

Draft

2026 Budget

October 28, 2025



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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 Draft Budget: Overview

The Upper Thames River Conservation Authority's (UTRCA) 2026 Draft 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 Draft 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)
 - 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
 - Natural hazards outreach programs
- Land management
 - Lands management, risk, and enforcement
 - Lands strategy implementation
 - Public access on UTRCA lands for passive recreation
 - Natural heritage conservation on UTRCA lands
- Provincial water monitoring
- Drinking water source protection
- Watershed strategy implementation
- Essential corporate costs

Budget Development

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

- Requirement to fulfil the CA Act and regulations,
- Board-approved Budgetary and Reserves Policies,
- Input from staff, Board members, and interest-holders in the development of the Draft UTRCA Strategic Plan,
- Cost of living adjustments and pay grid step increases,
- Inflationary trends apparent in the Consumer Price Index,
- Building Construction Price Index identifying increases between 5% and 17% for non-residential construction projects involving concrete. Estimates are also informed by actual experience in the purchase of goods and services, particularly trade contracting and engineering works,
- Multi-year contractual obligations and the impact on timing of spending,
- Operating, capital, and program pressures,
- Minister's direction to freeze conservation authority fees associated with planning, development, and permitting,
- Focus on internal efficiencies using technologies and cost control wherever possible, and
- Impacts on service delivery.

The UTRCA has used a conservative approach to spending, as well as proactive investigations into alternative sources of funding in 2025, to minimize the financial impacts on member municipalities in 2026 and beyond.

The following items have informed the development of the 2026 budget:

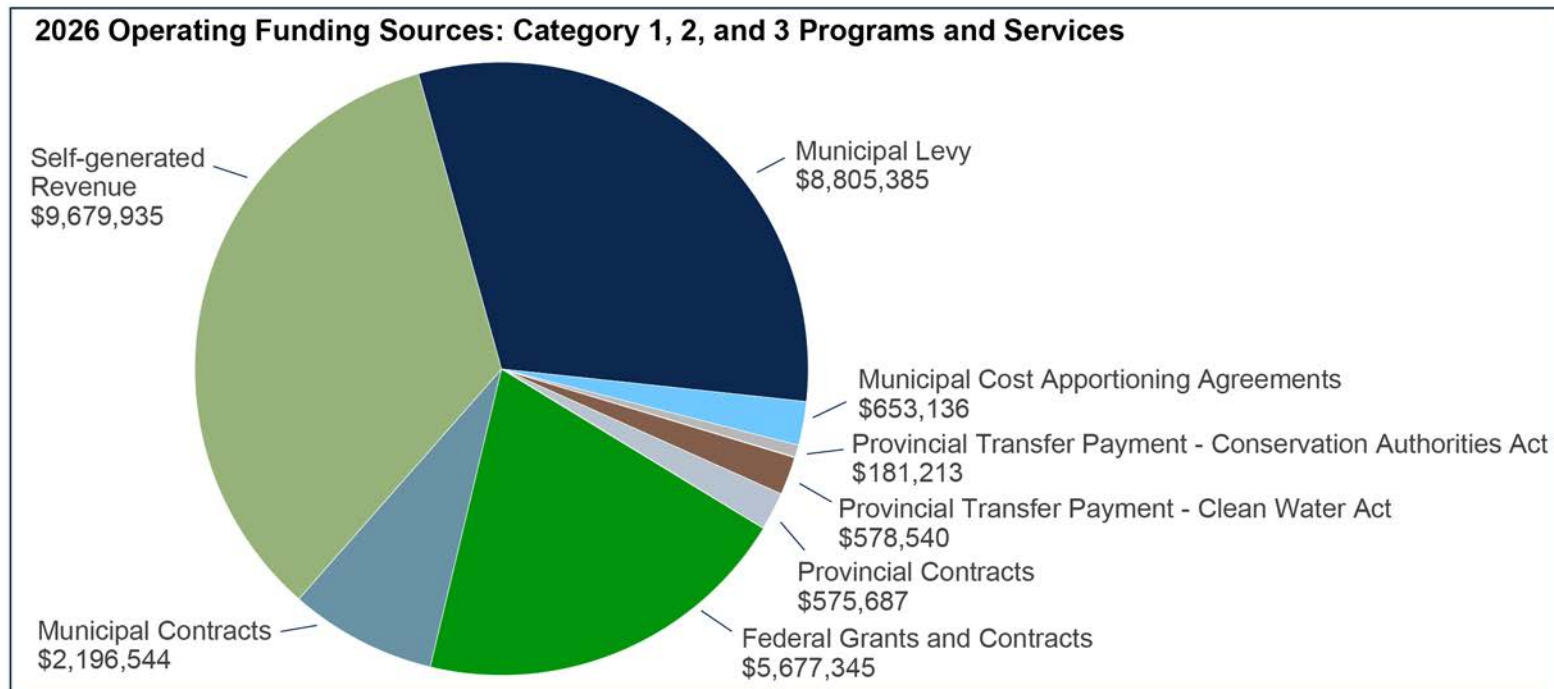
- Staffing to allow succession planning for engineering and senior leadership positions due to leaves and upcoming retirements,
- Unexpected capital project costs,
- Multi-year Clean Water Act contract,
- Cost apportionment (levy) increase,
- Significant funding from the Canada Water Agency, and
- Anticipated reductions in other federal funding.



