
To: UTRCA Board of Directors
From: Tracy Annett, General Manager
Date: March 21, 2023
Filename: Admin # 4716
Agenda #: 8.2
Subject: Quarterly Progress Report #4 - Inventory of Programs and Services

Recommendation

THAT the UTRCA Board of Directors receive the report for information.

Background

As a requirement under Ontario Regulation 687/21, the Upper Thames River Conservation Authority (UTRCA) developed and approved a Transition Plan (December 17, 2021) and Inventory of Programs and Services (February 28, 2022). The Inventory of Programs and Services is based on the three categories identified in the Regulation. These categories include (1) Mandatory, (2) Municipally requested, and (3) Other (Authority determines are advisable).

As required under Ontario Regulation 687/21 and identified in UTRCA's Transition Plan, the UTRCA is providing its fourth Progress Report. Under the Regulation the Progress Reports must include the following;

- Any comments or other feedback submitted by a municipality regarding the inventory
- A summary of any changes that the Authority has made to the inventory to address comments or other feedback, including a copy of the amended inventory and description of changes
- An update on the progress of negotiations on cost apportioning agreements with participating municipalities
- Any difficulties that the Authority is experiencing that might affect the ability of the Authority to enter into cost apportioning agreements with participating municipalities by the transition date.

Discussion:

Progress made since the first Report details are summarized below:

1) Municipal Comments and Feedback

- a. Generally, municipalities have no further comments on the inventory but are awaiting the draft agreements to provide comments. Discussions with other

CA General Managers have indicated this is consistent throughout the Southwest region.

2) Summary of Changes to Inventory of Programs and Services:

- a. We continue to update our accounting systems to align with regulatory changes for future budgets.
- b. The Inventory of Programs and Services has been updated to include 2023 costing to reflect our approved budget.

3) Update on Progress of Negotiations with Participating Municipalities on Category 2 and 3 Programs and Services:

- a. UTRCA staff will continue to work collaboratively with the Southwest Conservation Authorities on finalizing draft templates for the Memorandum of Understanding for Cost Apportionment Agreements for Category 3 Programs and Services.
- b. Staff have been collaborating with neighbouring CA's (where feasible) to schedule further discussions.

4) Difficulties Reaching Transition Plan Date:

As noted in the previous reports, discussions have been initially delayed due to the municipal elections and more recently delayed as a result of uncertainty raised by the changes to the Conservation Authorities Act and regulations.

For these reasons the UTRCA may request an extension from the Ministry to the deadlines stipulated in O.Reg. 687 later this year.

The updated programs and services inventory / quarterly progress report will be posted on the UTRCA website, and submitted to the Ministry of Natural Resources and Forestry in accordance with Ontario Regulation 687/21.

Prepared by:

Tracy Annett, General Manager



Upper Thames River Conservation Authority: Inventory of Programs and Services

Quarterly Progress Report #4, April 2023

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Natural Hazard Management

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Approved Costs and Funding Sources
Environmental Planning and Regulations	Regulations Section 28.1 Permit Administration and Compliance activities Review under Other Legislation	Reviewing and processing permit applications, associated technical reports, site inspections, communication with applicants, agents, and consultants. Property inquiries Legal expenses for regulations and compliance. Input to the review and approval processes under other applicable law, (e.g., Environmental Assessment Act, Drainage Act, Aggregate Resources Act, with comments principally related to natural hazards, wetlands, watercourses and Sec 28 permit requirements. Input to the review and approval processes under other applicable law, (e.g., Environmental Assessment Act, Drainage Act, Aggregate Resources Act, with comments principally related to natural hazards, wetlands, watercourses and Sec 28 permit requirements.	1	Ontario Regulation 686/21s.8 Ontario Regulation 686/21s.6 s.28.0.1 and s.30.1 (once proclaimed)	\$762,174	\$1,168,677 Additional effort has been added for Regulation Mapping updates communications
	Planning Municipal Plan Input and Review	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 MNRF (delegated to CAs in 1983).	1	Ontario Regulation 686/21s.7	\$783,637	\$1,271,411
	Municipal Plan Input and Review NOT related to Natural Hazards	NOTE: Regulations no longer allow CA's to review and comment on Natural heritage. Technical information and advice to municipalities on circulated municipal land use planning applications related to Natural Heritage features and functions and Stormwater Management (Official Plan and Zoning By-law Amendments, Subdivisions, Consents, Minor Variances). Input to municipal land-use planning documents (OP, Comprehensive ZB, Secondary plans) related to natural heritage features and certain functions of Stormwater Management. Comments incorporate natural heritage information particularly around wetlands and aquatic species at risk to develop planning and regulatory strategies to mitigate downstream natural hazards.	2	CA Act s.21(1)(n) Updating MOUs required Memorandum of Agreement (MOA) for Planning Services Upper Tier Municipalities: City of London, 1997 County of Middlesex 1998 County of Perth 1999 Lower Tier: Municipality of Strathroy- Caradoc 2000	\$103,130	

