		6,500	6,500	6,500	6,500	-		15,000	15,000	-	0.0%
	-					-	-	-		5,610	5,610	-	0.0%
175,126	178,626			2,786,500	537,879	2,961,626	716,505	(2,245,121)	-75.8%	8,570,317	6,496,042	(2,074,275)	-24.2%

<sup>1</sup>Total Structures - City of London:

Structure	\$ 2020	\$ 2021
Fanshawe Dam	50,000	25,000
Wildwood & Pittock Dams	100,000	100,000
Vegetation Management	40,000	-
London Dykes	2,410,000	256,156
Total London Structures	2,600,000	381,156

2021 UTRCA Approved Budget: Dam & Flood Control Levy - Details

Municipality	CVA Rates						Special Benefitting Rates										Total Dam and Flood Control Levy	
			Forecasting, Planning & Tech Studies		Small Holdings		Wildwood Dam			Pittock Dam			100% Structures & Projects					
	2020	2021	2020	2021	2020	2021	%	2020	2021	%	2020	2021		2020	2021	2020	2021	
Oxford County	16.625	16.723	118,252	121,574	1,160	1,146	1.00	1,232	1,416	62.10	69,896	113,649	Ingersoll Channel	17,005	23,000	207,545	260,785	
London	64.496	64.214	458,757	466,822	4,502	4,399	83.85	106,574	118,362	36.75	41,450	67,258	Total Structures <sup>2</sup>	384,350	404,140	995,633	1,060,981	
Lucan Biddulph	0.328	0.343	2,331	2,496	23	24	0.02	25	29	0.02	22	38				2,401	2,587	
Thames Centre	3.213	3.223	22,851	23,428	224	221	0.19	242	273	0.19	214	354	Dorchester Mill Pond and CA Dams (\$2,650 ea)	5,300	5,300	28,831	29,576	
Middlesex Centre	2.344	2.379	16,673	17,294	164	163	0.14	178	201	0.14	158	261				17,173	17,919	
Stratford	7.247	7.287	51,550	52,973	506	499	0.44	559	617	0.44	495	800	RT Orr Dam (\$36,067) & Channel (\$3,500)	35,970	39,567	89,080	94,456	
Perth East	1.421	1.449	10,104	10,533	99	99	0.09	102	123	0.09	90	159	Shakespeare Dam	2,650	2,600	13,045	13,514	
West Perth	1.452	1.490	10,330	10,831	101	102	0.09	102	126	0.09	90	164	Mitchell Dam (\$38,760) & Fullarton Dam (\$2600)	41,410	41,360	52,033	52,583	
St. Marys	1.477	1.458	10,504	10,599	103	100	14.09	17,908	19,885	0.09	112	160	St. Marys Floodwall	2,984	3,000	31,611	33,744	
Perth South	1.196	1.230	8,508	8,938	83	84	0.07	76	104	0.07	68	135				8,735	9,261	
South Huron	0.202	0.205	1,439	1,490	14	14	0.01	13	17	0.01	12	23				1,478	1,544	
Zorra				-		-			-			-	Harrington & Embro Dams	8,500	8,500	8,500	8,500	
Southwest Oxford				-		-			-			-	Centreville Dam	5,610	5,610	5,610	5,610	
TOTAL	100	100	711,299	726,978	6,979	6,851	100	127,011	141,153	100	112,607	183,001		503,779	533,077	1,461,675	1,591,060	

<sup>2</sup>Total Structures - City of London:

Structure	\$ 2020	\$ 2021
Fanshawe Dam	309,919	356,140
Springbank Dam	38,000	10,000
London Dykes/ Erosion Control	36,431	38,000
Total London	384,350	404,140

2021  
Approved Budget  
February 18, 2021