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	\$13,077,066	\$1,364,025	\$8,570,615	\$4,796,596	\$27,808,302
Funding Sources					
Provincial Transfer Payment - Conservation Authorities Act	\$181,213	-	-	-	\$181,213
Provincial Transfer Payment - Clean Water Act	578,540	-	-	-	578,540
Provincial Contracts	396,532	-	\$179,155	-	575,687
Federal Grants and Contracts	231,990	-	5,445,356	-	5,677,345
Municipal Contracts	432,897	\$1,367,356	334,000	\$62,290	2,196,544
Self-generated Revenue	2,400,889	-	1,689,799	5,589,247	9,679,935
Municipal Levy	8,805,385	-	-	-	8,805,385
Municipal Cost Apportionment Agreements (Category 3)	-	-	653,136	-	653,136
Total Revenues	13,027,446	1,367,356	8,301,446	5,651,537	28,347,785
Surplus (Deficit)	(\$49,621)	\$3,331	(\$269,169)	\$854,941	\$539,483



Operating Budget

Table 2. Operating Budget

	2025 Approved Budget	2026 Category 1	2026 Category 2	2026 Category 3	2026 Category 3 Campgrounds	2026 Total Budget
Revenues						
Municipal Levy + Cost Apportionments (Category 3)	\$8,823,726	\$8,805,385	-	\$653,136	-	\$9,458,521
Municipal Contracts	2,048,175	432,897	\$1,367,356	334,000	\$62,290	2,196,544
Provincial Contracts	782,448	396,532	-	179,155	-	575,687
Federal Grants and Contracts	6,327,773	231,990	-	5,445,356	-	5,677,345
User Fees	7,106,469	929,985	-	827,025	5,409,870	7,166,880
Donations and Other Revenues	140,202	51,315	-	185,618	-	236,932
Investment Revenue	638,250	670,975	-	-	-	670,975
Municipal Levy amortized from deferrals	283,796	305,066	-	1,584	5,841	312,491
Provincial Transfer Payment - CA Act	181,213	181,213	-	-	-	181,213
Provincial Transfer Payment - Clean Water Act	489,537	578,540	-	-	-	578,540
Land Management Agreements	1,252,353	443,548	-	675,573	173,536	1,292,657
Total Operating Revenues	28,073,942	13,027,446	1,367,356	8,301,446	5,651,537	28,347,785
Expenses						
Technical and Consulting Services	1,178,984	560,070	33,151	259,603	203,165	1,055,988
Computers and Communications	559,444	519,341	19,200	19,930	24,070	582,541
Fleet-related Expenses	205,165	172,250	-	1,425	2,250	175,925
Insurance and Risk Management	527,854	356,801	1,535	16,030	87,897	462,263
Property-related Expenses	2,317,419	736,418	51,975	578,441	864,774	2,231,608
Staff Travel, PD, PPE, Uniforms	283,173	189,519	16,450	44,715	50,461	301,145
Materials and Supplies	1,241,920	333,050	131,200	423,657	316,294	1,204,201
Other Expenses	4,022,100	31,120	-	3,604,080	-	3,635,200
Depreciation Expenses	1,675,346	1,393,995	-	21,026	123,429	1,538,450
Corporate Allocations	-	(2,248,590)	308,334	1,262,054	678,203	(0)
Wages and Benefits	15,541,661	11,033,092	802,180	2,339,655	2,446,053	16,620,980
Total Operating Expenses	27,553,066	13,077,066	1,364,025	8,570,615	4,796,596	27,808,302
Surplus (Deficit)	\$520,876	(\$49,621)	\$3,331	(\$269,169)	\$854,941	\$539,483

Capital Budget

Table 3. Capital Projects

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	\$432,306	\$17,500	\$220,000	\$229,806	\$100,000	\$87,500	\$187,500	-
Wildwood Dam	252,500	67,500	235,000	85,000	577,500	-	355,000	\$222,500
Pittock Dam	298,500	293,500	592,000	-	161,000	23,500	47,000	137,500
London Dykes	4,330,750	4,652,500	8,983,250	-	288,500	506,500	795,000	-
St Marys Floodwall	-	-	-	-	10,000	10,000	20,000	-
Ingersoll Channel	-	-	-	-	-	-	-	-
Stratford Channel	10,000	10,000	20,000	-	37,500	37,500	75,000	-
RT Orr Dam	244,213	234,000	468,000	10,213	162,500	162,500	325,000	-
Mitchell Dam	92,500	87,500	180,000	-	242,500	242,500	485,000	-
Harrington Dam	27,500	17,500	45,000	-	72,500	85,000	175,000	(17,500)
Embro Dam	60,000	-	60,000	-	25,000	25,000	25,000	25,000
Fullarton Dam	45,000	45,000	90,000	-	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	-	-	-	-	75,000	75,000	150,000	-
Centreville Dam	45,000	45,000	122,000	(32,000)	30,000	30,000	60,000	-
UTRCA-wide Capital Asset Renewal Reserves								
Capital Asset Renewal	475,000	50,000	514,080	10,920	549,000	52,000	588,500	12,500
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 Campgrounds	-	147,500	850,000	(702,500)	-	525,000	2,490,000	(1,965,000)
Total Capital Expenditures	\$6,329,769	\$5,669,000	\$12,484,330	(\$485,561)	\$2,466,000	\$1,997,000	\$6,048,000	(\$1,585,000)

