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# Annual General Meeting

February 22, 2023

Virtual

10:00 a.m.

Attendance is encouraged in-person; however virtual options are available. The recording and draft minutes will be posted to KCCA’s web site on February 23, 2023. The meeting will be streamed live at the following link:

Facebook Page - <https://www.facebook.com/KettleCreekCA/>

### **Audio/Video Recording Notice**

*“Board members, staff, guests and members of the public are reminded that the Full Authority Board/Committee meeting is being recorded, and will be posted to the Authority’s web site along with the official written minutes. As such, comments and opinions expressed may be published and any comments expressed by individual Board members, guests and the general public are their own, and do not, represent the opinions or comments of the Full Authority and/or the KCCA Board of Directors.*

*The recorded video of the Full Authority meeting is not considered the official record of that meeting. The official record of the Full Authority meeting shall consist solely of the Minutes approved by the Full Authority.”*

### **Introductions and Declarations of Pecuniary Interest**

#### **Chair’s Remarks**

#### **General Business**

- a) 2022 Audited Financial Statement (Trevors) .....2
- b) 2022 Annual Report (VanHooren) .....24
- c) 2022 Elgin Clean Water Program Annual Report (McClure) .....37
- d) 2023 Levy and Budget (Jones) .....42
- e) Launch of KCCA’s On-line Screening Map (Gordon/Kirshner)

#### **Special Presentations**

- a) Staff Recognition (VanHooren)
- b) Board Recognition (Jones)
- c) Special Recognition (VanHooren)

#### **Adjournment**

**KETTLE CREEK CONSERVATION AUTHORITY**

**Financial Statements**

**December 31, 2022**

# **KETTLE CREEK CONSERVATION AUTHORITY**

## **Financial Statements**

**For The Year Ended December 31, 2022**

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## **INDEPENDENT AUDITORS' REPORT**

To the Board of Directors of **Kettle Creek Conservation Authority**:

### **Opinion**

We have audited the financial statements of **Kettle Creek Conservation Authority**, which comprise the statement of financial position as at December 31, 2022, and the statement of operations and accumulated surplus, statement of changes in net financial assets and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the organization's financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for public sector entities.

### **Basis for Opinion**

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditors' Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the organization in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Responsibilities of Management and Those Charged with Governance for the Financial Statements**

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for public sector entities, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the organization's financial reporting process.

### **Auditors' Responsibilities for the Audit of the Financial Statements**

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



**INDEPENDENT AUDITORS' REPORT (CONTINUED)**

**Auditors' Responsibilities for the Audit of the Financial Statements (Continued)**

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the organization to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

St. Thomas, Ontario

February 22, 2023

*Graham Scott Enns LLP*  
CHARTERED PROFESSIONAL ACCOUNTANTS  
Licensed Public Accountants

**KETTLE CREEK CONSERVATION AUTHORITY**

**Statement of Financial Position  
As At December 31, 2022**

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	<u>2022</u>	<u>2021</u>
	<u>\$</u>	<u>\$</u>
<b>FINANCIAL ASSETS</b>		
Cash	446,216	259,431
Short-term investments (Note 3)	1,263,652	1,254,295
Accounts receivable	<u>78,703</u>	<u>122,967</u>
	<u>1,788,571</u>	<u>1,636,693</u>
<b>LIABILITIES</b>		
Accounts payable and accruals	278,624	179,586
Deferred revenue (Note 8)	<u>870,258</u>	<u>675,585</u>
	<u>1,148,882</u>	<u>855,171</u>
<b>NET FINANCIAL ASSETS</b>	<b>639,689</b>	781,522
<b>NON-FINANCIAL ASSETS</b>		
Prepays and inventory	17,226	18,676
Tangible capital assets (Page 19 - 20)	<u>3,486,196</u>	<u>3,106,398</u>
<b>ACCUMULATED SURPLUS (NOTE 9)</b>	<u><b>4,143,111</b></u>	<u>3,906,596</u>



On behalf of the board: \_\_\_\_\_

# KETTLE CREEK CONSERVATION AUTHORITY

## Statement of Operations and Accumulated Surplus For The Year Ended December 31, 2022

	Unaudited Budget \$ (Note 6)	2022 \$	2021 \$
<b>REVENUES</b>			
Municipal levies (Note 2)	1,047,144	<b>1,047,143</b>	1,016,644
User fees and sales	857,036	<b>961,074</b>	944,443
Other	157,020	<b>315,388</b>	82,802
Contributed land donation (Note 7)	-	<b>228,000</b>	-
Municipal grants and fees for services	126,258	<b>147,058</b>	111,871
Donations and fundraising	94,102	<b>117,889</b>	80,582
Provincial grants and fees for services	30,970	<b>77,419</b>	88,013
Federal grants and fees for services	24,000	<b>74,843</b>	98,003
Ministry of Natural Resources - operating grant	<u>61,770</u>	<u><b>61,770</b></u>	<u>61,770</u>
	<u>2,398,300</u>	<u><b>3,030,584</b></u>	<u>2,484,128</u>
<b>EXPENDITURES</b>			
Program operations (Page 16)	1,255,514	<b>1,275,451</b>	1,187,859
Lake Whittaker Conservation Area (Page 15)	430,565	<b>540,870</b>	378,962
Dalewood Conservation Area (Page 15)	371,874	<b>479,239</b>	362,516
Stewardship (Page 18)	118,023	<b>160,255</b>	228,386
Administration (Page 14)	189,331	<b>164,582</b>	193,411
Vehicles and equipment (Page 18)	60,039	<b>73,850</b>	59,561
Volunteerism and fundraising (Page 18)	22,419	<b>20,891</b>	23,606
Other conservation area expenditures (Page 18)	33,935	<b>35,479</b>	34,427
Carolinian Forest Festival (Page 18)	<u>41,235</u>	<u><b>43,452</b></u>	<u>6,000</u>
<b>TOTAL EXPENDITURES (NOTE 10)</b>	<u>2,522,935</u>	<u><b>2,794,069</b></u>	<u>2,474,728</u>
<b>NET SURPLUS (DEFICIT)</b>	(124,635)	<b>236,515</b>	9,400
<b>ACCUMULATED SURPLUS, BEGINNING OF YEAR</b>	<u>3,906,596</u>	<u><b>3,906,596</b></u>	<u>3,897,196</u>
<b>ACCUMULATED SURPLUS, END OF YEAR (NOTE 9)</b>	<u>3,781,961</u>	<u><b>4,143,111</b></u>	<u>3,906,596</u>

