

Approved 2026 Budget

February 24, 2026



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Budget Development Schedule

March 2025

Staff initiate workplans for 2026 to predict budget needs.

May 2025

Board direction regarding budget concepts.

August 2025

Board direction regarding Preliminary Draft Budget, followed by municipal input sessions with senior staff.

October 2025

Draft Budget presented to Board.

November 2025 - February 2026

Municipal input sessions with senior staff and Draft Budget circulation to member municipalities.

January 2026

Board review of municipal comments and reconsideration of Draft Budget.

February 2026

Board review of Draft Budget and approval of Budget and Apportionment.

2026 Approved Budget: Overview

The Upper Thames River Conservation Authority's (UTRCA) 2026 Approved Budget reflects the costs to support local environmental needs, legislative requirements, and municipal and public demands for service. The budget provided for discussion meets the requirements of the Budget and Apportionment Regulation (Ontario Regulation 402/22) and continues to use the Modified Current Value Assessment (MCVA), provided by the province, to apportion costs for general levy and benefit-based apportionment for water and erosion control structures.

The 2026 Approved Budget provides an overview of the UTRCA's programs and services and separates them into three categories, consistent with Section 21 of the Conservation Authorities Act (CA Act) and as required by Mandatory Programs and Services Regulation O. Reg. 686/21:

- Category 1 - Mandatory programs and services defined in regulation that may be funded with municipal levy.



- Category 2 - Programs and services delivered at the request of a municipality, with funding secured through an agreement with the requesting municipality.
- Category 3 - Other programs and services that the Authority determines are advisable to implement within our watershed jurisdiction that are funded through cost apportionment agreements with participating municipalities and self-generated funding sources such as user fees, government and other agency grants, donations, etc.

What are the Mandatory Programs and Services?

- Planning and regulations:
 - Regulations under the CA Act (Prohibited Activities, Exemptions and Permits), and
 - Planning advisory services to identify natural hazard, development servicing, and natural resource planning concerns,
- Water management:
 - Flood forecasting and warning,
 - Infrastructure operations and maintenance,
 - Mapping, studies, and information management,
 - Climate change risk and mitigation,
 - Low water response, and
 - Natural hazards outreach programs,
- Land management:
 - Lands management, risk, and enforcement,
 - Lands strategy implementation,
 - Public access on UTRCA lands for passive recreation, and
 - Natural heritage conservation on UTRCA lands,
- Provincial water monitoring,
- Drinking water source protection,
- Watershed strategy implementation, and
- Essential corporate costs.

Budget Development

In developing the 2026 Approved Budget, staff considered the following:

- Requirements under the Conservation Authorities Act and its regulations,
- Board-approved Budgetary and Reserves Policies,
- Inflationary trends apparent in the Consumer Price Index, and the Building Construction Price Index identifying increases between 5% and 17%. Estimates are also informed by actual experience in the purchase of goods and services, particularly trade contracting and engineering works,
- Cost of living adjustments and pay grid step increases,
- Staffing to allow succession planning for engineering and senior leadership positions due to leaves and upcoming retirements,
- Multi-year contractual obligations and the impact on timing of spending, for example the Canada Water Agency contract, and
- Anticipated reductions in other federal funding.

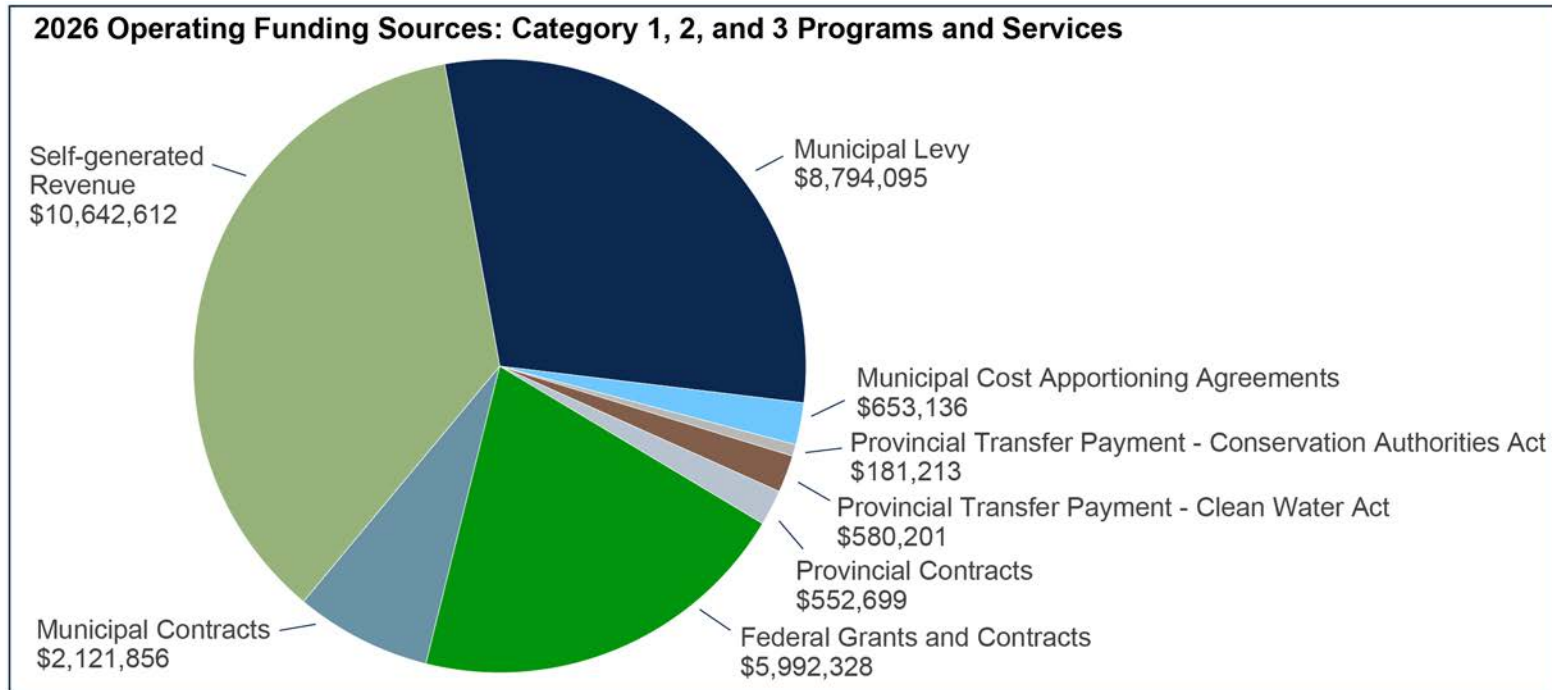


The UTRCA has used a conservative approach to spending, as well as proactive investigations into alternative sources of funding, to minimize the financial impacts on member municipalities while maintaining service delivery levels.

Operating Expenses and Funding Sources per Category

Table 1. Summary of Operating Expenses and Funding Sources per Category

	Category 1	Category 2	Category 3	Other Category 3 (Campgrounds)	Total
Total Operating Costs	\$13,542,308	\$1,413,795	\$8,939,661	\$4,996,936	\$28,892,699
Funding Sources					
Municipal Levy (Category 1)	8,794,095	-	-	-	8,794,095
Municipal Cost Apportionment Agreements (Category 3)	-	-	653,136	-	653,136
Provincial Transfer Payment - Conservation Authorities Act	181,213	-	-	-	181,213
Provincial Transfer Payment - Clean Water Act	580,201	-	-	-	580,201
Provincial Contracts	405,044	-	147,655	-	552,699
Federal Grants and Contracts	246,486	-	5,745,843	-	5,992,328
Municipal Contracts	355,893	1,352,672	351,000	62,290	2,121,856
Self-generated Revenue	2,974,478	57,000	1,853,384	5,757,750	10,642,612
Total Revenues	13,537,410	1,409,672	8,751,017	5,820,040	29,518,140
Surplus (Deficit)	(\$4,898)	(\$4,122)	(\$188,644)	\$823,104	\$625,441