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: MCVA General Distribution)							Benefit-based Distribution Rates** - Operating and Capital (See Table 6. Municipal Levies Detail: Benefit-based Distribution)							
	Clean Water Act	Conservation Authorities Act	Clean Water Act		Conservation Authorities Act		Category 1 Levy - General Distribution	Structure 100% (Single Benefitting Municipality)	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	Category 1 Mandatory Program Levy	
			2025 MCVA %	2025 MCVA %	2026 MCVA %	2026 Levy			2026 MCVA %	2026 Levy	2026 Levy	%			2026 Levy
Oxford County	16.9550	17.0065	17.0209	-	17.0724	\$1,315,137	\$1,315,137	Ingersoll Channel	\$30,150	1.0243	\$6,344	62.1243	\$357,836	\$394,331	\$1,709,468
London	63.8549	64.0489	63.8410		64.0342	4,932,738	4,932,738	Fanshawe Dam	988,306	83.8421	519,284	36.7420	211,634	6,090,274	11,023,012
Lucan Biddulph	0.3554	0.3565	0.3589		0.3600	27,728	27,728	London Dykes	4,365,250						
Thames Centre	3.2362	3.2460	3.1887		3.1983	246,377	246,377	Springbank Dam	5,800						
Strathroy-Caradoc*	0.3029		0.3016						-	0.0216	134	0.0216	124	258	27,986
Middlesex Centre	2.4647	2.4722	2.4761		2.4836	191,321	191,321	Dorchester CA Dam	15,625	0.1919	1,189	0.1919	1,105	22,419	268,796
Stratford	7.1492	7.1709	7.1437		7.1653	551,963	551,963	Dorchester Mill Pond Dam	4,500						
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	923	0.1490	858	1,781	193,102
St Marys	1.4585	1.4630	1.4651		1.4696	113,204	113,204	RT Orr Dam	324,213	0.4299	2,663	0.4299	2,476	362,382	914,345
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	2,530	0.0851	527	0.0851	490	3,547	112,762
Zorra	-	-	-	-	-	-	-	Fullarton Dam	60,500	0.0875	542	0.0875	504	236,045	348,324
South-West Oxford								Mitchell Dam	174,500						
Total	100	100	100	-	100	\$7,703,290	\$7,703,290	St Marys Floodwall	71,000	14.0882	87,256	0.0882	508	158,764	271,969
									-	0.0684	424	0.0684	394	817	88,613
									-	0.0121	75	0.0121	70	145	15,677
								Embro Dam	79,000	-	-	-	-	115,500	115,500
								Harrington Dam	36,500					-	-
								Centreville Dam	45,600					45,600	45,600
									\$6,236,504	100	\$619,360	100	\$576,000	\$7,431,864	\$15,135,154

*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	\$1,383,855	\$874,000
- Planning Activities	1,174,636	787,280
Water Management		
- Flood Forecasting and Warning	648,827	510,836
- Infrastructure Operations and Maintenance (see Table 6. Municipal Levy Detail: Benefit-based Distribution)	1,743,284	1,268
- Mapping, Studies, and Information Management	1,423,818	1,246,000
- Climate Change Risk and Mitigation	448,267	163,822
- Low Water Response	11,447	11,440
- Natural Hazards Outreach and Education	524,044	358,644
Land Management		
- Lands Management (Risk, Encroachment, and Enforcement)	958,718	753,400
- Lands Strategies (including Acquisition and Disposition)	18,409	-
- Public Access for Passive Recreation (see Table 6. Municipal Levy Detail: Benefit-based Distribution)	1,577,154	895,000
- Natural Heritage Conservation on UTRCA lands	326,294	128,300
Provincial Water Monitoring	225,006	196,500
Drinking Water Source Protection	543,598	-
Watershed Management Strategy Implementation	259,877	167,000
Essential Corporate Costs	1,809,830	1,134,800
Total Operating Levy	13,077,066	7,228,290
Capital Maintenance Levy (not flood control related)	1,405,000	475,000
Total Costs to Levy (MCVA General Distribution)	\$14,482,066	\$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	-	\$556,000	\$432,306	\$988,306
Wildwood Dam	-	366,860	252,500	619,360
Pittock Dam	-	277,500	298,500	576,000
London Dykes	-	34,500	4,330,750	4,365,250
St. Marys Floodwall	-	71,000	-	71,000
Ingersoll Channel	-	30,150	-	30,150
Stratford Channel	-	23,030	10,000	33,030
Springbank Dam	\$5,800	-	-	5,800
RT Orr Dam	80,000	-	244,213	324,213
Mitchell Dam	82,000	-	92,500	174,500
Harrington Dam	9,000	-	27,500	36,500
Embro Dam	19,000	-	60,000	79,000
Fullarton Dam	15,500	-	45,000	60,500
Shakespeare Dam	1,030	-	1,500	2,530
Dorchester CA Dam	625	-	15,000	15,625
Dorchester Mill Pond Dam	4,500	-	-	4,500
Centreville Dam	600	-	45,000	45,600
Total Levies for Structures under Benefit-based Distribution	\$218,055	\$1,359,040	\$5,854,769	\$7,431,864