See accompanying notes to the financial statements

# KETTLE CREEK CONSERVATION AUTHORITY

## Statement of Changes in Net Financial Assets For The Year Ended December 31, 2022

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	Unaudited Budget <u>\$</u> (Note 6)	<b>2022</b> <u>\$</u>	2021 <u>\$</u>
Net surplus (deficit) for the year	(124,635)	<b>236,515</b>	9,400
Amortization of tangible capital assets	135,132	<b>135,132</b>	124,180
Acquisition of tangible capital assets	(274,000)	<b>(514,930)</b>	(189,781)
Change in inventory and prepaids	<u>-</u>	<u><b>1,450</b></u>	<u>(2,438)</u>
<b>CHANGE IN NET FINANCIAL ASSETS</b>	(263,503)	<b>(141,833)</b>	(58,639)
<b>NET FINANCIAL ASSETS, BEGINNING OF YEAR</b>	<u>781,522</u>	<u><b>781,522</b></u>	<u>840,161</u>
<b>NET FINANCIAL ASSETS, END OF YEAR</b>	<u><u>518,019</u></u>	<u><u><b>639,689</b></u></u>	<u><u>781,522</u></u>

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See accompanying notes to the financial statements



# KETTLE CREEK CONSERVATION AUTHORITY

## Statement of Cash Flows For The Year Ended December 31, 2022

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	2022	2021
	<u>\$</u>	<u>\$</u>
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Net surplus (deficit) for the year	236,515	9,400
Adjustments for non-cash items:		
Amortization of tangible capital assets	135,132	124,180
Contributed land donation	(228,000)	-
Amortization of deferred capital contributions	<u>(16,660)</u>	<u>(21,718)</u>
	<u>126,987</u>	<u>111,862</u>
Changes in non-cash working capital:		
Accounts and other receivables	44,264	(40,672)
Inventory and prepaids	1,450	(2,438)
Accounts payable and accrued liabilities	99,038	108,880
Deferred revenue	<u>(2,696)</u>	<u>4,703</u>
	<u>142,056</u>	<u>70,473</u>
	<u>269,043</u>	<u>182,335</u>
<b>CASH FLOWS FROM CAPITAL ACTIVITIES</b>		
Purchase of tangible capital assets	<u>(286,930)</u>	<u>(189,781)</u>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Capital funding received	<u>214,029</u>	<u>95,618</u>
<b>NET CHANGE IN CASH AND CASH EQUIVALENTS</b>	196,142	88,172
<b>CASH AND CASH EQUIVALENTS , BEGINNING OF YEAR</b>	<u>1,513,726</u>	<u>1,425,554</u>
<b>CASH AND CASH EQUIVALENTS , END OF YEAR</b>	<u>1,709,868</u>	<u>1,513,726</u>
<b>CASH AND CASH EQUIVALENTS ARE COMPRISED OF:</b>		
Cash	446,216	259,431
Short-term investments	<u>1,263,652</u>	<u>1,254,295</u>
	<u>1,709,868</u>	<u>1,513,726</u>

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See accompanying notes to the financial statements

# KETTLE CREEK CONSERVATION AUTHORITY

## Notes to the Financial Statements For The Year Ended December 31, 2022

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### PURPOSE OF ORGANIZATION

The Kettle Creek Conservation Authority ("KCCA") is established under the Conservation Authorities Act of Ontario to further the conservation, restoration, development and management of natural resources, other than gas, oil, coal and minerals for the 520 square kilometres of watershed within its jurisdiction. KCCA's area of jurisdiction includes areas in the City of London, the City of St. Thomas, the Municipality of Central Elgin, the Township of Southwold, the Township of Middlesex Centre, Thames Centre and the Township of Malahide.

### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The financial statements of KCCA are prepared by management in accordance with Canadian accounting standards for public sector entities. Management is responsible for the integrity and objectivity of these statements, all of the notes and schedules and ensuring that this information is consistent, where appropriate, with the information contained in the financial statements. Management is also responsible for implementing and maintaining a system of internal controls to provide reasonable assurance that reliable financial information is produced.

#### Use of estimates

The preparation of any financial statement under Canadian accounting standards for public sector entities requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenditure during the year and as a result actual amounts could differ from those estimated. KCCA made no significant estimates that would require additional disclosure in the year.

#### Revenue recognition

KCCA has the following revenue recognition policies:

- Municipal levy revenue is recognized in full once the Municipalities approve the levied amount.
- Campground rental revenue is recognized when the campsite is used. For seasonal campground rentals the revenue is recognized over the camping season to which it relates.
- Grant revenue is recognized when the corresponding expenditure is incurred.
- Donation revenue is recognized when received.

# KETTLE CREEK CONSERVATION AUTHORITY

## Notes to the Financial Statements For The Year Ended December 31, 2022

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### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### Deferred revenue

KCCA receives certain amounts, principally from other public sector bodies, which may only be used in the conduct of certain programs or completion of specific work. These amounts are carried as deferred and recognized as revenue in the year the related expenditures are incurred or services performed.

Amounts are also received from seasonal campers for the forthcoming camping season. All amounts received from campers as down payments on the forthcoming season are deferred and brought into income over the forthcoming season.

#### Classification of expenditures

Expenditures are reported in various categories. The main categories include subwatershed rehabilitation, flood forecast and warning, significant areas, environmental monitoring and source protection, environmental planning and regulations, dam maintenance, information and education, tree and woodlot management, and GIS and data management. The total expenditures of these programs are outlined on Page 16 and include allocations of wages and benefits, utilities, insurance, program support allocations, vehicle charge allocations and other direct expenses incurred for these programs.