Operating Budget

Table 2. Operating Budget

	2025 Approved Budget	2026 Category 1	2026 Category 2	2026 Category 3	2026 Other Category 3 Campgrounds	2026 Total Budget
Revenues						
Municipal Levy + Cost Apportionments (Category 3)	\$8,823,726	\$8,794,095	-	\$653,136	-	\$9,447,231
Provincial Transfer Payment - CA Act	181,213	181,213	-	-	-	181,213
Provincial Transfer Payment - Clean Water Act	489,537	580,201	-	-	-	580,201
Provincial Contracts	782,448	405,044	-	147,655	-	552,699
Federal Grants and Contracts	6,327,773	246,486	-	5,745,843	-	5,992,328
Municipal Contracts	2,048,175	355,893	\$1,352,672	351,000	62,290	2,121,856
User Fees	7,106,469	939,710	4,000	894,400	5,537,507	7,375,617
Municipal Levy amortized from deferrals	283,796	874,695	-	10,584	6,182	891,461
Land Management Agreements	1,252,353	439,146	-	699,353	214,061	1,352,560
Donations and Other Revenues	140,202	49,952	53,000	249,047	-	351,999
Investment Revenue	638,250	670,975	-	-	-	670,975
Total Operating Revenues	28,073,942	13,537,410	1,409,672	8,751,017	5,820,040	29,518,140
Expenses						
Technical and Consulting Services	1,178,984	617,973	94,651	288,761	216,096	1,217,481
Computers and Communications	559,444	642,443	25,010	18,310	24,099	709,862
Property-Related Expenses	2,317,419	726,822	56,920	557,152	902,994	2,243,888
Staff Travel, PD, PPE, Uniforms	283,173	188,768	16,200	39,490	47,861	292,319
Materials and Supplies	1,241,920	345,009	121,250	482,212	320,421	1,268,892
Insurance and Risk Management	527,854	357,026	1,535	16,030	87,897	462,488
Wages and Benefits	15,541,661	10,961,463	789,102	2,358,163	2,479,707	16,588,434
Depreciation Expenses	1,675,346	1,378,492	-	22,866	213,878	1,615,236
Other Expenses	4,022,100	31,120	-	3,864,960	-	3,896,080
Fleet-Related Expenses	205,165	164,750	-	4,525	2,250	171,525
Corporate Allocations	-	(1,871,559)	309,127	1,287,192	701,733	426,493
Total Operating Expenses	27,553,066	13,542,308	1,413,795	8,939,661	4,996,936	28,892,699
Surplus (Deficit)	\$520,876	(\$4,898)	(\$4,122)	(\$188,644)	\$823,104	\$625,441

Capital Budget

Table 3. Capital Budget

Category	2026 Project Revenues		Expenses	Net Budget	2027 Project Revenues		Expenses	Net Budget
	Levy	Potential Other Funding			Levy	Potential Other Funding		
Water and Erosion Control Structures								
Fanshawe Dam	\$447,271	\$17,500	\$222,000	\$242,771	\$100,000	\$87,500	\$187,500	-
Wildwood Dam	315,240	525,000	753,250	86,990	480,000	125,000	605,000	-
Pittock Dam	292,000	359,748	642,000	9,748	23,500	23,500	47,000	-
London Dykes	4,279,750	4,708,500	8,988,250	-	288,500	506,500	795,000	-
St Marys Floodwall	-	-	-	-	10,000	10,000	20,000	-
Ingersoll Channel	-	-	-	-	-	-	-	-
Stratford Channel	11,500	11,500	23,000	-	29,500	45,500	75,000	-
RT Orr Dam	261,588	237,875	489,250	10,213	162,500	162,500	325,000	-
Mitchell Dam	58,500	52,500	111,000	-	309,500	282,500	592,000	-
Harrington Dam	10,000	-	10,000	-	72,500	85,000	175,000	(\$17,500)
Embro Dam	56,200	12,800	69,000	-	25,000	25,000	25,000	25,000
Fullarton Dam	-	152,950	103,500	49,450	75,000	75,000	150,000	-
Shakespeare Dam	1,500	1,500	3,000	-	30,000	30,000	60,000	-
Dorchester CA Dam	15,000	-	15,000	-	30,000	30,000	60,000	-
Dorchester Mill Pond Dam	7,587	-	-	7,587	75,000	75,000	150,000	-
Centreville Dam	62,750	80,750	143,500	-	30,000	30,000	60,000	-
UTRCA-wide Capital Asset Renewal								
Capital Asset Renewal	452,700	128,300	573,500	7,500	589,000	69,000	571,000	87,000
Land Transactions - Provincial Interest Only								
Land Transactions - Provincial Interest Only	-	-	56,000	(56,000)	-	-	-	-
Operating Reserves								
Category 1 General Distribution Reserve	-	31,000	31,000	-	-	-	-	-
Category 3 Cost Apportioned Programs	-	-	-	-	-	-	-	-
Category 3 Campgrounds	-	147,500	1,265,000	(1,117,500)	-	525,000	2,290,000	(1,765,000)
Total Capital Expenditures	\$6,271,586	\$6,467,423	\$13,498,250	(\$759,241)	\$2,330,000	\$2,187,000	\$6,187,500	(\$1,670,500)

Notes:

1. "Potential Other Funding" for Water and Erosion Control Structures in 2026 includes a significant contribution from the federal government.
2. Most other "potential funding" is dependent on provincially approved Water and Erosion Control Infrastructure program applications and is not guaranteed.
3. Project and cost estimates are on a best estimate basis. As new information is received, costs are updated and funding of projects may be updated as well.
4. Positive figures in the "Net Budget" columns imply that we now levy more than originally envisioned in previous years or in advance for future projects.

Municipal Levies

Table 4. Municipal Levies

Municipality	General Distribution Rates - Operating and Capital (See Table 5. Municipal Levies Detail: General Distribution)							Benefit-based Distribution Rates**- Operating and Capital (See Table 6. Municipal Levies Detail: Benefit-based Distribution)							Category 1 Mandatory Program Levy
	Clean Water Act	Conservation Authorities Act	Clean Water Act		Conservation Authorities Act		Category 1 Levy - General Distribution	Structure 100% (Single Benefitting Municipality)	2026 Levy	Wildwood Dam (London 80%, St Marys 14%, all municipalities 6% MCVA)		Pittock Dam (Oxford County 61.1%, London 32.9%, all municipalities 6% MCVA)		Category 1 Levy - Benefit-based Distribution	
	2025 MCVA %	2025 MCVA %	2026 MCVA %	2026 Levy	2026 MCVA %	2026 Levy	Total			%	2026 Levy	%	2026 Levy	Total	
Oxford County	16.9550	17.0065	17.0209	-	17.0724	\$1,315,137	\$1,315,137	Ingersoll Channel	\$32,150	1.0243	\$7,050	62.1243	\$355,351	\$394,551	\$1,709,689
London	63.8549	64.0489	63.8410	-	64.0342	4,932,738	4,932,738	Fanshawe Dam	994,271	83.8421	577,035	36.7420	210,165	6,091,720	11,024,458
Lucan Biddulph	0.3554	0.3565	0.3589	-	0.3600	27,728	27,728	London Dykes	4,304,250						
Thames Centre	3.2362	3.2460	3.1887	-	3.1983	246,377	246,377	Springbank Dam	6,000						
Strathroy-Caradoc*	0.3029		0.3016	-				-	-	0.0216	149	0.0216	124	272	28,000
Middlesex Centre	2.4647	2.4722	2.4761	-	2.4836	191,321	191,321	Dorchester CA Dam	15,625	0.1919	1,321	0.1919	1,098	30,630	277,007
Stratford	7.1492	7.1709	7.1437	-	7.1653	551,963	551,963	Dorchester Mill Pond Dam	12,587						
Perth East	1.4085	1.4128	1.4135	-	1.4178	109,215	109,215	-	-	-	-	-	-	-	-
West Perth	1.4573	1.4617	1.4531	-	1.4575	112,278	112,278	-	-	0.1490	1,026	0.1490	852	1,878	193,199
St Marys	1.4585	1.4630	1.4651	-	1.4696	113,204	113,204	RT Orr Dam	324,188	0.4299	2,959	0.4299	2,459	362,636	914,599
Perth South	1.1556	1.1591	1.1363	-	1.1397	87,795	87,795	Stratford Channel	33,030						
South Huron	0.2018	0.2024	0.2010	-	0.2016	15,533	15,533	Shakespeare Dam	3,000	0.0851	585	0.0851	487	4,072	113,288
Zorra Township	-	-	-	-	-	-	-	Fullarton Dam	15,500	0.0875	602	0.0875	500	155,102	267,380
South-West Oxford	-	-	-	-	-	-	-	Mitchell Dam	138,500						
Total	100	100	100	-	100	\$7,703,290	\$7,703,290	St Marys Floodwall	72,000	14.0882	96,960	0.0882	504	169,465	282,669
								-	-	0.0684	471	0.0684	391	862	88,657
								-	-	0.0121	83	0.0121	69	152	15,685
								Embro Dam	74,200					87,700	87,700
								Harrington Dam	13,500						
								Centreville Dam	63,350					63,350	63,350
									\$6,102,151	100	\$688,240	100	\$572,000	\$7,362,391	\$15,065,681

*Strathroy-Caradoc is currently excluded from the UTRCA's jurisdiction by Order-in-Council.

**The UTRCA uses a benefit-based method to apportion the operating expenses and capital costs for the water control structures it operates and maintains. The local share of the costs (after reduction by available funding from senior government or other sources) is apportioned based on the benefit to the municipalities. For Fanshawe, Wildwood, and Pittock Dams, the shared benefit was determined when the funding for construction of the structures was discussed. For all other structures, the municipality where each structure is located is the sole beneficiary and, therefore, covers all the local share of operating and maintenance costs.