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Approved Costs and Funding Sources
	Natural Heritage NOT related to Natural Hazards	Natural heritage monitoring, plans/strategies, and system design not on Conservation Authority owned land, to inform Official Plan and/or County level studies	2	CA Act s.21(1)(n)	Example: Natural Heritage System Studies	\$15,000 contract with Oxford County
Water Management	Flood Forecasting and Warning	Daily data collection and monitoring of local weather forecasts, provincial models, streamflow, and reservoir conditions, etc. Routine collection of near real-time data from stream gauge network (water level, flow, and precipitation). Seasonal collection and reporting on snow surveys. Maintenance of hydrometric gauges (both UTRCA gauges and assisting with maintenance of Water Survey of Canada gauges). Continuous monitoring of stream flow, reservoirs, and watershed conditions. Maintaining historical records. Development, maintenance, and implementation of Flood Contingency Plan. Regular liaison with municipal flood coordinators. Issuing flood bulletins and media releases.	1	Ontario Regulation 686/21s.2	\$795,212	\$776,293
	Flood and Erosion Control Infrastructure Operation and Management	<p>The UTRCA operates, and maintains flood control dams, dyke and flood wall systems, flood control channels, and erosion control structures. Includes 3 large dams and 9 smaller dams. The UTRCA also maintains 3 flood control channels, 8 dykes/floodwalls and 11 erosion control structures. Undertake dam safety studies and improve public safety around dams. In addition to the regular operation and maintenance of these structures, the UTRCA undertakes major maintenance projects on water and erosion control structures.</p> <p>In addition to the above structures which were constructed by the UTRCA, the UTRCA also operates and maintains structures that are municipally owned/built but operated and maintained by the UTRCA through agreement with the municipality.</p> <p>A 20 Year Flood Control Capital Repair Plan for the Water and Erosion Control Structures managed by the UTRCA is updated on an annual basis to reflect current and planned projects. The estimates are updated on an ongoing basis for budgeting purposes and to assist with the preparation of the various funding applications including the Water and Erosion Control Infrastructure (WECI) Program. Through the WECI</p>	1	Ontario Regulation 686/21s.5	\$1,296,701 (not including major capital repairs)	\$1,726,557

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Approved Costs and Funding Sources
		program, the Province provides conservation authorities \$5 million in matching grants to address issues around flood infrastructure (dams, dykes, etc.).				
	Ice Management Plan	New Project: Development of an Ice Management Plan, if the authority determines that ice management is necessary to reduce the risks associated with natural hazards	1	Ontario Regulation 686/21s.4	New Program	Project to be initiated in 2023 using existing staff resources captured in Flood and Erosion Control Infrastructure Operation and Management NOTE: Strategy to be completed on or before December 31, 2024
	Operation Plans and Asset Management related to this Infrastructure	New Project: Development of Operational Plans and Asset Management Plans related to this infrastructure	1	Ontario Regulation 686/21s.5 NOTE: Operational and Asset management plans to be completed on or before December 31, 2024 per requirements in Section 5 of the Mandatory Programs and Services Regulation	New Program	Project to be initiated in 2023 using existing staff resources captured in Flood and Erosion Control Infrastructure Operation and Management NOTE: Strategy to be completed on or before December 31, 2024
	Flood Plain Mapping and Natural Hazards Technical Studies	Analysis and identification of areas susceptible to riverine flooding to create mapping products to delineate flood-prone and erosion-prone areas.	1	Ontario Regulation 686/21 s. 5(1)1 686/21 s.9(1)2	\$700,168	\$1,199,458