#### Reserves

KCCA sets up internal reserves for campground operations, capital replacement, legal and other items in order to ensure funds are available to finance shortfalls. These reserves are replenished from operating surplus as directed by the board of directors.

#### Non-financial assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the Change in Net Financial Assets for the year.

#### Contributions of tangible capital assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and also are recorded as deferred revenue and amortized over the useful life of the asset.

# KETTLE CREEK CONSERVATION AUTHORITY

## Notes to the Financial Statements For The Year Ended December 31, 2022

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### 1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

#### Tangible capital assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset. The cost, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Bridges, boardwalks and other wood structures	30 years
Buildings	50 years
Dams	100 years
Hydro and water services	50 years
Pools, courts and playgrounds	30 years
Roads	100 years
Septic systems	40 years
Signs, fencing and gates	50 years
Technology infrastructure	5 years
Vehicles and equipment	8 years

#### Cash and cash equivalents

KCCA reports cash and other investments as short term investments if it is expected these funds will not be used within the next fiscal year.

#### Government transfers

KCCA reports any government transfers received according to the purpose of the transfer, which is either capital or operating. A capital transfer, used to acquire a capital asset, will be deferred on the statement of financial position and brought into income as the related capital asset is expensed or amortized.

#### Contaminated sites

KCCA may be exposed to litigation or other costs of remediation due to contaminated properties. A liability for remediation is recognized in the financial statements when an environmental standard exists, contamination exceeds the standard, KCCA is directly responsible for the remediation and a reasonable estimate of the liability can be made. As at December 31, 2022 there were no properties that KCCA was responsible to remedy and as such no liability has been accrued.

# KETTLE CREEK CONSERVATION AUTHORITY

## Notes to the Financial Statements For The Year Ended December 31, 2022

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### 2. MUNICIPAL LEVIES

The municipalities that participate as members of KCCA and their corresponding financial levies are as follows:

	2022	2021
	<u>\$</u>	<u>\$</u>
City of London	574,558	562,671
City of St. Thomas	306,815	293,605
Municipality of Central Elgin	83,985	80,460
Township of Southwold	43,800	42,472
Township of Middlesex Centre	16,714	16,375
Thames Centre	13,788	13,652
Township of Malahide	<u>7,483</u>	<u>7,409</u>
	<u><u>1,047,143</u></u>	<u><u>1,016,644</u></u>

### 3. SHORT-TERM INVESTMENTS

The short-term investments consist of a high interest bank account. Total interest earned on the high interest bank account was \$9,397 (2021 - \$3,963).

### 4. CREDIT FACILITY

KCCA has available a \$200,000 revolving demand loan with the Royal Bank of Canada that bears interest at prime plus 1.10%. At year end, KCCA had available \$200,000 of this operating loan. KCCA has provided a general security agreement covering all assets as security and is subject to a financial reporting covenant. KCCA was in compliance with this reporting covenant.

### 5. PENSION PLANS

KCCA makes contributions to the Ontario Municipal Employees Retirement System ("OMERS"), which is a multi-employer plan, on behalf of full-time members of staff and eligible contract staff. The plan is a defined benefit pension plan, which specifies the amount of retirement benefits to be received by the employees based on the length of service and rates of pay. The contributions paid by KCCA to OMERS for the year were approximately \$89,391 (2021 - \$78,044).

# KETTLE CREEK CONSERVATION AUTHORITY

## Notes to the Financial Statements For The Year Ended December 31, 2022

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### 6. BUDGETED FIGURES

Public Sector Accounting Standards require a comparison of the results of the period with those originally planned on the same basis as that used for actual results. The budget in the statement of operations has been adjusted to be presented on a consistent basis as actual results. Below is a reconciliation of the figures from the approved budget to the financial statements.

	<u>\$</u>
Approved budgeted revenue	3,252,698
Transfers from reserves - capital	(274,000)
Transfer from reserves - operating	(153,199)
Transfer from other departments	<u>(427,199)</u>
 Budgeted revenue - PSAB	 <u><u>2,398,300</u></u>
 Approved budgeted expenses (excluding capital purchases)	 3,252,698
Capital asset purchases	(274,000)
Transfers to reserves	(28,964)
Transfer to other departments	<u>(427,199)</u>
 Budgeted expenses - PSAB	 <u><u>2,522,535</u></u>

### 7. DONATED SERVICES

Community members have volunteered their time and work to KCCA. Since these services are not normally purchased and because of the difficulty of determining their fair value, donated services are not recognized in these statements.

During the year, the organization received a land donation with a fair market value of \$228,000. This amount is included in the current year donations and accumulated surplus.

# KETTLE CREEK CONSERVATION AUTHORITY

## Notes to the Financial Statements For The Year Ended December 31, 2022

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### 8. DEFERRED REVENUE

	2022	2021
	<u>\$</u>	<u>\$</u>
Stewardship and other projects	149,054	199,500
Campground deposits	267,069	219,319
Capital funding	<u>454,135</u>	<u>256,766</u>
	<u>870,258</u>	<u>675,585</u>

### 9. ACCUMULATED SURPLUS AND RESERVES

	2022	2021
	<u>\$</u>	<u>\$</u>
<b>Accumulated Surplus</b>		
General fund	17,000	5,000
Reserves	1,094,050	1,051,964
Invested in tangible capital assets	<u>3,032,061</u>	<u>2,849,632</u>
	<u>4,143,111</u>	<u>3,906,596</u>
<b>Reserves</b>		
Water Management	80,770	80,770
Watershed Rehabilitation	175,169	175,169
Wage Subsidy	111,749	235,032
Campground	56,294	56,294
Capital Replacement	374,058	283,441
Stewardship	92,009	96,463
Legal	41,946	41,946
Carolinian Forest Festival	53,709	52,503
Conservation Lands Management	<u>108,346</u>	<u>30,346</u>
	<u>1,094,050</u>	<u>1,051,964</u>

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**KETTLE CREEK CONSERVATION AUTHORITY**

**Notes to the Financial Statements  
For The Year Ended December 31, 2022**

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**10. SUPPLEMENTAL INFORMATION**