This approach is consistent with how these costs have been apportioned in the past and is described in the Conservation Authorities Act Regulations (Ontario Regulation 402/22 Section 7(6)).

Municipal Levies Detail: MCVA General Distribution

Table 5. Municipal Levies Detail: MCVA General Distribution

Category 1 Mandatory Programs	Expenses	Municipal Support
Environmental Planning and Regulations		
- Regulations under S28.1 Natural Hazards	\$1,435,731	\$874,000
- Planning Activities	1,181,217	787,280
Water Management		
- Flood Forecasting and Warning	648,493	510,836
- Infrastructure Operations and Maintenance (see Table 6. Municipal Levy Detail: Benefit-based Distribution)	1,696,789	1,268
- Mapping, Studies and Information Management	1,536,142	1,246,000
- Climate Change Risk and Mitigation	440,653	139,822
- Low Water Response	11,427	11,440
- Natural Hazards Outreach and Education	533,811	365,644
Land Management		
- Lands Management (Risk, Encroachment, Enforcement)	930,016	744,400
- Lands Strategies (including Acquisition and Disposition)	2,379	-
- Public Access for Passive Recreation (see Table 6. Municipal Levy Detail: Benefit-based Distribution)	1,500,085	851,000
- Natural Heritage Conservation on UTRCA lands	323,165	71,300
Provincial Water Monitoring	216,747	180,500
Drinking Water Source Protection	602,463	-
Watershed Management Strategy Implementation	251,733	28,000
Essential Corporate Costs	2,223,590	1,439,100
Total Operating Levy	13,534,441	7,250,590
Capital Maintenance Levy (not flood control related)	1,515,000	452,700
Total Costs to Levy (MCVA general distribution)	\$15,049,441	\$7,703,290

Municipal Levies Detail: Benefit-based Distribution

Table 6. Municipal Levies Detail: Benefit-based Distribution

Structure	Passive Recreation: Dam Operation and Maintenance	Infrastructure Operation and Maintenance: Flood Control Structures - Operating, Routine and Preventative Maintenance	Infrastructure Operation and Maintenance: Capital Repairs and Environmental Assessments	Benefit-based Total for Structures
Fanshawe Dam	-	\$547,000	\$447,271	\$994,271
Wildwood Dam	-	373,000	315,240	688,240
Pittock Dam	-	280,000	292,000	572,000
London Dykes	-	24,500	4,279,750	4,304,250
St. Marys Floodwall	-	72,000	-	72,000
Ingersoll Channel	-	32,150	-	32,150
Stratford Channel	-	21,530	11,500	33,030
Springbank Dam	\$6,000	-	-	6,000
RT Orr Dam	62,600	-	261,588	324,188
Mitchell Dam	80,000	-	58,500	138,500
Harrington Dam	3,500	-	10,000	13,500
Embro Dam	18,000	-	56,200	74,200
Fullarton Dam	15,500	-	-	15,500
Shakespeare Dam	1,500	-	1,500	3,000
Dorchester CA Dam	625	-	15,000	15,625
Dorchester Mill Pond Dam	5,000	-	7,587	12,587
Centreville Dam	600	-	62,750	63,350
Total Levies for Structures under Benefit-based Distribution	\$193,325	\$1,350,180	\$5,818,886	\$7,362,391

Year over Year Comparison of Total Municipal Contributions

Table 7. Year over Year Comparison of Total Municipal Contributions

Municipality	2025						2026					
	MCVA 2025 %	General MCVA Distribution (Operating and Capital)	Benefit-based Distribution (Operating and Capital)	Total Levy Category 1	General MCVA Distribution (Operating Programs) Category 3 Cost Apportionment	Total Municipal Support	MCVA 2026 %	General MCVA Distribution (Operating and Capital)	Benefit-based Distribution (Operating and Capital)	Total Levy Category 1	General MCVA Distribution (Operating Programs) Category 3 Cost Apportionment	Total Municipal Support
Oxford County	17.0065	\$1,248,765	\$196,350	\$1,445,115	\$106,487	\$1,551,602	17.0724	\$1,315,137	\$394,551	\$1,709,689	\$111,506	\$1,821,195
London	64.0489	4,703,017	6,213,445	10,916,462	401,046	11,317,508	64.0342	4,932,738	6,091,720	11,024,458	418,230	11,442,688
Lucan Biddulph	0.3565	26,179	263	26,442	2,232	28,674	0.3600	27,728	272	28,000	2,351	30,351
Thames Centre	3.246	238,349	23,894	262,243	20,325	282,568	3.1983	246,377	30,630	277,007	20,889	297,897
Strathroy Caradoc	-			0		0	-			0		0
Middlesex Centre	2.4722	181,530	1,824	183,354	15,480	198,834	2.4836	191,321	1,878	193,199	16,221	209,420
Stratford	7.1709	526,548	293,010	819,558	44,901	864,459	7.1653	551,963	362,636	914,599	46,799	961,398
Perth East	1.4128	103,741	6,042	109,783	8,846	118,629	1.4178	109,215	4,072	113,288	9,260	122,548
West Perth	1.4617	107,331	364,642	471,973	9,153	481,126	1.4575	112,278	155,102	267,380	9,520	276,900
St Marys	1.463	107,423	202,493	309,916	9,161	319,077	1.4696	113,204	169,465	282,669	9,598	292,267
Perth South	1.1591	85,113	855	85,968	7,258	93,226	1.1397	87,795	862	88,657	7,444	96,101
South Huron	0.2024	14,860	149	15,009	1,267	16,276	0.2016	15,533	152	15,685	1,317	17,002
Zorra			49,000	49,000		49,000			87,700	87,700		87,700
South-West Oxford			38,629	38,629		38,629			63,350	63,350	0	63,350
Total	100	\$7,342,856	\$7,390,596	\$14,733,452	\$626,156	\$15,359,608	100	\$7,703,290	\$7,362,391	\$15,065,681	\$653,136	\$15,718,817
Change from previous year								4.9%	-0.38%		4.3%	

Notes:

1. General MCVA distribution rates are applied to watershed-wide programs and services.
2. Benefit-based distribution rates are structure-specific to the beneficiary municipality(s).

Reserves

Table 8. Reserves Forecast

As Planned in 2025	Total Reserves	Category 1 Operating	Category 1 Land Transactions	Category 1 Directed Donations	Category 1 Capital Asset Renewal	Category 1 Water and Erosion Control Structures	Category 1 Long-term Investment	Category 2 Operating	Category 3 Operating	Category 3 Campgrounds Operating
Actual Opening 2025	\$8,291,520	\$411,155	\$30,859	\$82,419	\$609,779	\$2,225,728	\$596,866	\$56,602	(\$246,119)	\$4,524,230
Approved Budget 2025: Operating	520,876	(81,976)	(3,072)	1,342		(150,691)	36,000	38,045	(184,062)	865,290
Approved Budget 2025: Capital	(2,338,219)	(270,100)			(208,000)	462,381				(2,322,500)
Approved for End of 2025	\$6,474,177	\$59,079	\$27,787	\$83,761	\$401,779	\$2,537,418	\$632,866	\$94,647	(\$430,181)	\$3,067,020

As Occurred in 2025 (unaudited)	Total Reserves	Category 1 Operating	Category 1 Land Transactions	Category 1 Directed Donations	Category 1 Capital Asset Renewal	Category 1 Water and Erosion Control Structures	Category 1 Long-term Investment	Category 2 Operating	Category 3 Operating	Category 3 Campgrounds Operating
Actual Opening 2025	\$8,291,520	\$411,155	\$30,859	\$82,419	\$609,779	\$2,225,728	\$596,866	\$56,602	(\$246,119)	\$4,524,230
Actuals 2025: Operating	2,305,268	231,205		(58)		(69,454)	771,058	17,422	213,591	1,141,504
Actuals 2025: Capital	143,349					143,349				
Budget 2026 herein: Operating	625,440	(133,447)	(2,379)	(807)	418	78,935	96,000	(4,122)	(232,262)	823,104
Budget 2026 herein: Capital	(759,241)		(56,000)		7,500	406,759				(1,117,500)
Expected End of 2026	\$10,606,336	\$508,913	(\$27,520)	\$81,554	\$617,697	\$2,785,317	\$1,463,924	\$69,902	(\$264,790)	\$5,371,338

Category 1 Programs and Services: Budget

Category 1 includes the programs and services that the Province of Ontario has deemed mandatory for a Conservation Authority to deliver.