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Approved Costs and Funding Sources
	and Information Management	Data collection, analysis, reporting and mapping of data sets related to the understanding and mitigation of natural hazards. Development and use of systems to collect, store and provide spatial geographical representations of data and other mapping products. Studies and projects to inform natural hazards management programs including: floodplain management, watershed hydrology, regulated areas mapping update, flood forecasting system assessment, floodplain policy				
	Climate Change	Understanding the risks related to natural hazards, including how these risks may be affected by climate change through collection and management of climate science data in order to identify potential effects of climate change on natural hazards. Identification of vulnerability or risk, and the development of mitigation and adaptation policies and plans. Managing, preventing, and mitigating risks related to natural hazards. Public awareness, education and outreach components related to the risk of natural hazards within the authority's jurisdiction.	1	Ontario Regulation 686/21 s. 1(3)1. iv.	\$167,889	\$213,729
	Low water response	Surface and groundwater conditions monitoring and analysis, including: water level, flow, and precipitation, within the watershed using the Ontario Low Water Response protocol and hydrometric stream gauge network. Coordination of monitoring with Water Response Team.	1	Ontario Regulation 686/21s.3	\$4,318	\$9,030
	Communications, Outreach and Education related to Natural Hazards and Low water response	Promoting public awareness of natural hazards including flooding, drought, and erosion. Public events, materials. Social media services. Media relations. Educate elementary school students and the public about the danger of floodwaters. Technical and administrative support to the Water Response Team (WRT) representing major water users and decision makers, who recommend drought response actions.	1	Ontario Regulation 686/21s.1(2)	\$452,981	\$576,730

Conservation Authority Lands and Conservation Areas

The UTRCA owns 5,967 hectares of land which includes conservation areas, management areas, conservation forests, farmland, and flood control structures and surrounding land. UTRCA property is essential to watershed management, flood control, and environmental protection, and provides areas for passive recreation.

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
Lands, Facilities and Conservation Areas	Section 29 Minister’s regulation for Conservation Areas	Conservation areas encroachment monitoring and risk management. Legal expenses for regulation and compliance part of Conservation Lands management below. NOTE: Refinement based on actual time spent on lands enforcement activities over the past operational season (previously was incorporated as a component of Lands Management activities)	1	Ontario Regulation 686/21 s.9(1)4 Rules for Conduct in Conservation Areas (O. Reg. 688/21)	\$263,024 plus some part of Lands Management	\$979,277 Self Generated 100%
	Strategy for CA owned or controlled lands and management plans.	New Project: A strategy to guide the management and use of CA-owned or controlled properties including: guiding principles, objectives, land use, natural heritage, classifications of lands, mapping, identification of programs and services on the lands, public consultation, publish on website and includes periodic review and update.	1	Ontario Regulation 686/21 s.9(1)1 per requirements in Section 10 of the Mandatory Programs and Services Regulation	New Program	\$63,800 NOTE: Strategy to be completed on or before December 31, 2024
	Land Inventory	New Project: Development of an inventory containing information for every parcel of land owned or controlled by the Authority. The land inventory will include the following information: location as well as date, method, and purpose of acquisition; land use. One time project with updates as properties are acquired or disposed of.	1	Ontario Regulation 686/21 s.9(1)3 per requirements in Section 10 of the Mandatory Programs and Services Regulation	New Program	\$30,000 NOTE: Strategy to be completed on or before December 31, 2024
	Land Acquisition and Disposition Strategy	New Project: A policy to guide the acquisition and disposition of land in order to fulfil the objects of the authority.	1	Ontario Regulation 686/21 s.9(1)1 per requirements in Section 10 of the Mandatory Programs and Services Regulation	New Program	\$19,800 NOTE: Strategy to be completed on or before December 31, 2024