	<u>2022</u>	<u>2021</u>
	<u>\$</u>	<u>\$</u>
<b>Current fund expenditures by object:</b>		
Salaries, wages and employees benefits	<b>1,556,744</b>	1,355,185
Materials and supplies	<b>1,042,154</b>	939,300
Amortization	<b>135,132</b>	124,180
Vehicle and equipment charges	<u><b>60,039</b></u>	<u>56,064</u>
	<u><b>2,794,069</b></u>	<u><b>2,474,729</b></u>

**11. RELATED PARTY TRANSACTIONS AND BALANCES**

KCCA General Manager and Chair are ex officio of the Kettle Creek Environmental Trust ("KCET"). KCET is a public foundation that raises funds to support environmental works in the Kettle Creek Watershed. KCCA does not exercise control or significant influence over KCET and consequently the financial statements do not include the assets, liabilities or activities of KCET. KCCA and KCET at this time do not share resources, employees or financing.

During the year KCET made a donation to KCCA for \$19,000 (2021 - \$19,000) to support specific projects administrated by KCCA.



# KETTLE CREEK CONSERVATION AUTHORITY

## Schedule of Administrative Expenditures For The Year Ended December 31, 2022

	Budget	2022	2021
	<u>\$</u>	<u>\$</u>	<u>\$</u>
<b>WAGES AND BENEFITS</b>			
Administrative staff salaries and benefits	<u>109,863</u>	<u>94,529</u>	<u>131,740</u>
<b>GENERAL</b>			
Professional fees	83,000	78,206	46,276
Conservation Ontario Levy	24,480	22,535	22,973
Insurance and taxes	14,403	15,396	12,558
Bank charges and interest	3,950	10,723	4,830
Amortization	8,121	8,121	13,048
Memberships and subscriptions	3,292	3,783	1,742
Advertising	<u>1,700</u>	<u>-</u>	<u>-</u>
	<u>138,946</u>	<u>138,764</u>	<u>101,427</u>
<b>RENT AND UTILITY SERVICES</b>			
General	22,697	22,213	1,139
Office cleaning and maintenance	15,300	14,418	16,430
Light, heat, power and water	4,500	4,220	4,009
Telephone	<u>3,000</u>	<u>3,474</u>	<u>1,561</u>
	<u>45,497</u>	<u>44,325</u>	<u>23,139</u>
<b>TRAVEL AND ALLOWANCE</b>			
Members allowances	11,750	10,935	17,029
Staff mileage	<u>500</u>	<u>61</u>	<u>25</u>
	<u>12,250</u>	<u>10,996</u>	<u>17,054</u>
<b>EQUIPMENT PURCHASES AND RENTAL</b>			
Equipment purchase and rental	7,000	2,526	7,285
Equipment maintenance	<u>5,567</u>	<u>4,937</u>	<u>4,305</u>
	<u>12,567</u>	<u>7,463</u>	<u>11,590</u>
<b>MATERIAL AND SUPPLIES</b>			
Stationery and office supplies	5,000	3,710	5,413
Postage	<u>700</u>	<u>287</u>	<u>240</u>
	<u>5,700</u>	<u>3,997</u>	<u>5,653</u>
<b>PROGRAM SUPPORT</b>	<u>(135,492)</u>	<u>(135,492)</u>	<u>(97,192)</u>
	<u>189,331</u>	<u>164,582</u>	<u>193,411</u>

# KETTLE CREEK CONSERVATION AUTHORITY

## Schedule of Conservation Areas For The Year Ended December 31, 2022

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### Dalewood Conservation Area

	Budget	2022	2021
	<u>\$</u>	<u>\$</u>	<u>\$</u>
Campground wages	198,045	<b>272,644</b>	183,621
Campground purchases and supplies	107,965	<b>129,792</b>	112,163
Utilities	34,000	<b>44,939</b>	38,431
Amortization	<u>31,864</u>	<u><b>31,864</b></u>	<u>28,301</u>
	<u>371,874</u>	<u><b>479,239</b></u>	<u>362,516</u>

### Lake Whittaker Conservation Area

	Budget	2022	2021
	<u>\$</u>	<u>\$</u>	<u>\$</u>
Campground wages	215,965	<b>286,266</b>	181,367
Campground purchases and supplies	140,849	<b>175,545</b>	130,984
Amortization	43,751	<b>43,751</b>	36,363
Utilities	<u>30,000</u>	<u><b>35,308</b></u>	<u>30,248</u>
	<u>430,565</u>	<u><b>540,870</b></u>	<u>378,962</u>

**KETTLE CREEK CONSERVATION AUTHORITY**

**Schedule of Program Expenditures  
For The Year Ended December 31, 2022**

	Budget	2022	2021
	<u>\$</u>	<u>\$</u>	<u>\$</u>
<b>Subwatershed rehabilitation</b>			
Wages and benefits	165,464	<b>156,195</b>	172,819
Purchases and materials	73,440	<b>90,736</b>	78,338
General	26,802	<b>20,686</b>	24,483
Community Stewardship projects	-	-	18,750
	<u>265,706</u>	<u><b>267,617</b></u>	<u>294,390</u>
 <b>Flood forecast and warning</b>			
Wages and benefits	164,796	<b>156,282</b>	186,041
General	56,112	<b>50,509</b>	47,180
	<u>220,908</u>	<u><b>206,791</b></u>	<u>233,221</u>
 <b>Significant areas</b>			
Wages and benefits	133,062	<b>144,601</b>	113,621
General	73,398	<b>54,221</b>	61,993
Property and utility services	15,365	<b>23,360</b>	15,362
Amortization	13,390	<b>13,390</b>	9,418
	<u>235,215</u>	<u><b>235,572</b></u>	<u>200,394</u>
 <b>Environmental monitoring and source protection</b>			
Wages and benefits	101,947	<b>103,592</b>	90,791
General	35,918	<b>38,625</b>	31,032
Amortization	1,659	<b>1,659</b>	1,659
	<u>139,524</u>	<u><b>143,876</b></u>	<u>123,482</u>
 <b>Environmental planning and regulations</b>			
Wages and benefits	87,435	<b>89,543</b>	80,172
General	20,268	<b>13,337</b>	21,826
Capital studies	-	<b>2,312</b>	21,739
	<u>107,703</u>	<u><b>105,192</b></u>	<u>123,737</u>
 <b>Dam maintenance</b>			
Wages and benefits	63,664	<b>64,817</b>	65,102
General	33,465	<b>59,009</b>	27,909
Amortization	6,010	<b>6,010</b>	5,053
	<u>103,139</u>	<u><b>129,836</b></u>	<u>98,064</u>