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	\$394,331	\$1,709,468	\$111,506	\$1,820,974
London	64.0489	4,703,017	6,213,445	10,916,462	401,046	11,317,508	64.0342	4,932,738	6,090,274	11,023,012	418,230	11,441,242
Lucan Biddulph	0.3565	26,179	263	26,442	2,232	28,674	0.3600	27,728	258	27,986	2,351	30,337
Thames Centre	3.246	238,349	23,894	262,243	20,325	282,568	3.1983	246,377	22,419	268,796	20,889	289,685
Strathroy Caradoc	-			0		0	-			0		0
Middlesex Centre	2.4722	181,530	1,824	183,354	15,480	198,834	2.4836	191,321	1,781	193,102	16,221	209,323
Stratford	7.1709	526,548	293,010	819,558	44,901	864,459	7.1653	551,963	362,382	914,345	46,799	961,144
Perth East	1.4128	103,741	6,042	109,783	8,846	118,629	1.4178	109,215	3,547	112,762	9,260	122,022
West Perth	1.4617	107,331	364,642	471,973	9,153	481,126	1.4575	112,278	236,045	348,323	9,520	357,843
St Marys	1.463	107,423	202,493	309,916	9,161	319,077	1.4696	113,204	158,764	271,968	9,598	281,566
Perth South	1.1591	85,113	855	85,968	7,258	93,226	1.1397	87,795	817	88,612	7,444	96,056
South Huron	0.2024	14,860	149	15,009	1,267	16,276	0.2016	15,533	145	15,678	1,317	16,995
Zorra			49,000	49,000		49,000			115,500	115,500		115,500
South-West Oxford			38,629	38,629		38,629			45,600	45,600	0	45,600
Total	100	\$7,342,856	\$7,390,596	\$14,733,452	\$626,156	\$15,359,608	100	\$7,703,290	\$7,431,864	\$15,135,153	\$653,135	\$15,788,288

Notes:

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

Reserves

Table 8. Reserves Forecast

As Planned	Total Reserves	Category 1 Operating	Land Transactions	Directed Donations	Capital Asset Renewal	Water and Erosion Control Structures	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 Expected	Total Reserves	Category 1 Operating	Land Transactions	Directed Donations	Capital Asset Renewal	Water and Erosion Control Structures	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
Forecast Actuals 2025: Operating	1,250,400	428,000	(600)	(2,000)		(125,000)	80,000	10,000	(190,000)	1,050,000
Forecast Actuals 2025: Capital	(1,341,031)				(181,317)	(291,903)				(867,811)
Budget 2026 Draft: Operating	539,482	(107,588)	(18,409)	2,149		(21,773)	96,000	3,331	(269,169)	854,941
Budget 2026 Draft: Capital	(485,561)	(31,000)	(56,000)		10,920	293,019				(702,500)
Expected End of 2026	\$8,254,810	\$700,567	(\$44,150)	\$82,568	\$439,383	\$2,080,071	\$772,866	\$69,933	(\$705,288)	\$4,858,861

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).