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
	Conservation Lands: Management, operation and maintenance	<p>Public Access for Passive Recreation: Management and maintenance of conservation lands for public access and recreational trails. Includes risk management program, hazard tree management, gates, fencing, signage, brochures, communications, pedestrian bridges, trails, parking lots, pavilions, roadways, drainage, stormwater management, stewardship, restoration, ecological monitoring, recreational dams (with no flood control or low flow augmentation function). Carrying costs such as taxes and insurance.</p> <p>Conserve Natural Heritage: Management and maintenance to conserve natural heritage on CA owned lands. Includes forest management, signage, gates, stewardship, restoration, ecological monitoring, carrying costs such as taxes and insurance.</p> <p>Periodic inventories of terrestrial Species at Risk on UTRCA lands, GIS mapping and submission of data to NHIC. Information guides, land use activities and restoration projects.</p>	1	<p>Ontario Regulation 686/21 s.9(1)1</p> <p>Ontario Regulation Reg. 686/21 s.9(1)2</p>	<p>\$851,376</p> <p>\$722,276</p>	<p>\$1,397,525</p> <p>\$437,403</p>
	Municipal Lands Management & Monitoring Contracts	<p>Contracts Include:</p> <ul style="list-style-type: none"> - Management of the City's 14 Environmentally Significant Areas (ESAs), initiated in 2009 and updated annually to reflect operational and capital needs. - Management of Beavers in accordance with the City of London's Beaver protocol - Invasive species management activities on municipal owned lands (e.g. Town of St. Marys, West Perth) - Includes additional water quality and benthic monitoring required by certain municipalities (e.g. Dingman) 	2	<p>Annual ESA Agreements with the City of London since 2009</p> <p>Letter of Understanding 2021 Project Specific</p> <p>Under Agreement with City of London, 2019</p>	\$942,814	\$1,199,089 Self Generated 100%
	Conservation Area Campgrounds	Management, operation and maintenance of Fanshawe, Wildwood and Pittock campgrounds.	3	Campgrounds are operated independent of Municipal Levy	\$3,917,358	\$4,134,153 Self Generated 100%
	Land Lease and Agreement Management, Hydro generation	Management of current and future land leases and property agreements. Maintenance of rental properties to supplement land management activities.	3	CA Act s.21(1)(c)&(d)	\$798,606	\$507,667 Self Generated 100%

Drinking Water Source Protection

Program Description: The protection of municipal drinking water supplies in the Thames Sydenham and Region through the development and implementation of the Source Protection Plans.

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
Source Protection Planning	Source protection authority role as set out in the Clean Water Act.	Source Protection Authority Lead for the Thames-Sydenham and Region. Technical support, SPC support, SPA reports and meetings, activities required by the Clean Water Act and regulations that applies to the authority's source protection area. Assisting in the co-ordination and implementation of the source protection plan that applies to the authority's source protection area. Where the authority considers it advisable, reviewing and commenting on any proposal made under another Act that is circulated to the authority for the purpose of determining, <ul style="list-style-type: none">i. whether the proposal relates to a significant drinking water threat that is governed by the plan, orii. the proposal's potential impact on any drinking water sources protected by the plan.	1	Ontario Regulation 686/21 s.13 Agreements with LTVCA and SCRCA to undertake implementation efforts.	\$552,038	\$608,153 100% Provincial as a Lead Source Protection Authority. Transfer funding to LTVCA and SCRCA to support this program
	DWSP Risk Management Inspection / Official	Support municipalities to implement Part IV duties of the Clean Water through service agreements.	2	Clean Water Act s.47(1) & s.48(1) CA Act s.21(1)(a) &(n) Three year MOU's until Dec 31, 2023 Municipalities: <ul style="list-style-type: none">▪ Municipality of Chatham-Kent▪ Municipality of Lambton Shores▪ Township of Perth East▪ Town of St. Marys▪ City of Stratford▪ Municipality of West Perth▪ Township of St. Clair▪ Town of Plympton-Wyoming▪ Village of Point Edward▪ City of Sarnia	\$208,518	\$228,817 Municipal Agreements 100%

Water Quality and Quantity Monitoring

The UTRCA, in partnership with the Ministry of Environment, Conservation and Parks (MECP), has established long term sites to monitor surface and ground water conditions.

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
Provincial Water Quality and Quantity Monitoring	Provincial Water Quality Monitoring Network (PWQMN)	A long-standing (50+ year) CA/MECP partnership for stream water quality monitoring at 24 sites. CA takes water samples; MECP does lab analysis and data management. CA uses information for watershed report cards, and stewardship project prioritization.	1	Ontario Regulations 686/21 s.12(1)2 686/21 s.12(3)	\$174,053	\$158,417 Municipal Levy 100%,
	Provincial Groundwater Monitoring Network (PGMN)	A long-standing (20+ year) CA/MECP partnership for groundwater level and quality monitoring at 24 sites throughout the watershed. CA maintains equipment, data transfer to MECP, water sampling; MECP provides equipment, standards, data management.		Ontario Regulations 686/21 s.12(1)1 686/21 s.12(2)		

Core Watershed-based Resource Management Strategy

Advancing and contributing to the maintenance of a healthy and resilient natural environment. Program Description: The purpose of a watershed plan is to understand the current conditions of the watershed, and identify measures to protect, enhance, and restore the health of the watershed. Watershed strategies provide a management framework to provide recommendations which consist of goals, objectives, indicators, and management recommendations. This addresses existing issues in the watershed and mitigates impacts from potential future land.