# KETTLE CREEK CONSERVATION AUTHORITY

## Schedule of Program Expenditures For The Year Ended December 31, 2022

---

	Budget	2022	2021
	<u>\$</u>	<u>\$</u>	<u>\$</u>
<b>Information and education</b>			
Wages and benefits	64,666	<b>66,225</b>	18,749
General	<u>10,855</u>	<u><b>8,965</b></u>	<u>4,827</u>
	<u>75,521</u>	<u><b>75,190</b></u>	<u>23,576</u>
<b>Tree and woodlot management</b>			
Wages and benefits	54,552	<b>55,867</b>	45,897
General	<u>7,517</u>	<u><b>6,967</b></u>	<u>7,568</u>
	<u>62,069</u>	<u><b>62,834</b></u>	<u>53,465</u>
<b>GIS and data management</b>			
General	29,922	<b>32,736</b>	21,723
Amortization	<u>15,807</u>	<u><b>15,807</b></u>	<u>15,807</u>
	<u>45,729</u>	<u><b>48,543</b></u>	<u>37,530</u>
	<u>1,255,514</u>	<u><b>1,275,451</b></u>	<u>1,187,859</u>

**KETTLE CREEK CONSERVATION AUTHORITY**

**Schedule of Other Expenditures  
For The Year Ended December 31, 2022**

	Budget	2022	2021
	<u>\$</u>	<u>\$</u>	<u>\$</u>
<b>Stewardship</b>			
Stewardship projects	87,000	<b>79,638</b>	139,430
Purchases, materials, program support	6,291	<b>57,061</b>	60,559
Wages and benefits	<u>24,732</u>	<u><b>23,556</b></u>	<u>28,397</u>
	<u>118,023</u>	<u><b>160,255</b></u>	<u>228,386</u>
 <b>Carolina Forest Festival</b>			
Transportation	16,231	<b>19,019</b>	-
Purchases and materials	14,026	<b>13,433</b>	13
Wages and benefits	<u>10,978</u>	<u><b>11,000</b></u>	<u>5,987</u>
	<u>41,235</u>	<u><b>43,452</b></u>	<u>6,000</u>
 <b>Other Conservation Areas</b>			
Wages and benefits	26,354	<b>27,636</b>	29,194
Purchases and materials	5,915	<b>6,177</b>	3,567
Amortization	<u>1,666</u>	<u><b>1,666</b></u>	<u>1,666</u>
	<u>33,935</u>	<u><b>35,479</b></u>	<u>34,427</u>
 <b>Vehicle and Equipment Maintenance</b>			
Purchases and materials	47,173	<b>60,984</b>	46,695
Amortization	<u>12,866</u>	<u><b>12,866</b></u>	<u>12,866</u>
	<u>60,039</u>	<u><b>73,850</b></u>	<u>59,561</u>
 <b>Volunteerism and Fund Raising</b>			
Wages and benefits	5,518	<b>3,991</b>	21,014
Purchases and materials	<u>16,901</u>	<u><b>16,900</b></u>	<u>2,592</u>
	<u>22,419</u>	<u><b>20,891</b></u>	<u>23,606</u>

# KETTLE CREEK CONSERVATION AUTHORITY

## Schedule of Tangible Capital Assets For The Year Ended December 31, 2022

ASSET TYPE	Opening Historical Cost Balance (Jan 1/2022)	2022 Acquisitions	2022 Disposals	2022 Write-Offs	Ending Historical Cost Balance (Dec 31/2022)	Opening Accumulated Amortization Balance (Jan 1/2022)	2022 Disposals	2022 Amortization	2022 Write-Offs	Ending Accumulated Amortization Balance (Dec 31/2022)	Ending Net Book Value (Dec 31/2022)
<b><u>Infrastructure Related</u></b>											
Land	619,169	228,000	-	-	847,169	-	-	-	-	-	847,169
Buildings	867,338	33,966	-	-	901,304	509,836	-	18,840	-	528,676	372,628
Dams	476,861	18,251	-	-	495,112	115,995	-	6,002	-	121,997	373,115
Bridges, boardwalks and other wood	287,985	87,869	-	-	375,854	135,252	-	5,019	-	140,271	235,583
Hydro and water services	625,009	-	-	-	625,009	247,103	-	10,907	-	258,010	366,999
Septic systems	71,319	-	-	-	71,319	45,071	-	1,735	-	46,806	24,513
Pools, courts and playgrounds	657,924	-	-	-	657,924	269,968	-	26,955	-	296,923	361,001
Roads	777,206	-	-	-	777,206	307,005	-	12,809	-	319,814	457,392
<b>Infrastructure Related Sub-Total</b>	<b><u>4,382,811</u></b>	<b><u>368,086</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>4,750,897</u></b>	<b><u>1,630,230</u></b>	<b><u>-</u></b>	<b><u>82,267</u></b>	<b><u>-</u></b>	<b><u>1,712,497</u></b>	<b><u>3,038,400</u></b>
<b><u>General Capital</u></b>											
Signs, fencing and gates	198,715	134,973	-	-	333,688	47,733	-	4,966	-	52,699	280,989
Equipment	307,581	-	-	-	307,581	192,022	-	16,953	-	208,975	98,606
Vehicles	217,627	5,305	-	-	222,932	165,965	-	10,545	-	176,510	46,422
Technology infrastructure	149,434	6,566	-	-	156,000	113,820	-	20,401	-	134,221	21,779
<b>General Capital Sub-Total</b>	<b><u>873,357</u></b>	<b><u>146,844</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>1,020,201</u></b>	<b><u>519,540</u></b>	<b><u>-</u></b>	<b><u>52,865</u></b>	<b><u>-</u></b>	<b><u>572,405</u></b>	<b><u>447,796</u></b>
<b>Total Tangible Capital Assets</b>	<b><u>5,256,168</u></b>	<b><u>514,930</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>5,771,098</u></b>	<b><u>2,149,770</u></b>	<b><u>-</u></b>	<b><u>135,132</u></b>	<b><u>-</u></b>	<b><u>2,284,902</u></b>	<b><u>3,486,196</u></b>