Funding

- The CA is permitted to levy its member municipalities for the full cost of delivering these mandated programs and services. The UTRCA uses revenues from agricultural leases, interest earned on investments, and internal program chargeback recoveries by allocating costs, to reduce the levy impact on member municipalities.
- All corporate costs may be included as Category 1 (i.e., eligible for full levy funding) but UTRCA is allocating program-specific costs to programs and services in all three categories. Essential corporate costs that are not program-specific are included as a grouping within Category 1 below (see page 219 for details).

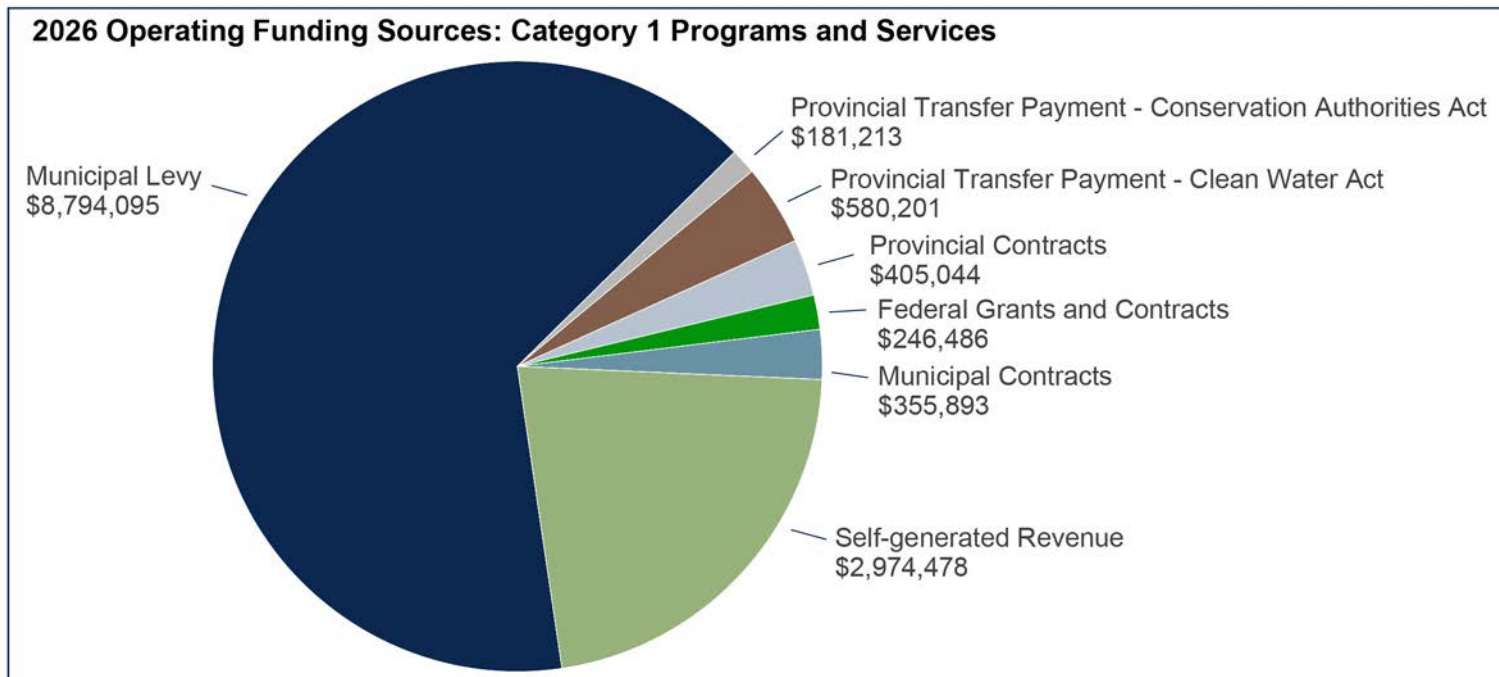


Table 9. Category 1 Operating Budget

Expenses by Type	Environmental Planning and Regulations	Water Management	Land Management	Provincial Water Monitoring	Drinking Water Source Protection	Watershed Management Strategy	Essential Corporate Costs	Total Category 1
Technical and Consulting Services	\$155,500	\$35,420	\$45,044	\$3,000	\$158,827	\$6,500	\$213,682	\$617,973
Computers and Communications	23,000	115,327	24,504	2,000	35,599	850	441,163	642,443
Property-Related Expenses	1,000	126,808	224,754	8,000	-	5,500	360,760	726,822
Staff Travel, PD, PPE, Uniforms	17,800	23,124	27,614	500	6,485	2,000	111,245	188,768
Materials and Supplies	200	75,883	70,876	2,500	200	14,100	181,250	345,009
Insurance and Risk Management	4,334	48,222	33,677	2,220	-	1,110	267,463	357,026
Wages and Benefits	1,896,745	2,892,733	1,756,400	147,138	346,327	277,160	3,644,960	10,961,463
Depreciation Expenses	-	660,085	109,304	-	-	-	609,103	1,378,492
Other Expenses	-	6,970	-	-	-	750	23,400	31,120
Fleet-Related Expenses	-	-	-	-	-	-	164,750	164,750
Corporate Allocations	518,368	760,381	463,471	51,390	62,892	66,124	(3,794,186)	(1,871,559)
Total Operating Expenses	\$2,616,947	\$4,744,953	\$2,755,645	\$216,747	\$610,330	\$374,095	\$2,223,590	\$13,542,308

Category 1 Programs and Services: Overview

Environmental Planning and Regulations

The UTRCA provides planning and regulations services to protect people and property from natural hazards (e.g., flood and erosion hazards, wetlands, and the area of interference surrounding wetlands) and support safe development.



Natural hazard planning activities include:

- Planning Act delegated responsibility for natural hazards to be consistent with Provincial Policies,
- Technical information and advice to municipalities on circulated municipal land use planning applications (Official Plan and Zoning By-law Amendments, Subdivisions, Consents, Minor Variances) with respect to natural hazards.
- Input to municipal land-use planning documents (OP, Comprehensive ZB, Secondary plans) related to natural hazards, on behalf of the Ontario Ministry of Natural Resources (delegated to CAs in 1983).

Regulations activities under Section 28 of the Conservation Authorities Act include:

- Reviewing and processing permit applications, associated technical reports, site inspections, communication with applicants, agents, and consultants.
- Property inquiries and compliance/enforcement activities.
- Input to the review and approval processes under the Planning Act and other applicable law, (e.g., Environmental Assessment Act, Drainage Act, Aggregate Resources Act, with comments principally related to natural hazards, wetlands, watercourses, and Section 28 permit requirements.

2026 Highlights: Customer Service and Transparency Improvements

The UTRCA Planning and Regulations staff are actively working on several initiatives to enhance customer service and increase transparency. These efforts include:

- Consulting on and updating natural hazard mapping;
- Developing a new policy and procedures document that aligns with current legislation and offers greater clarity for the public;
- Implementing the recommendations provided by a third-party consultant for streamlining and improving the efficiency of planning and regulations programs and services.

Water Management

The UTRCA's water management program protects people and property and supports safe development by reducing risk due to flooding and erosion. Key components include:

- Providing flood forecasting and warning services for municipalities,
- Continually monitoring stream flow, reservoirs, and watershed conditions to assess flood, low flow, and climate change impacts and mitigation,
- Operating and maintaining water control structures (3 large dams, 3 flood control channels, 8 dykes/floodwalls), constructed in partnership with municipalities, to control flood flows and augment stream flows during dry periods,
- Mapping and modelling flood plains and other natural hazards,
- Developing, maintaining, and implementing Flood Contingency Plan for municipal and First Nation flood coordinators and other partners,
- Providing outreach and education programs and information on natural hazards,
- Operating and maintaining 12 erosion control structures,
- Operating and maintaining recreational water control structures for passive recreation, on behalf of municipalities.
- Asset management planning for water and erosion control structures will continue building on the mandatory asset management plans for flood control, flow augmentation, and erosion control structures. Focus will be on incorporating other UTRCA assets including recreational water control structures and improving the level of detail in the completed Asset Management Plans. Operational plans will continue to be developed and maintained for all water and erosion control structures.

2026 Highlights: Hazard Map Updates Continue

The UTRCA is undertaking a comprehensive review and update of its regulated area maps. Improved base data (e.g., digital elevation data, aerial photography, and field survey data) is making the UTRCA's floodplain and erosion hazard modeling and mapping much more accurate.

Engagement with municipalities, interest-holders, and the public will focus on areas along the Thames River outside of the City of London, building on recent engagement on the Thames River within the City of London. Data collection and model development will continue in tributaries of the Thames with engagement to follow.

Updating these maps enables the UTRCA and its municipal partners to use the most current information to identify hazards, assess risk, and guide land use decisions. These updates will allow for the required annual review and maintenance of hazard maps.

2026 Highlights: Hydrometric Monitoring Equipment Upgrades

Upgrades continue to water and climate monitoring equipment at stations maintained by the UTRCA. These stations are critical to flood forecasting and warning and dam operations and provide valuable historical information for hazard mapping and modelling.