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
Core Watershed-based Resource Management Strategy	Strategy Development	Develop guiding principles and objectives that inform the design and delivery of programs and services the CA is required to provide. Collate/compile existing resource management plans, watershed plans, strategic plans, studies, and data. Strategy development, implementation, and annual reporting. Develop a process for periodic review including procedures to engage/consult with stakeholders and the public. Strategy development must include a stakeholder and public consultation component.	1	Ontario Regulations 686/21 s.8 686/21 s.12(1)3 686/21 s.12(4) per requirements in 12(4)-(9) of the Mandatory Programs and Services Regulation	New Program (Include 5-year review)	Project to be initiated in 2023 using staff resources Approx. \$194,460 NOTE: Strategy to be completed on or before December 31, 2024
Integrated Watershed Planning		Watershed strategies provide a management framework to provide recommendations which consist of goals, objectives, indicators, and recommendations. This addresses existing issues in the watershed and mitigates impacts from potential future land uses, while recommending appropriate actions to protect, enhance, and restore the watershed. The Thames River (Deshkan Ziibi) Shared Waters Approach to Water Quality & Quantity will be a key component of a broader watershed strategy, known as the Thames River Clearwater Revival (TRCWR), which considers all the interactions of land, water, plants, animals, and people, with the overall objective of improving the ecological condition of the Thames River, Lake St. Clair, and Lake Erie. These strategies will inform the “Core Watershed-based Resource Management Strategy” Canadian Heritage Rivers are recognized for their outstanding contributions to the country’s cultural heritage, natural heritage, and recreational opportunities. The Thames River was formally designated a Canadian Heritage River on August 14, 2000. Since then, the UTRCA collects and analyses the events, studies and any improvements or threats to the river and watershed every 10 years after designation.	3	CA Act s.21(1)(a)	\$383,851	\$255,419 Plus the project cost identified above Effort will utilize staffing resources to the Strategy development in 2023

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
	Natural Heritage Subwatershed Planning	Input to municipal land-use planning documents and subwatershed studies related to natural heritage features and certain functions of Stormwater Management. Comments incorporate natural heritage information particularly around wetlands and aquatic species at risk to develop planning policies and regulatory strategies to mitigate downstream natural hazards.	3	Previously a component of Municipal Plan Input NOT related to Natural Hazards	n/a	\$60,000 (approx.)
	First Nations Engagement	To further the development of a more holistic approach in watershed planning, incorporating aspects of Indigenous Traditional Knowledge (ITK) and an awareness of the river's spirit, in addition to western science and management objectives.	3	Proposed Expanded Program	\$32,636	\$20,408
Science: Research & Monitoring	Ecological Monitoring: Including Watershed Report Cards	UTRCA in partnership with Conservation Ontario, reports on local watershed conditions every five years. The report cards provide information on surface water, groundwater, forest, and wetland conditions in the watershed, to understand current local (subwatershed) health and emerging trends as a basis for setting environmental management priorities and inspiring local environmental action within the 28 subwatersheds in the UTRCA.	3	CA Act s.21(1)(a)	\$145,356	\$193,356
	Stream Classification	Collection of fish community data as supported by DFO to determine watershed species ranges and identify invasive species and aquatic species at risk. This includes the municipal drain classification program, which classifies "not rated" drains to help streamline Fisheries Act approvals to the benefit of both Drainage Superintendents and landowners. This component of CA Act approvals for municipal drainage works, while specific to drain review and associated hazards, also protects headwater function, habitat, and ecosystem health.				
	Species At Risk	Inventories of Aquatic Species at Risk, GIS mapping and submission of data to NHIC. Information guides land use activities and restoration projects.	3	CA Act s.21(1)(a)	\$119,852	\$172,455