# KETTLE CREEK CONSERVATION AUTHORITY

## Schedule of Tangible Capital Assets For The Year Ended December 31, 2021

ASSET TYPE	Opening Historical Cost Balance (Jan 1/2021)	2021 Acquisitions	2021 Disposals	2021 Write-Offs	Ending Historical Cost Balance (Dec 31/2021)	Opening Accumulated Amortization Balance (Jan 1/2021)	2021 Disposals	2021 Amortization	2021 Write-Offs	Ending Accumulated Amortization Balance (Dec 31/2021)	Ending Net Book Value (Dec 31/2021)
<b><u>Infrastructure Related</u></b>											
Land	619,169	-	-	-	619,169	-	-	-	-	-	619,169
Buildings	867,338	-	-	-	867,338	490,896	-	18,940	-	509,836	357,502
Dams	406,947	69,914	-	-	476,861	111,052	-	4,943	-	115,995	360,866
Bridges, boardwalks and other wood	226,308	61,677	-	-	287,985	131,635	-	3,617	-	135,252	152,733
Hydro and water services	625,009	-	-	-	625,009	235,474	-	11,629	-	247,103	377,906
Septic systems	71,319	-	-	-	71,319	43,298	-	1,773	-	45,071	26,248
Pools, courts and playgrounds	657,924	-	-	-	657,924	243,013	-	26,955	-	269,968	387,956
Roads	<u>777,206</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>777,206</u>	<u>294,379</u>	<u>-</u>	<u>12,626</u>	<u>-</u>	<u>307,005</u>	<u>470,201</u>
<b>Infrastructure Related Sub-Total</b>	<b><u>4,251,220</u></b>	<b><u>131,591</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>4,382,811</u></b>	<b><u>1,549,747</u></b>	<b><u>-</u></b>	<b><u>80,483</u></b>	<b><u>-</u></b>	<b><u>1,630,230</u></b>	<b><u>2,752,581</u></b>
<b><u>General Capital</u></b>											
Signs, fencing and gates	193,715	5,000	-	-	198,715	44,414	-	3,319	-	47,733	150,982
Equipment	254,391	53,190	-	-	307,581	182,590	-	9,432	-	192,022	115,559
Vehicles	217,627	-	-	-	217,627	155,420	-	10,545	-	165,965	51,662
Technology infrastructure	<u>149,434</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>149,434</u>	<u>93,419</u>	<u>-</u>	<u>20,401</u>	<u>-</u>	<u>113,820</u>	<u>35,614</u>
<b>General Capital Sub-Total</b>	<b><u>815,167</u></b>	<b><u>58,190</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>873,357</u></b>	<b><u>475,843</u></b>	<b><u>-</u></b>	<b><u>43,697</u></b>	<b><u>-</u></b>	<b><u>519,540</u></b>	<b><u>353,817</u></b>
<b>Total Tangible Capital Assets</b>	<b><u>5,066,387</u></b>	<b><u>189,781</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>5,256,168</u></b>	<b><u>2,025,590</u></b>	<b><u>-</u></b>	<b><u>124,180</u></b>	<b><u>-</u></b>	<b><u>2,149,770</u></b>	<b><u>3,106,398</u></b>



22

2022 Annual Report



Kettle Creek  
Conservation Authority



## Connecting People with Nature: Introducing Deer Ridge Conservation Area

Ted and Duggie Gill donated 46 acres of Carolinian forest and meadow habitat to create the Deer Ridge Conservation Area – a gift to the community that will protect important forest habitat and environmental features in perpetuity. Deer Ridge Conservation Area is the first land acquisition for the Authority since the 1970’s and KCCA’s only conservation area in Southwold Township making Deer Ridge an important addition to the Authority’s landholdings.

The creation of a new conservation area is a multi-year undertaking. In this first year, biological inventories were undertaken to collect baseline data of the property’s flora and fauna and an existing trail network was modified for public access. Signage and fencing were also installed to safeguard the area’s biodiversity. The Authority will open the 1.7 km trail that meanders through interior forest and overlooks Dodd Creek in 2023.

Visitors will hopefully hear the fluted call of the Wood Thrush or catch a glimpse of the colourful Scarlet Tanager that call the area home and perennial wildflowers such as the Green Dragon. Donations like this are integral to Canada’s target to protect 25 percent of the nation’s lands and waters by 2025. KCCA wishes to recognize the generosity of Ted and Duggie Gill and the funding support from Environment and Climate Change Canada’s “Canadian Nature Fund” for making this project a reality.



Deer Ridge Conservation Area

## 2022 HIGHLIGHTS



Accessible dock at Lake Whittaker Conservation Area

### KCCA named to Middlesex County Warden’s Honour Roll

Warden Alison Warwick named Kettle Creek Conservation Authority to the Middlesex County Warden’s Honour Roll in 2022. KCCA was recognized for its contributions to making the community a better place including the introduction of an accessible dock at Lake Whittaker Conservation Area.