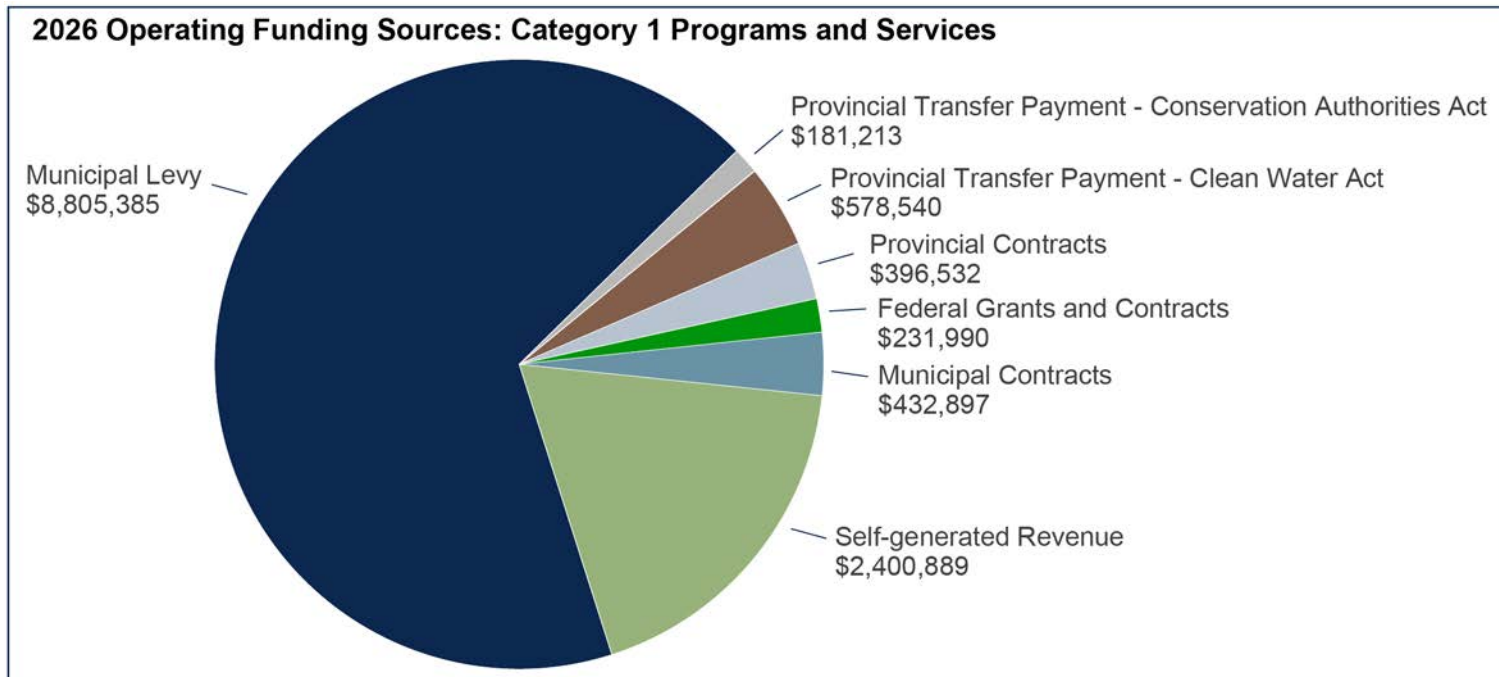


Table 9. Category 1 Operating Budget

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	\$55,500	\$41,340	\$41,288	\$3,000	\$150,960	\$6,500	\$261,482	\$560,070
Computers and Communications	23,000	101,535	24,344	2,000	35,599	1,250	331,613	519,341
Fleet-related Expenses	-	-	-	-	-	-	172,250	172,250
Insurance and Risk Management	4,334	48,222	33,677	2,220	-	1,110	267,238	356,801
Property-related Expenses	1,000	147,453	231,410	8,000	-	5,500	343,055	736,418
Staff Travel, PD, PPE, Uniforms	17,800	20,374	31,720	500	6,485	1,750	110,890	189,519
Materials and Supplies	200	65,513	63,637	2,500	200	14,450	186,550	333,050
Other Expenses	-	6,970	-	-	-	750	23,400	31,120
Depreciation Expenses	-	640,362	147,105	-	-	-	606,528	1,393,995
Corporate Allocations	515,067	750,603	460,415	63,902	58,219	66,103	(4,162,898)	(2,248,590)
Wages and Benefits	1,941,590	2,856,951	1,846,979	142,884	292,136	282,830	3,669,722	11,033,092
Total Operating Expenses	\$2,558,492	\$4,679,322	\$2,880,575	\$225,006	\$543,598	\$380,243	\$1,809,830	\$13,077,066

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 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 Pittock 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: 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