Upgrades are part of a multi-year plan to replace equipment reaching the end of serviceable life. Upgrades also include

changes to the telemetry used to communicate with the stations, moving away from telephone lines (which have proven to be less reliable and more expensive) and adding redundant communication methods to the dams. Environment and Climate Change Canada has been making similar upgrades to stations they maintain.



Land Management

The UTRCA manages approximately 3,200 hectares of conservation lands at Fanshawe, Wildwood, and Pittcock Conservation Areas, as well as 11 additional day-use areas and an arboretum, in partnership with local service clubs and municipalities. These lands support passive recreational use while requiring ongoing risk management, encroachment monitoring, and enforcement activities.

In addition, over 2,000 hectares of rural lands—including 1,500 hectares of wetlands—are maintained to ensure long-term natural heritage protection. Land management activities include forest management, restoration, stewardship, ecological monitoring, signage, and access control.

To meet the requirements of the Conservation Authorities Act

and Ontario Regulation 686/21, the UTRCA has developed a Conservation Areas and Lands Strategy, alongside a Land Inventory and a Land Acquisition and Disposition Policy. These foundational documents establish clear guiding principles and objectives for the management of all UTRCA-owned and managed lands.

An accompanying Lands Strategy Implementation Plan outlines a 10-year framework for action, with tailored management recommendations for different land categories (e.g., rural conservation areas, wetlands, large conservation areas). The Strategy reflects a comprehensive approach that balances conservation, sustainable land use, and community engagement, offering a clear vision for future land stewardship and collaboration with watershed municipalities, residents, and partners.



2026 Highlights: Land Management Plans and Procedures Updates

UTRCA land management staff continue to advance a range of strategic and operational initiatives to guide the effective management and stewardship of our conservation lands. Information gathering and asset inventory are already underway, supporting ongoing planning efforts focused on the development and implementation of comprehensive management plans for rural conservation areas, as well as key strategies related to trails, enforcement, encroachment, encampments on UTRCA lands, risk management, invasive species, and accessibility.

Staff are also updating procedures such as the Tree Risk Assessment and Pesticide Use Guidelines to ensure alignment with best practices and regulatory requirements.

Provincial Water Monitoring

The UTRCA monitors surface water at 24 Provincial Water Quality Monitoring Network (PWQMN) sites monthly (March to October). Water quality has been monitored in the Upper Thames watershed since the 1960s through this program, which is a cooperative program of the Ministry of the Environment, Conservation and Parks (MECP) and Conservation Authorities. The UTRCA uses the data in the watershed report cards and to prioritize stewardship projects.

The UTRCA monitors groundwater quantity and quality in 27 wells at 22 Provincial Groundwater Monitor Network sites in cooperation with MECP. There are 22 wells sampled for water quality annually, and five wells that were changed to biennial water quality sampling in 2023 at the discretion of MECP. Groundwater quantity is monitored year-round at all wells.

No provincial funding is received for the surface water program, and limited funding is received for the groundwater program.



2026 Highlights: MECP Pilot Project

Seven PWQMN sites were selected for a pilot program with the MECP to test for Perfluoroalkyl and Polyfluoroalkyl Substances (PFAS) in March of 2026. PFAS are synthetic chemicals used in industrial

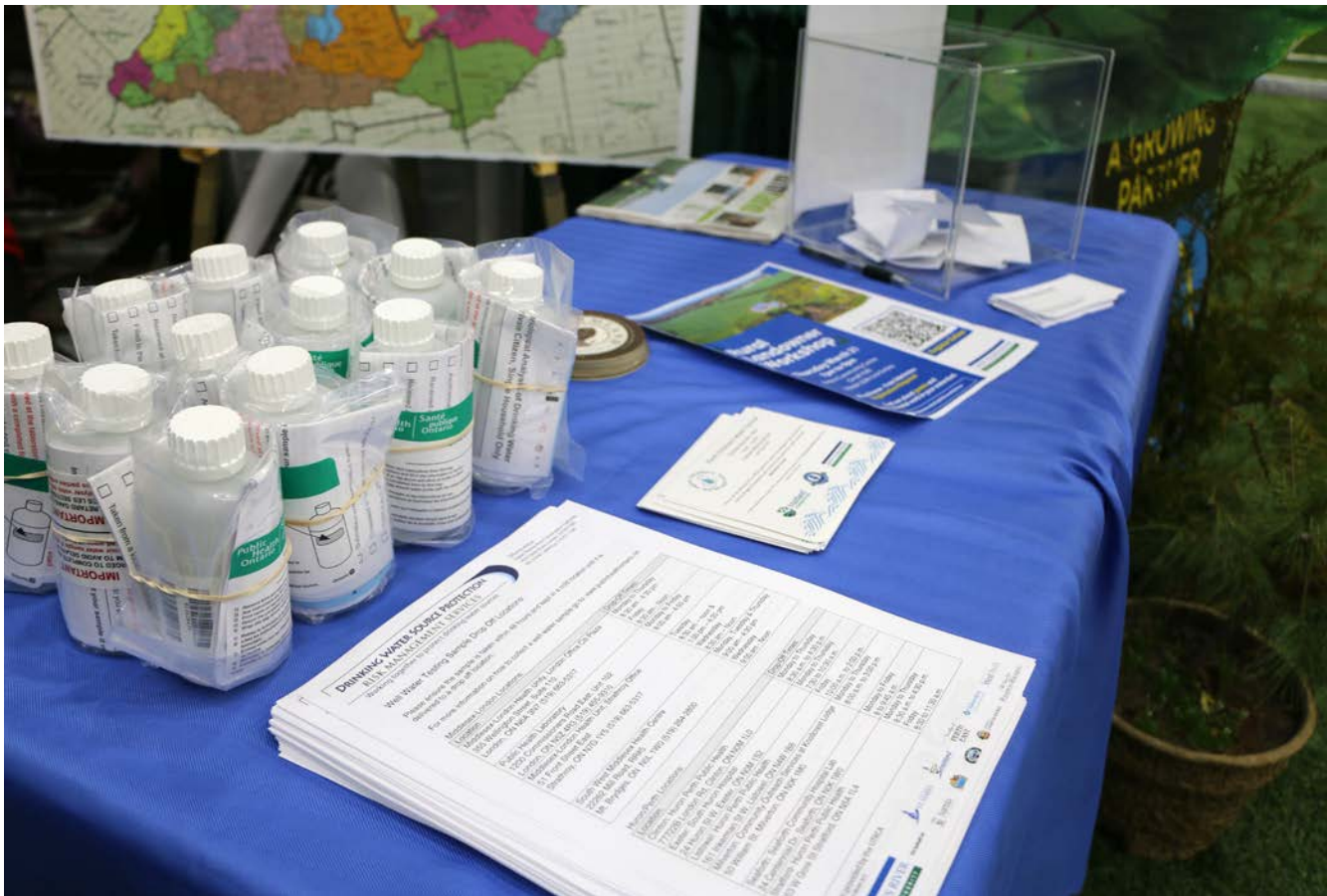
and consumer products that have potential adverse impacts on human health and the environment. This pilot project will be useful in assessing their presence in our watershed.

Drinking Water Source Protection

The UTRCA protects municipal drinking water sources through Source Protection Plans, as part of the Thames-Sydenham Source Protection Region (Upper Thames River, Lower Thames Valley, and St. Clair Region Conservation Authorities). The UTRCA is the lead Authority for the Region, providing technical and Source Protection Committee support, organizing Source Protection Authority reports and meetings, and carrying out other activities required by the Clean Water Act and regulations.

The UTRCA assists in coordinating and implementing the Source Protection Plans (SPP). Where advisable, the UTRCA reviews and comments on any proposal made under another Act that is circulated to it, to determine whether the proposal relates to a significant drinking water threat that is governed by the SPP or the proposal's potential impact on any drinking water sources protected by the SPP.

This program is currently funded by the province.



2026 Highlights: Source Protection Awareness

Drinking Water Source Protection staff are working to increase awareness on the importance of protecting our sources of drinking water by:

- Participating in public events with a Drinking Water Source Protection booth,
- Modernizing websites and updating fact sheets and Source Protection Plan policies to reflect changes to Provincial guidance for assessing risks to sources of drinking water in Ontario,
- Providing source water protection advice and technical expertise to partner municipalities.

Watershed Management Strategy Implementation

The UTRCA has prepared a Watershed Strategy to meet the requirements for a Watershed-based Resource Management Strategy as set out under Section 21.1 of the Conservation Authorities Act (CA Act) and Ontario Regulation 686/21 (Mandatory Programs and Services). The goal of the Watershed Strategy is to ensure that the UTRCA's programs and services address watershed issues and priorities and reflect the organization's mandate under the CA Act.