Alison Warwick, Chair  
Municipality of  
Thames Centre



Dennis Crevits, Vice Chair  
Municipality of  
Central Elgin

# FLOOD FORECASTING



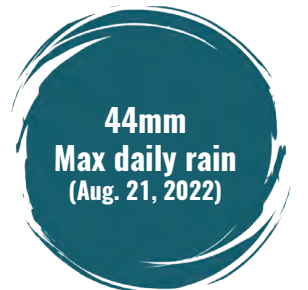
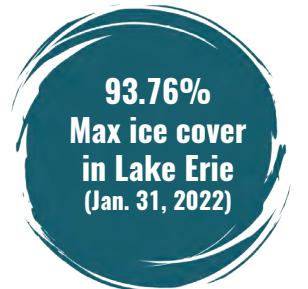
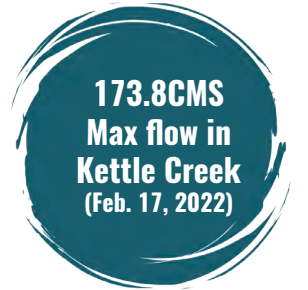
Port Stanley, December 31, 2022

KCCA staff use a network of stream gauges, precipitation gauges, weather stations and lake level recorders to monitor water levels and flows throughout the watershed. KCCA issued seven Lake Erie shoreline messages and 12 riverine messages to the watershed community in 2022.

KCCA retained a professional engineer to assist with updating its 30-year-old Port Stanley Lakeshore Flooding Look-Up Tables using the best available data including LiDAR topography, beach bathymetry and Provincial Great Lakes storm surge forecasting models. A new tool was developed that assists KCCA staff in rapidly evaluating lakeshore flooding potential and issuing Lake Erie high water outlooks, watches and warnings.

Several projects were completed at the Dalewood Dam with financial assistance from the Water and Erosion Control Infrastructure (WECI) program, including the installation of new safety grates over each bay, vegetation removal along the embankments and the installation of stone on the upstream embankments to mitigate erosion. In addition, KCCA worked closely with structural engineers to monitor the spillway and wingwalls to collect assessment data for anticipated concrete repairs.

For up-to-date flood information, visit the KCCA website [kettlecreekconservation.on.ca](http://kettlecreekconservation.on.ca) to register to receive automatic flood related emails, or connect with KCCA on social media.



# PLANNING REGULATIONS

Thanks to a streamlined process and focus on exceptional customer service, KCCA issued 48 Permits and 24 Site Clearances in 2022 within 21-days of receipt of a complete application, meeting the provincial service standard by 100 percent.

Following the recommendations of the Port Stanley Coastal Risk Assessment, KCCA retained a professional engineer to assist with the creation of a new development guide in 2022 to replace the prior 2006 Port Stanley Beach Management Plan for new development requirements within the Lake Erie Flood Uprush Area in Port Stanley. The new development guide established an updated flood elevation and will assist landowners with requirements for floodproofing standards that must be incorporated into the design of new buildings and structures as part of KCCA application requirements.

An online screening map was developed in 2022 and will officially launch on KCCA's website in 2023. The webmap will allow landowners to search for their address and determine if their property is within a regulated area. Landowners affected by the regulation can then contact staff to inquire about application requirements and processes.



Collecting bathymetric survey data in Kettle Creek



Storm Water Management (SWM)  
Pond Inspection and Maintenance Training course

# ENVIRONMENTAL MONITORING



Snapping Turtle release at Dalewood Conservation Area

KCCA received \$9,415 in funding from Fisheries and Oceans Canada (DFO) to classify 15 municipal drains. Municipal drains are classified into several categories to facilitate the review and approval of drain maintenance activities with respect to fish and fish habitat. Staff conducted electrofishing surveys at 15 sites throughout the watershed. Sixteen species of fish were identified including Smallmouth Bass, Northern Hogsucker, Blacknose Dace and one sensitive species, the Golden Redhorse. Staff also identified several new species, not previously collected through this project, including Gizzard Shad and Spotfin Shiner.

A total of 203 snapping turtles and 12 painted turtle hatchlings were released back into the Dalewood Reservoir during the summer. The eggs were recovered from nests in danger of being destroyed and incubated at the Upper Thames River Conservation Authority with the help of their species at risk team. All eight native species of turtles in Ontario are designated as Species at Risk.

In partnership with the City of St. Thomas, KCCA conducted monthly surface water monitoring from April to November at Lake Margaret to monitor the health of the lake. Samples were analyzed for bacteria, nutrients, general chemistry and phytoplankton. Sampling also occurred in 2016 and 2019 with 2022 results remaining consistent with the previous years.

In preparation for the 2023 Watershed Report Card, KCCA's forest layer was digitized using 2020 aerial photography acquired through Southwestern Ontario Orthophotography Project (SWOOP). This exercise will allow KCCA to report more accurately on watershed forest conditions for the report card.

16 species of fish identified in 15 municipal drains

30 benthic samples collected and analyzed

215 turtle eggs collected (2 species)

# TREE PLANTING & FORESTRY



Shrub planting along the Lake Margaret shoreline

Over 50,000 tree and shrub seedlings were planted throughout the watershed including 3,190 seedlings sold through the Greening Communities program to landowners in the municipalities of Central Elgin, St. Thomas, Southwold and Malahide who require smaller quantities of trees. In partnership with the Municipality of Central Elgin, KCCA planted 200 large stock trees along Central Elgin roadsides.

Staff led volunteer tree planting events for students from Central Elgin Collegiate Institute and Kettle Creek Public School totalling 1,400 trees planted. In addition, KCCA received funding from the TD Friends of the Environment Foundation to support a community planting event in September where 200 potted trees and shrubs were planted along the north shore of Lake Margaret in St. Thomas.

Selective harvest operations were initiated in 51 acres of deciduous forest at Lake Whittaker Conservation Area to promote forest health and regeneration. Trees were marked under good forestry practices and harvested in January 2022.



Machine tree planting in Central Elgin



Students plant seedlings at Bucke Conservation Area

# STEWARDSHIP



Progress of a 2020 wetland creation project

Three wetland creation projects were implemented -- two in the Municipality of Central Elgin and one in the Municipality of Middlesex Centre. In addition, 1.5 acres of tallgrass prairie was established on marginal farmland to benefit pollinator species.

The Elgin Clean Water Program (ECWP), administered by KCCA, funded 26 projects in 2022. Since 2012, the ECWP has awarded \$793,905 in grants to 290 projects totaling over \$3,360,000 in total project costs that directly benefit the environment conditions of Elgin County.