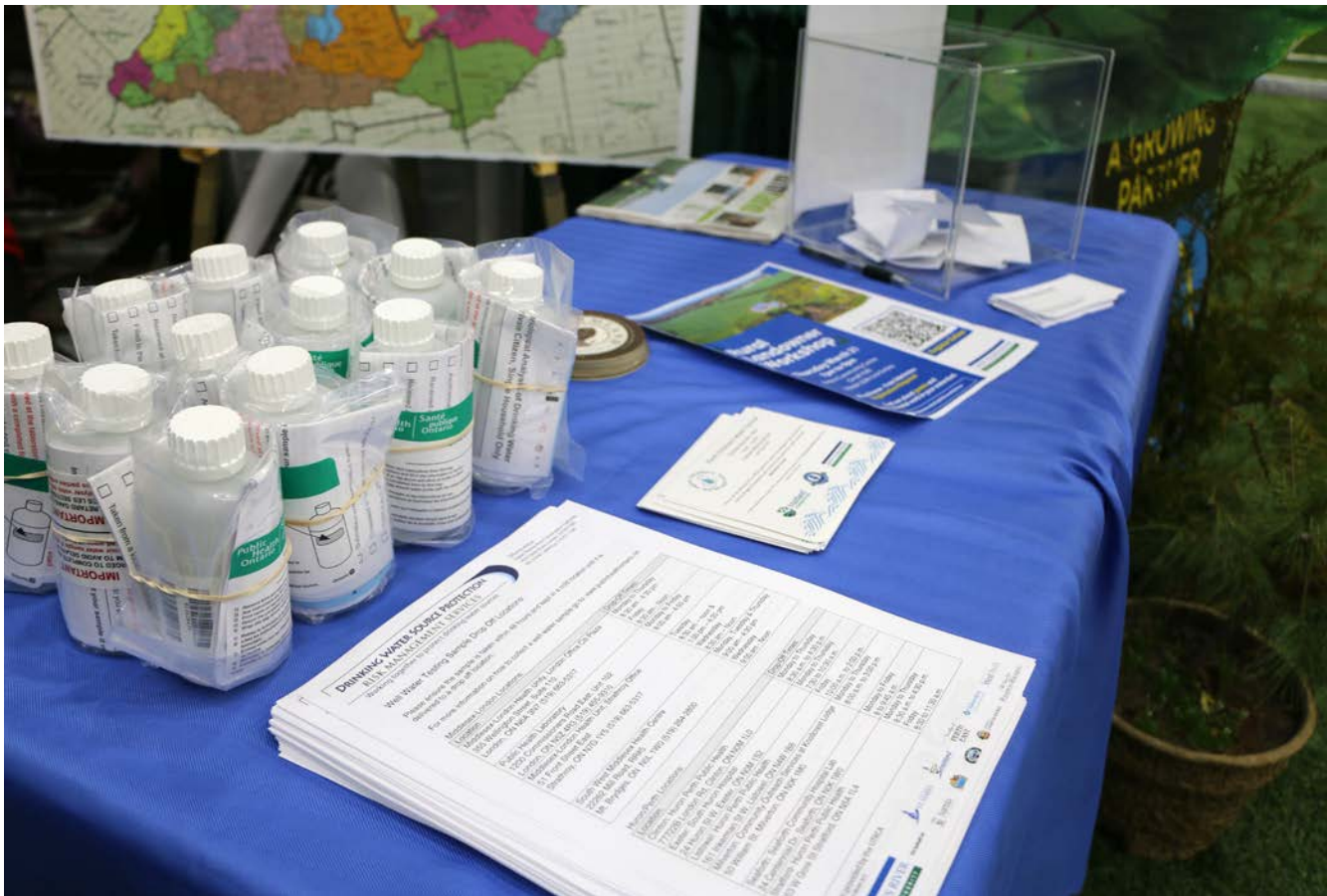
Seven PWQMN sites were selected for a pilot program with the MECP to test for Perfluoroalkyl and Polyfluoroalkyl Substances (PFAS) in March of 2026. PFAS are synthetic chemicals used in industrial and consumer products that have potential adverse impacts on human health and the environment. This pilot 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.

The budget format illustrates that \$2,248,591 in corporate costs is allocated to the following categories of programs, which are not funded by municipal levy:

- \$308,334 to Category 2 programs,
- \$1,262,054 to Category 3 programs, and
- \$678,203 to the campground operations (other Category 3).

Essential corporate costs that are not program-specific 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.
- Implementation of electronic timesheets will improve payroll processing efficiency and provide information to facilitate program planning, budgeting and reporting.
- 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).