The strategy sets out the UTRCA's guiding principles and objectives and updates the inventory of programs and services, assessing resource conditions, trends, risks, and issues that impact the effective delivery of its mandatory and municipal programs and services. It also identifies desirable future programs, services, and actions that will assist the UTRCA in delivering its mandatory and municipal programs and services and meet its objectives and long-term goals.

The strategy was developed with input from UTRCA staff, watershed municipalities, Indigenous communities, interest holders, and the public. Staff have identified priority projects to be undertaken to address issues and mitigate risks in mandatory programs and services. Key priority projects to



be initiated in 2026 include the development of a Climate Change Adaptation Strategy and an Indigenous Engagement Strategy.

2026 Highlights: Indigenous Engagement

Development of a long-term and on-going Indigenous Engagement Strategy ensures Indigenous Peoples are active partners in watershed initiatives. This strategy will be initiated in 2026 and be tailored to the distinct needs and perspectives of different Indigenous communities and integrated into UTRCA's operations to ensure Indigenous perspectives are consistently incorporated into decision-making processes.

These actions will:

- Help staff identify shared goals and partnership opportunities (including accessing funding) for watershed health, conservation, and enjoyment of natural spaces.
- Create improved capacity for the UTRCA to help community and municipal partners identify and reach goals around Indigenous engagement and Truth and Reconciliation.



Essential Corporate Costs

Corporate costs support all UTRCA program areas, the Board of Directors, member municipalities, and the public, to enable the UTRCA to operate in an accountable, efficient, and effective manner.

Under the legislation, all corporate costs are mandatory (Category 1) costs and, therefore, eligible for full levy funding. The UTRCA allocates program-specific corporate costs to programs and services in all three Categories. These allocated costs include property insurance, IT services, costs to operate administration buildings, finance and human resources costs, communications and marketing costs, and shared fleet and equipment costs.

Total corporate costs are \$6,017,775, the majority of which are allocated as follows:

- \$1,922,626 is directly allocated to Category 1 programs,
- \$309,127 to Category 2 programs (not funded by levy),
- \$1,287,192 to Category 3 programs (not funded by levy), and
- \$701,733 to the campground operations (other Category 3, not funded by levy).

The remaining \$1,797,097 are essential, non program-specific corporate costs that remain as Category 1 (mandatory) costs. They include board governance, administration, health and safety programs, asset management planning, shared fleet management, shared equipment, and directors' and officers' insurance and liability.

2026 Highlights: Ongoing and Planned

- Efforts will continue to modernize and streamline online collaboration tools. The project will ensure staff are trained in the Microsoft 365 environment; implement a document retention schedule for compliance; and migrate key documents.
- Implementation of the Assets module of the Enterprise Asset Management Platform will continue with an emphasis on data collection, validation of values and asset condition assessments.
- The UTRCA has once again enrolled in the Health and Safety Excellence Program with four new topics chosen: Health and Safety Communication, Incident Investigation and Analysis, Hazard Reporting and Contractor Management with the goal to submit policy and programs to the Workplace and Safety and Insurance Board by June 2026.
- A comprehensive review of personnel regulations will be undertaken to identify gaps and to implement updates to reflect changes in legislation.
- An evaluation of compensation and benefits will be implemented.
- Indigenous Competency Training, initiated late in 2025, will continue into 2026 and involve members of the Board of Directors and all permanent, long-term, and seasonal staff.

Category 2 Programs and Services: Budget

Category 2 programs and services are delivered at cost to specific municipalities under contract.

Funding

- Delivered at cost to specific municipalities under contract (cannot be funded through levy).

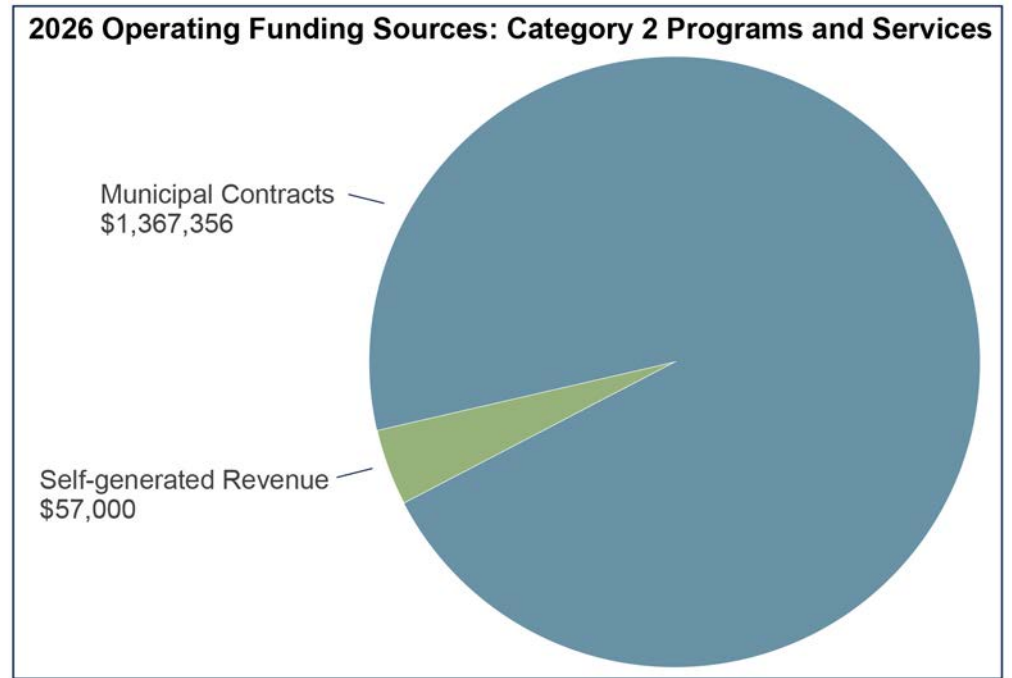


Table 10. Category 2 Operating Budget

Expenses by Type	City of London Water Quality Monitoring	City of London Environmentally Significant Areas/Lands Management	Drinking Water Source Protection Risk Management	Total Category 2
Technical and Consulting Services	-	\$14,000	\$80,651	\$94,651
Computers and Communications	-	9,210	15,800	25,010
Property-Related Expenses	-	56,120	800	56,920
Staff Travel, PD, PPE, Uniforms	-	14,800	1,400	16,200
Materials and Supplies	\$2,000	119,250	-	121,250
Insurance and Risk Management	-	-	1,535	1,535
Wages and Benefits	54,944	603,994	130,163	789,102
Depreciation Expenses	-	-	-	-
Other Expenses	-	-	-	-
Fleet-Related Expenses	-	-	-	-
Corporate Allocations	29,858	241,194	38,075	309,127
Total Operating Expenses	\$86,803	\$1,058,569	\$268,423	\$1,413,795

Category 2 Programs and Services: Overview



Drinking Water Source Protection Risk Management Services

The UTRCA provides Drinking Water Source Protection Risk Management Inspector/ Official services for 11 partner municipalities.

City of London Contract Work

The UTRCA is contracted by the City of London to manage 12 Environmentally Significant Areas, install and maintain flow devices in City of London stormwater management infrastructure (in accordance with the City's beaver protocol), and monitor water quality and benthic invertebrates for environmental compliance.



Category 3 Programs and Services: Budget

Category 3 programs and services are those that a Conservation Authority determines are advisable to provide to further the purpose of the Conservation Authorities Act.

Funding

- Multiple funding sources including municipal support through cost apportioning agreements (cannot be funded through levy).
- Category 3 programs and services are funded largely through contracts and grants, most of which require some financial support from municipalities. The budget reflects significant funding from the Canada Water Agency for phosphorus reduction programs.