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
	Water Quality Data Programs	Compile and maintain a comprehensive monitoring database (WISKI) 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.	2	CA Act s.21(1)(a) LSWIM for Risk Management Services is recoverable through partner agreements	\$172,455 for LSWIMS and WISKI partners	\$115,423
	City of London Dingman Creek Monitoring Program	Agreement with City of London for enhanced benthic monitoring within the Dingman Creek Subwatershed. Now included with Municipal Lands Management & Monitoring Contracts	2	CA Act s.21(1)(a) Under Agreement with City of London, 2019	\$41,303	\$34,642 Self Generated 100%
Stewardship (Urban, rural and agricultural)	Land Stewardship and Restoration	Work with property owners to implement Best Management Practices to mitigate flood and erosion hazards, improve and protect water quality, restore floodplains and river valleys, reduce nutrient contamination, restore and enhance wetlands to reduce flooding peaks and augment low flow, management of terrestrial non-native invasive species, protect groundwater, and improve aquatic species at risk habitat. Apply for and manage external funding, promote private land stewardship, outreach, provide advice and design assistance to property owners. Implementation of watershed plan stewardship recommendations.	3	CA Act s.21(1)(g)&(o)	\$497,517	\$630,439 Self Generated 100%
	Tree Planting and Forest Management (not related to natural hazards)	Forestry services including planting plan development, site preparation, tree and shrub planting, and survival assessments. Private woodlot stewardship, technical assistance, link to funding programs to maintain form and function of watershed forest cover.				
	Clean Water Program	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. NOTE: funded by the Counties of Oxford and Middlesex, City of Stratford for 2022, with additional funding leveraged from industry, government, foundations, and donations when available.	3	CA Act s.21(1)(g)&(o)	\$118,695	\$196,823 Self Generated 100%

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
	Great Lakes Connections: Phosphorus / Nutrient Reduction Programs (Medway / ECCC / OMAFRA)	<p>Deliver 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)</p> <p>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.</p> <p>Lead information sharing and coordinate innovation through research, demonstration projects, workshops, and field tours, in partnership with landowners, agencies, academia, and private sector.</p>	3	CA Act s.21(1)(g)&(o)	\$501,320	\$695,547 Provincial Grants 20% Self Generated 80%

Conservation/ Outdoor Education and Community Outreach

Program Description: Education and outreach programs increase knowledge and awareness in children and adults about local environmental issues, watersheds, and ecosystems and conservation actions they can implement.

Program Area	Program / Service Provision	Program / Service Description	Category	Legislative Reference and Notes	Average Annual Costs based on 5 Year Average (Operating including depreciation)	2023 Projected Costs and Funding Sources
Community Partnerships and Education	Community Involvement and Events	Education and outreach programs and community events to assist in achieving the objectives of the conservation authority. These programs are open to people of all ages. Examples include Community Science, Watershed and “Friends of” projects.	3	CA Act Reg. 686/21 s.1(2) & s.1(3)3,4	\$362,657	\$395,403
	Environmental Education	Curriculum-based education programs for elementary and secondary students. These programs focus on local watersheds, ecosystems, and environmental issues. Programs take place at schools (indoors and outdoors), field trips to conservation areas and community parks and through online learning.		CA Act s.21(1)(n)	\$443,984	\$609,477

Percentage Contributions

Program Category and Revenues	Provincial Transfer Payment (S39)	Provincial Contracts	Municipal Agreements	Self-Generated	Municipal Levy	2023 Estimated Program Costs
Category 1	1.6%	8.4%	3.3%	14%	64.1%	\$11,138,205
Category 2	0%	0%	71%	1%	16%	\$1,404,439
Category 3	0%	2%	4%	87%	10%	\$7,918,478
All categories	1%	5%	8%	43%	40%	\$20,161,122

NOTES:

Percentages do not equal 100% because category costs may be under or overfunded at present.

Percentages represent current distribution of revenues for those programs deemed to fall in each category. For instance, Category 1 is under-funded by \$1,088,081. To the extent that category 1 costs are currently funded, 64.1% arises from municipal levies.

Notes

- Provincial transfer refers to only the transfer payment UTRCA receives from the provincial government for the delivery of mandatory programs and services.
- For the purposes of this document, “self generated” revenues include permit fees, fees for service, user fees, grants including provincial and federal funding that UTRCA has to apply and compete for, and municipal fee for services agreements beyond municipal levy.