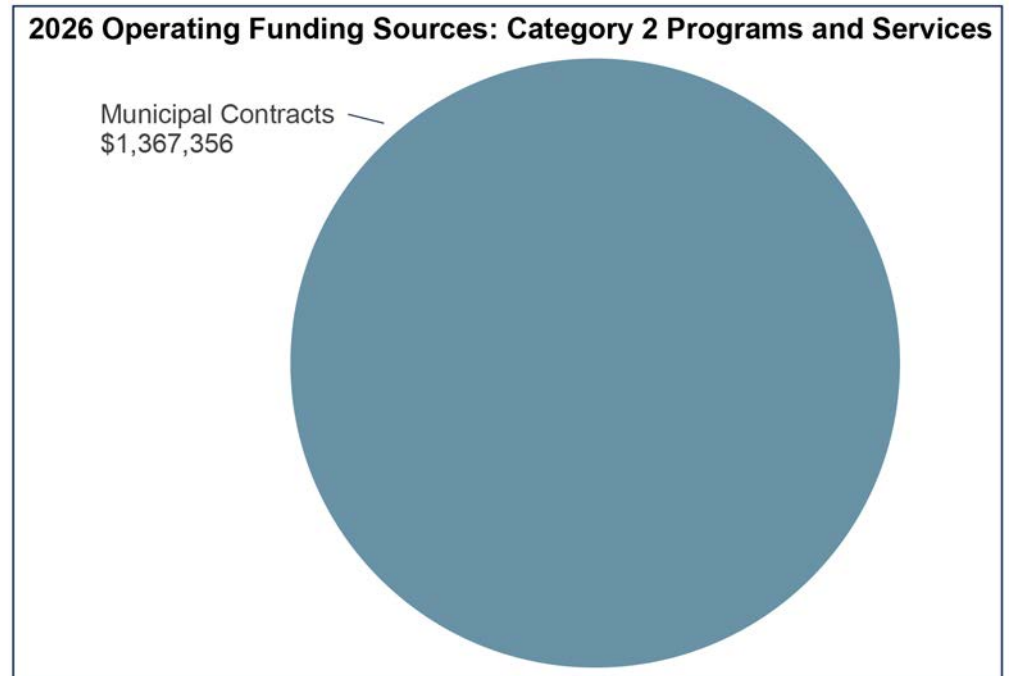


Table 10. Category 2 Operating Budget

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	-	\$2,500	\$30,651	\$33,151
Computers and Communications	-	3,400	15,800	19,200
Fleet-related Expenses	-	-	-	-
Insurance and Risk Management	-	-	1,535	1,535
Property-related Expenses	-	51,175	800	51,975
Staff Travel, PD, PPE, Uniforms	-	15,050	1,400	16,450
Materials and Supplies	\$2,000	129,200	-	131,200
Other Expenses	-	-	-	-
Depreciation Expenses	-	-	-	-
Corporate Allocations	28,259	241,940	38,136	308,334
Wages and Benefits	69,758	604,021	128,402	802,180
Total Operating Expenses	\$100,017	\$1,047,285	\$216,723	\$1,364,025

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.

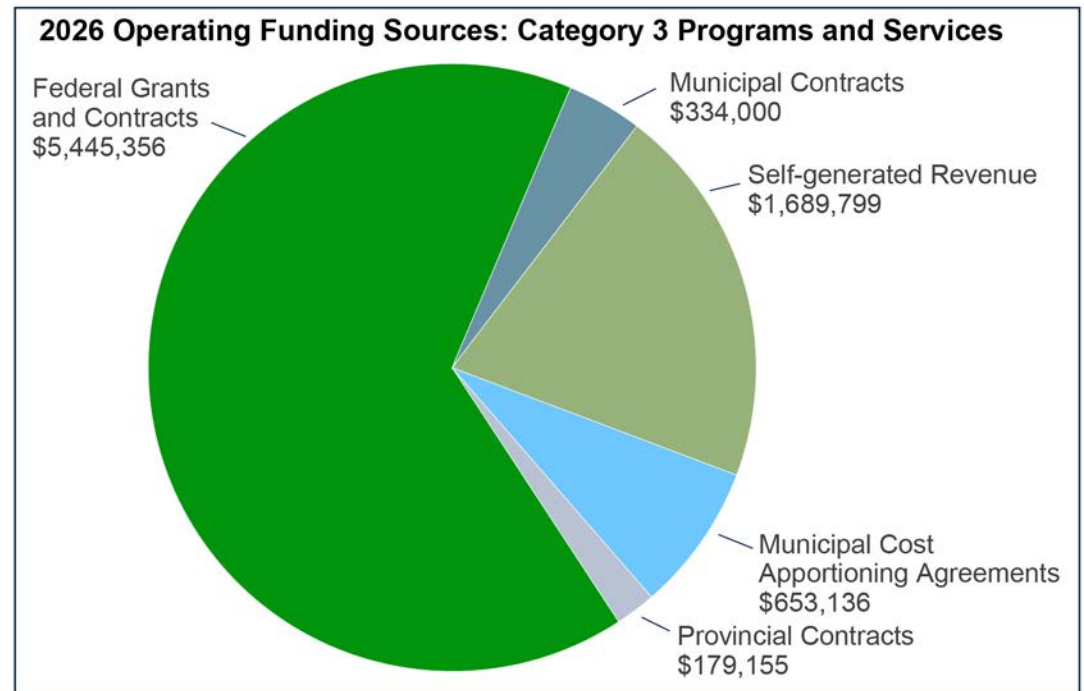


Table 11. Category 3 Operating Budget

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	\$13,660	\$93,080	\$11,563	\$97,800	\$43,500	\$259,603
Computers and Communications	4,720	(1,081)	8,731	5,450	2,110	19,930
Fleet-related Expenses	-	-	-	900	525	1,425
Insurance and Risk Management	2,225	-	145	2,402	11,258	16,030
Property-related Expenses	27,760	-	5,000	230,350	315,331	578,441
Staff Travel, PD, PPE, Uniforms	8,080	800	10,950	18,700	6,185	44,715
Materials and Supplies	99,355	-	12,200	276,175	35,927	423,657
Other Expenses	18,580	-	30,000	3,547,500	8,000	3,604,080
Depreciation Expenses	-	4,914	1,584	-	14,528	21,026
Corporate Allocations	198,867	10,619	133,196	882,375	36,997	1,262,054
Wages and Benefits	619,019	26,535	369,829	1,111,664	212,608	2,339,655
Total Operating Expenses	\$992,266	\$134,867	\$583,197	\$6,173,316	\$686,969	\$8,570,615

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 will be 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, agricultural organizations, the City of London, provincial ministries, school boards, the health unit, businesses, and neighbouring Conservation Authorities. The event will host 3600 students and present a public family night that attracts over 2500 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 diverse agricultural landscape across the watershed.