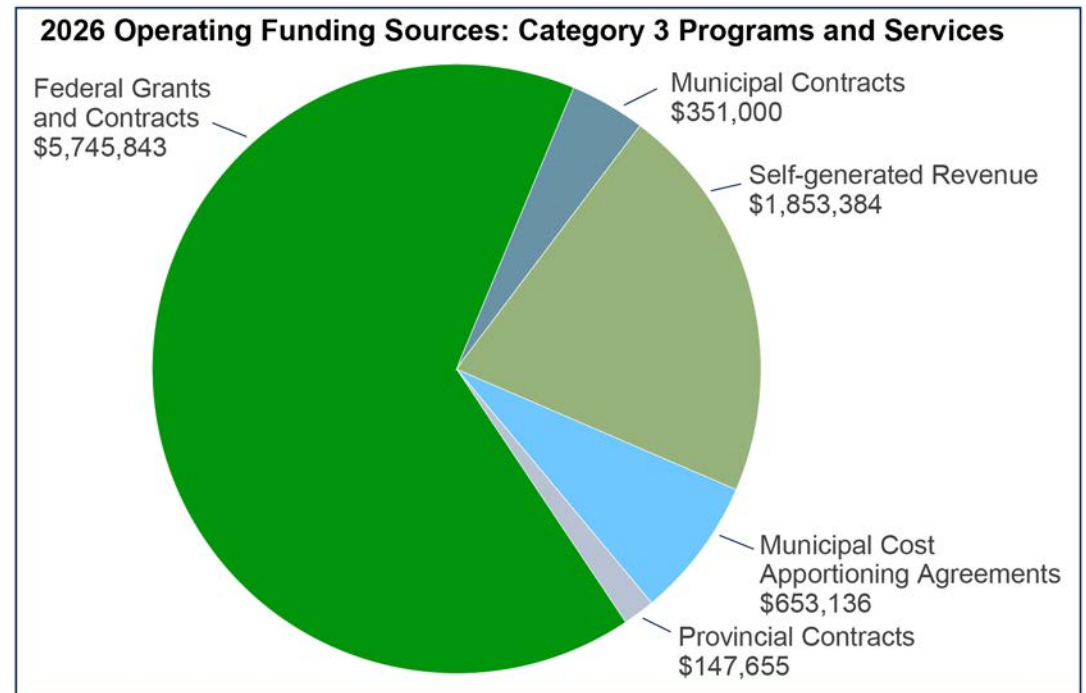


Table 11. Category 3 Operating Budget

Expenses by Type	Community Partnerships and Education	Water Quality Database Management	Ecological Monitoring	Land Stewardship Programs	Land Lease Management	Total Category 3
Technical and Consulting Services	\$15,430	\$106,300	\$17,731	\$97,300	\$52,000	\$288,761
Computers and Communications	5,250	(3,231)	8,731	5,450	2,110	18,310
Property-Related Expenses	21,990	-	5,000	234,350	295,812	557,152
Staff Travel, PD, PPE, Uniforms	8,530	800	4,475	19,500	6,185	39,490
Materials and Supplies	84,385	-	11,825	350,075	35,927	482,212
Insurance and Risk Management	2,225	-	145	2,402	11,258	16,030
Wages and Benefits	633,124	26,548	404,070	1,080,183	214,238	2,358,163
Depreciation Expenses	-	4,914	3,424	-	14,528	22,866
Other Expenses	18,580	-	50,000	3,759,600	36,780	3,864,960
Fleet-Related Expenses	-	-	-	4,000	525	4,525
Corporate Allocations	202,145	10,824	148,672	873,541	52,010	1,287,192
Total Operating Expenses	\$991,659	\$146,155	\$654,073	\$6,426,401	\$721,373	\$8,939,661

Table 12. Category 3 Municipal Cost Apportioning Agreements

Municipality	2025 MCVA %	2026 MCVA %	Category 3 Cost Apportionment
Oxford County	17.0065	17.0724	\$111,506
London	64.0489	64.0342	418,230
Lucan Biddulph	0.3565	0.3600	2,351
Thames Centre	3.2460	3.1983	20,889
Strathroy Caradoc	-	-	0
Middlesex Centre	2.4722	2.4836	16,221
Stratford	7.1709	7.1653	46,799
Perth East	1.4128	1.4178	9,260
West Perth	1.4617	1.4575	9,520
St Marys	1.4630	1.4696	9,598
Perth South	1.1591	1.1397	7,444
South Huron*	0.2024	0.2016	1,317
Zorra	-	-	0
South-West Oxford	-	-	0
Total	100	100	\$653,136

*Municipality of South Huron is not participating in Category 3 programs.



Category 3 Programs and Services: Overview

Community Partnerships and Education

Community partnerships programs are designed to increase awareness of, support for, and involvement in projects that restore and enhance watershed health and resiliency to climate change.

The programs empower communities and youth, creating value for a healthy environment through opportunities to experience and learn about conservation, and build capacity in local communities by providing hands-on learning opportunities to address local environmental concerns.

The community partnerships program facilitates relationships among watershed residents, Authority staff, and member municipalities to enable the sharing of expertise and resources. The UTRCA assists community members and “friends of groups” to identify local environmental needs, access funding, and implement on-the-ground projects within their local communities.

2026 Highlights: Community-based Watershed Stewardship

Plans for 2026 include working with the City of Woodstock on the naturalization of the former Cedar Creek Golf Course lands. Local community group members, businesses and school students will be involved in the implementation of wetland creation, tree and pollinator planting, and invasive species control. Similarly,

trail and instream habitat improvement projects will continue at Hodges Pond with a new funding commitment from Gunns Hill Ltd Partnership. In Middlesex Centre, the Friends of Medway are improving the riparian corridor along the creek with shrub and tree planting and community events.

Curriculum-based environmental education programs work closely with watershed Boards of Education to reach over 20,000 students per year with place-based information and to support the community partnerships program. The education programs help communities and youth understand how to protect their watershed resources and avoid risks from flooding and related hazards. Education programs are hosted at UTRCA Conservation Areas and properties, local natural areas, school yards/in class, and virtually.

2026 Highlights: Water Festival and Wetland Education

The UTRCA is coordinating the presentation of the London - Middlesex Children’s Water Festival at Fanshawe Conservation Area in 2026. The festival will involve more than 15 community groups, as well as agricultural organizations, the City of London, provincial ministries, school boards, the health unit, businesses, and neighbouring Conservation Authorities. The event will host 3,600 students and present a public family night that attracts over 2,500 participants.



A wetlands education program will be initiated at the Brick Ponds Wetland in Woodstock accompanied by continued wetland improvement work on site.

Stewardship and Restoration

The UTRCA delivers a wide range of landowner stewardship and restoration services that improve soil health, water quality and quantity, biodiversity, and climate resiliency. A healthy Thames River will also benefit Lake St Clair and Lake Erie.

Staff provide comprehensive conservation planning, technical services, and planning and design for a variety of stewardship practices. Technical plans are tailored to individual farm projects, recognizing the watershed's diverse agricultural landscape.

Staff advise on in-stream and riparian restoration as well as wetland enhancement projects that provide flood retention, reduce peak flows, mitigate erosion hazards, and improve flow regimes. Restoration programs include invasive species identification and control, pollinator habitat creation, and prairie seeding. Windbreaks and land retirement plantings reduce erosion, increase natural cover and habitat, and build climate change resilience across the watershed. The forestry program, which is one of UTRCA's longest running programs, offers the sale of native trees and shrubs, tree planting, and woodlot management services to landowners.



Collaborations with other organizations, such as Forests Canada and Tree Canada, support the

implementation of federally funded initiatives. Additional support from municipalities, agencies, private donations, and other partners enables the delivery of tree planting services across the watershed and facilitates additional programming (e.g., Tree Power, Memorial Forestry, community plantings).

The Clean Water Program (CWP) provides a one-window service for rural landowners to access technical assistance and financial incentives to support on the ground implementation of best management practices (BMPs) that improve and protect water quality on farmland. The CWP is funded by participating municipalities, with additional funding leveraged from government, foundations, and donations. The program supports forestry and restoration projects and offers in-field technical advice and planning centred around erosion control, which includes land management changes and structural options.

Demonstration sites are used to test the practicality and effectiveness of BMPs to provide environmental co-benefits without sacrificing farm productivity. The UTRCA's Thorndale Demonstration Farm is an example of efforts to share information and coordinate innovation through research, demonstration projects, workshops, and field tours, in partnership with landowners, agencies, academia, and the agriculture industry. UTRCA has implemented a second demonstration farm highlighting on-farm drainage water recycling, in the Township of Perth South near Wildwood Conservation Area.

2026 Highlights: Thames River Phosphorus Reduction Program

In late 2024, the UTRCA entered into an agreement with the Canada Water Agency to deliver a four-year program. This initiative is identifying areas of the watershed that contribute higher amounts of phosphorus to the Thames River and delivering a BMP implementation program to address the priority areas. The initiative is establishing comprehensive water quality sampling across UTRCA subwatersheds to track seasonal variations and trends in phosphorus concentrations across the watershed. There are also extensive communications and outreach efforts to promote uptake and long-term maintenance of BMPs, and to share project results with interest holders, farmers, certified crop advisors, and other extension staff.

Ecological Monitoring

The UTRCA supports science-based decisions through environmental monitoring programs that include collecting, analyzing, and reporting on fishes, reptiles, benthic macro-invertebrates, Species at Risk, and air photos. The information collected gives an indication of stream health, water quality, habitat change and impacts of stressors.

Environmental information is compiled and maintained in a comprehensive monitoring database that is integrated, available to watershed partners, and commonly accessed by development proponents in watershed municipalities when undertaking technical studies or assessments associated with land development activities.

The UTRCA reports on local watershed conditions every five years, in partnership with Conservation Ontario. The Upper Thames River Watershed Report Cards provide information on surface water, groundwater, forest, and wetland conditions within 28 subwatersheds to promote an understanding of local (subwatershed) health and emerging trends as a basis for setting environmental management priorities and inspiring local environmental action.