Inventory Principles

A brief explanation of the principles applied when developing the Inventory of Programs and Services is provided:

- 1) Each program and service has been categorized based on the criteria identified under the Conservation Authorities Act and supporting regulations. As required by regulation 687/21, the inventory explains why a program falls into category 1 by referencing applicable sections of regulation 686/21 “Mandatory Programs and Services”. Category 2 and 3 programs provided through other legislation are also noted.
- 2) The list has been developed to align our programs and services with our past budget reporting framework. In some cases the delineation between categories of programs has continued to be refined; previous reports may have grouped program areas.
- 3) The UTRCA’s inventory includes only operating costs. Capital costs are extremely variable from year to year and would skew estimates.
- 4) The Regulation requires that the annual cost of each program and service be provided based on the average of the last five years; however, any other value that better reflects the cost of a program are permitted, provided it is justified. The UTRCA has indicated both a 5 year average and the 2023 estimate costs for programs and services. Utilizing a five year average fails to recognize significant changes in the past 5-year period including impacts to operations due to COVID, and inflation, particularly through 2022. In addition, with the high level of growth in the watershed, and corresponding demand for UTRCA programs and services the 2023 budget provides a more accurate estimate of cost than a five year average.
- 5) It is the UTRCA’s intent to seek to enter into cost apportioning agreements with participating municipalities by January 1, 2024, to continue to finance, in whole or in part, these programs and services.
- 6) Category 2 and 3 agreements will contain provisions that those programs and services be included in the watershed-based resource management strategy.
- 7) Although previous agreements and MOUs have been negotiated for some of programs and services, we expect that all will need to be renegotiated to incorporate the requirements identified in regulation. Quarterly reports will identify the progress made on all negotiations, as available.

Additions

Some shifting of programs and services has occurred since the first report due to the restructuring of the Integrated Watershed Management Unit into Science and Stewardship Teams. The creation of these teams has occurred as a result of staff retirements and is intended to improve service delivery. These teams organize and collect watershed environmental information; then using that information plan for and deliver science-based stewardship activities across our watershed.

The Science team maintain ecology, biology and water quality research skills and expertise. The Stewardship group delivers on-the-ground technical and financial assistance programs to farming and non-farming landowners, community groups, industry, municipalities and many other partners. This includes all private land tree planting, communities for nature, memorial forestry, stream restoration, wetland and erosion control programs and agricultural-based water quality studies.

Corporate Administrative Costs / General Operating Expenses

Program Description: Key assistance provided to all departments of the conservation authority, board of directors, member municipalities, and the general public to enable the UTRCA to operate in an accountable, efficient and effective manner. Costs are distributed to programs listed above.

Note: The methodology for inclusion of these types of services will be finalized once the Phase 2 regulations are in place.

Program/Service	Program / Service Description	Cost
Corporate Services	Administrative, operating and capital costs which are not directly related to the delivery of any specific program or service, but are the overhead and support costs of a conservation authority, Oversight of programs and policies. Includes costs related to agreements/contracts and supporting CA Board, governance, administrative by-laws, General Manager and Management Team	\$840,731
Financial and Human Resources Services	Employee management systems, training, health and safety programs, budgeting, accounts payable and receivable, payroll, financial analysis, financial audit, administration of reserves and investments, financial reports for funding agencies, preparing and submitting reports to CRA, benefits program administration.	\$1,041,178
Communications and Marketing	Supporting delivery of products and programs through communication platforms (media, open houses, public meetings), website administration and maintenance responding to inquiries from the public.	\$586,587
Information Technology Management/ GIS	Data management, records retention. Development and use of systems to collect and store data and to provide spatial geographical representations of data. Systems to support the collection, maintenance, analysis, reporting and communications on various corporate data sets including but not limited to: surface and groundwater quality and quantity, aquatic and terrestrial biology, geospatial data and imaging, financial and other corporate services, internal and external communications and collaboration.	\$880,920
Administration Buildings	Administration buildings and workshops used to support UTRCA staff, programs and services. Includes utilities, routine and major maintenance, property taxes. Note: The Average Annual Cost does not include accessibility upgrades needed by January 1, 2025.	\$980,898
Vehicle and Equipment	A fleet of vehicles and equipment to support the work of the UTRCA, including capital purchases, fuel, licenses, repairs and maintenance. Programs and projects are charged for the use of vehicles and equipment.	\$666,938
TOTAL	The UTRCA's Total Combined Operating Budget, Approved 2023 Budget \$20,468,924	\$4,997,252