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 also 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. UTRCA forestry program collaborates with organizations like Forests Canada and Tree Canada to 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 (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 or 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 Species 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.

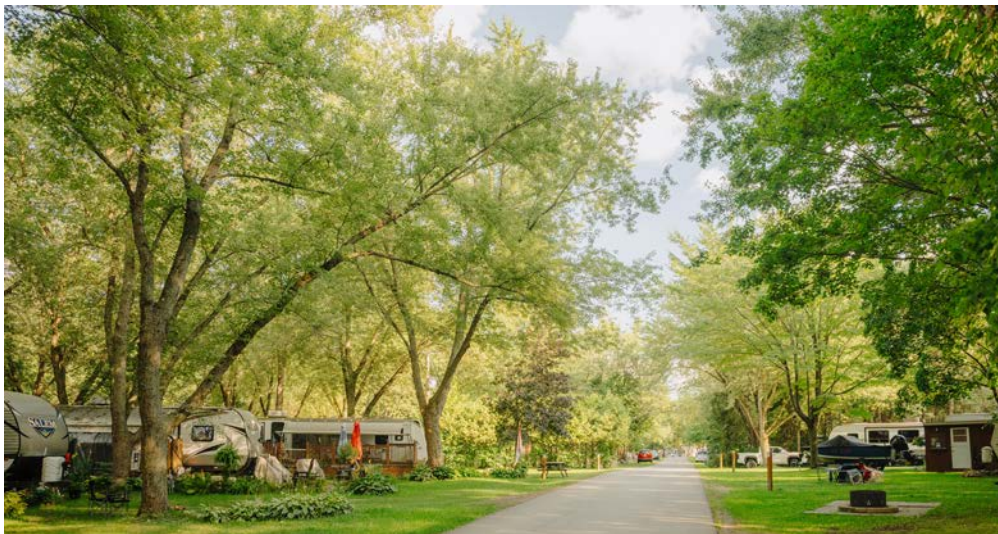
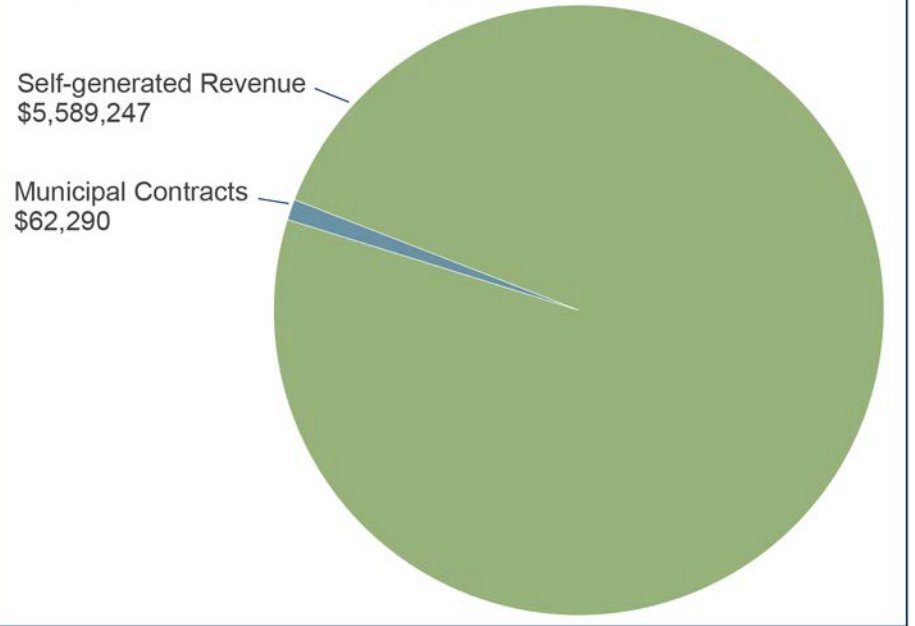
Other Category 3 - Campground Operations: Budget

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	Cost
Technical and Consulting Services	\$203,165
Computers and Communications	24,070
Fleet-related Expenses	2,250
Insurance and Risk Management	87,897
Property-related Expenses	864,774
Staff Travel, PD, PPE, Uniforms	50,461
Materials and Supplies	316,294
Other Expenses	-
Depreciation Expenses	123,429
Corporate Allocations	678,203
Wages and Benefits	2,446,053
Total Operating Expenses	\$4,796,596

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, Pittock, 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 is responsive to local issues and concerns.

Our Vision, Mission, and Values

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.