The UTRCA is also engaging with local First Nations communities and individuals, to support the development of a more holistic

approach in watershed planning that incorporates aspects of Indigenous Traditional Knowledge and an awareness of the river's spirit, in addition to western science and management objectives.



2026 Highlights: Southern Ontario At Risk Reptiles Program

For over 30 years, the Southern Ontario At Risk Reptiles (SOARR) program has made an impact on reptile conservation in our region, slowing population declines, restoring habitat and building strong partnerships. It is an internationally recognized effort that helps safeguard Canada's largest known populations of several endangered and threatened reptiles. The visibility of

the Species at Risk programs (aquatic and terrestrial) play a key role in building public support for other services. Landowners are actively involved in habitat protection, schools and students benefit from hands-on field experiences, and volunteers are enthusiastic about contributing to data collection.

Property Lease Management

The UTRCA manages a range of revenue-generating land use agreements, including land leases, rental properties, partnerships with service clubs, and three golf course land leases. These

activities provide a valuable source of funding that supports general land management functions and contributes to capital improvements and facility maintenance.

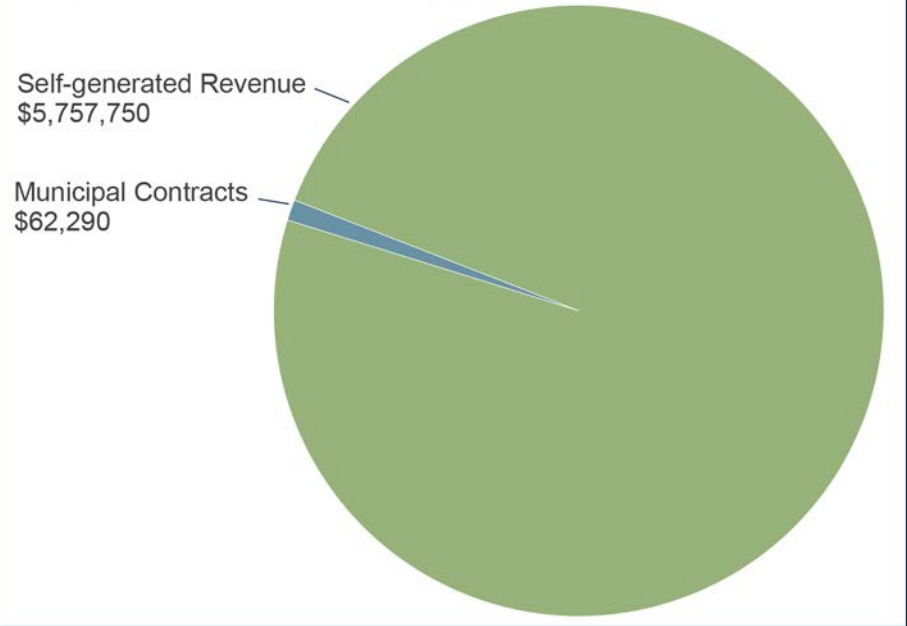
Other Category 3 - Campground Operations: Budget

Campground operations are also Category 3 programs and services but are not included in municipal cost apportioning agreements as their funding is self-generated.

Table 13. Other Category 3 (Campground Operations) Operating Budget

Expenses by Type	Campground Operations
Technical and Consulting Services	\$216,096
Computers and Communications	24,099
Property-Related Expenses	902,994
Staff Travel, PD, PPE, Uniforms	47,861
Materials and Supplies	320,421
Insurance and Risk Management	87,897
Wages and Benefits	2,479,707
Depreciation Expenses	213,878
Other Expenses	-
Fleet-Related Expenses	2,250
Corporate Allocations	701,733
Total Operating Expenses	\$4,996,936

2026 Operating Funding Sources: Other Category 3 Programs and Services - Campground Operations



Other Category 3 Programs and Services - Campground Operations: Overview

The UTRCA operates three large, multi-use Conservation Areas: Fanshawe, Pittcock, and Wildwood. These sites provide a range of recreational opportunities, including camping and day-use activities, and serve as key locations for public education and the promotion of watershed conservation.

Campground operations across the three Conservation Areas include approximately 1,000 seasonal and 500 overnight campsites, more than 55 kilometres of managed trails, and three major day-use areas. These areas also host numerous community events annually, supporting both recreation and public engagement objectives.

2026 Highlights: Campground Infrastructure Improvements

To support and enhance these services, significant infrastructure investments are being planned, designed or are currently underway, including major upgrades to campground roads and

electrical systems, as well as enhancements within our day-use areas. The revitalization of the Watson Porter Pavilion has transformed it into a premier venue for weddings and corporate events within a natural setting.

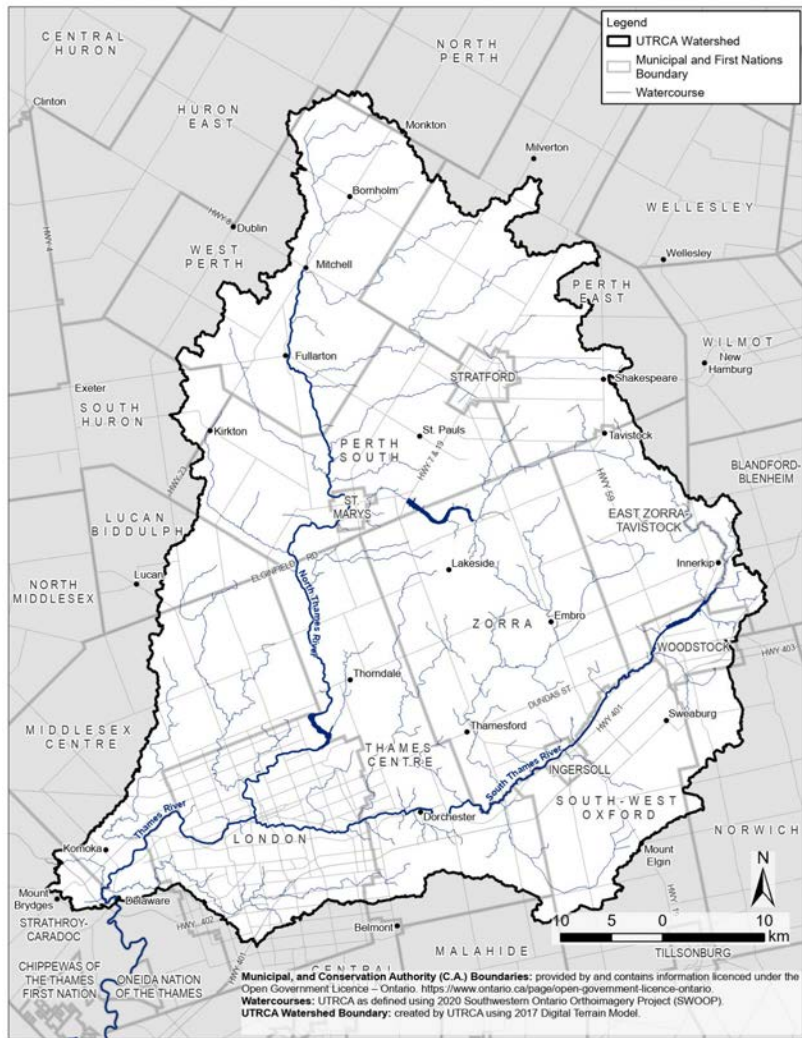


At Fanshawe Conservation Area, the completion of the Day-Use concept plan will introduce open, accessible green spaces designed to accommodate thousands of visitors each season. In addition, construction is set to begin this winter on the revitalization of the former Lakeview Pavilion. This new development will establish this area as the heart of Fanshawe's day-use experience, featuring new docks for watercraft rentals, a scenic patio and seating area, and additional visitor amenities.

Recognizing the age of much of our existing infrastructure, staff have prioritized comprehensive renewal efforts to ensure our facilities meet the needs and expectations of both current and future visitors—providing excellent value and creating a stronger, more welcoming experience for all to learn and enjoy.

About Us

The Upper Thames River Conservation Authority (UTRCA) is a local watershed management agency that delivers programs and services to protect and manage impacts on water and other natural resources, in partnership with all levels of government, landowners, and many other organizations. The UTRCA promotes an integrated watershed management approach that balances human, environmental, and economic needs.



The UTRCA works in partnership with the 17 municipalities in the Upper Thames River watershed. These municipalities appoint 15 members to the Board of Directors, which sets the UTRCA's overall policy direction and responds to local issues and concerns.

Vision: Communities engaged in a healthy, resilient environment.

Mission: To conserve and protect the watershed through science, education, policy, action, and experiences in nature.

Values:

- We model and encourage sustainable, innovative stewardship of the watershed.
- We partner to protect and promote a healthy environment and resilient communities.
- We act with transparency and accountability and root our work in science.

Strategic Priorities:

- Environmental health,
- Watershed resilience,
- Organizational excellence, and
- Engagement and collaboration.