With funding from the Municipality of Central Elgin Environmental Committee, KCCA led the planting of 2,000 wildflower plugs with assistance from students from Éva Circé-Côté French Immersion Public School to naturalize a 0.5 acre municipal site.

The Kettle Creek Environmental Youth Corps (EYC) gained meaningful volunteer experience in the environmental field through the planting of 1,000 wildflower plugs in a naturalized area adjacent to the Dalewood Glen Condos in St. Thomas, assisting with the removal of woody invasive species in the day use area of Dalewood Conservation Area and helping to develop a new 1 kilometre trail at Dan Patterson Conservation Area.



Wildflower planting by Éva Circé-Côté students

# INVASIVE SPECIES MANAGEMENT



Before: Phragmites removal at Dalewood Conservation Area



KCCA was awarded \$10,000 from the Invasive Phragmites Control Fund to manage phragmites in the reservoir at Dalewood Conservation Area and on private properties throughout the watershed.

In addition, KCCA received \$23,512.11 in funding from the Great Lakes Local Action Fund to manage invasive shrubs, trees, and plants around Lake Margaret in St. Thomas. The project will also focus on planting native plant species to restore areas where the invasive species management work was completed.

Authority staff treated approximately ten acres of woody invasive species such as European Buckthorn, Autumn Olive, and Honeysuckle. An additional 17 acres of invasive phragmites was removed from the watershed, which equates to roughly the size of 12.5 football fields.

# CONSERVATION LANDS



New dock at Lake Whittaker Conservation Area

KCCA's campgrounds were back to full operating capacity following years of Pandemic restrictions. Long weekends at Lake Whittaker and Dalewood Conservation Areas were busy with all 378 campsites fully booked. Combined the campgrounds welcomed 3,473 new visitors, a testament of the growing desire for outdoor recreation. Several infrastructure upgrades were also completed in 2022, including resurfacing floors in the bathrooms at both campgrounds.

Additional improvements were made to enhance access to Lake Whittaker's waterfront. The Government of Ontario's Community Building Fund, administered through the Ontario Trillium Foundation, provided \$71,700 in funding to install an accessible dock and two additional fishing platforms. With a vision of providing barrier free access to the waterfront, the accessible dock features an easy-launch system allowing users to launch canoes or kayaks with support and stability regardless of water levels. These enhancements provide people of all ages and abilities access to the Lake.



Painted Turtle



Dan Patterson Conservation Area trail extension



# EDUCATION & OUTREACH



Slimy or Scaly?



Monarch Migration Madness

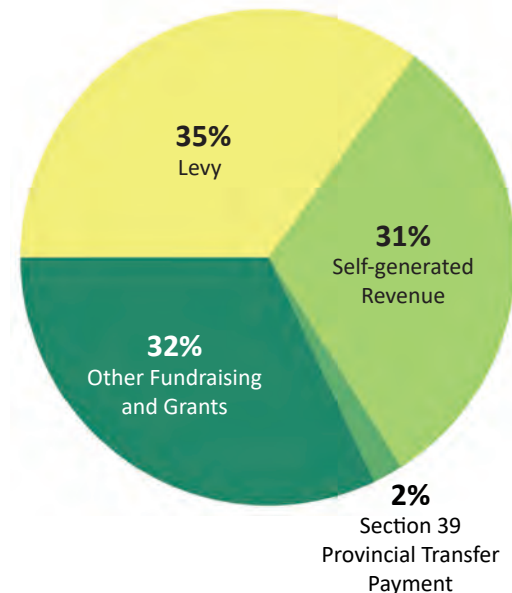
The Carolinian Forest Festival returned to in-person learning in 2022. Teachers were keen to bring students back to the Festival as registration was at capacity within a day with over 3,500 students placed on the waiting list. Over 2,000 grades 6 and 7 students from 24 schools attended the Festival, learning about forest ecosystems, biodiversity and climate change through hands-on activities linked to the Ontario Curriculum.

The Festival also relied on the support of over 130 high school students from three schools including students from the East Elgin Environmental Leadership Program and the Thames Valley District School Board's H-ELP Program.

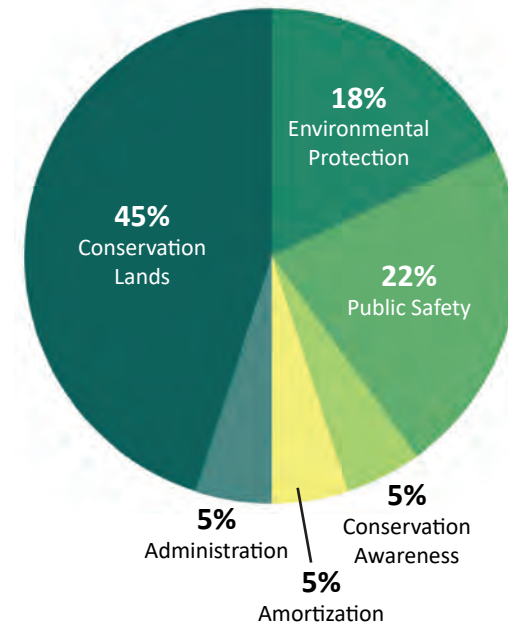
The Festival continues to be a field trip of choice for teachers with feedback such as "Students loved being outdoors and learning about nature in a true context."

## FINANCIAL SUMMARY

### 2022 Revenues



### 2022 Expenses



As part of the implementation of changes to the *Conservation Authorities Act*, KCCA worked to meet the requirements outlined in Ontario Regulation 687/21. An inventory of programs and services was completed to help guide discussions with member municipalities to formulate cost apportioning agreements ahead of the January 1, 2024 deadline and guide the implementation of other mandatory deliverables by December 31, 2024.

Three quarterly progress reports were issued detailing the progress to date including:

- Consultation with member municipalities on the Inventory of Programs and Services
- Adoption of a comprehensive Fee Policy and Fee Schedules
- Addition of a Governance Section to the KCCA website
- Updates to the Land Acquisition and Disposition Policy

KCCA's website was completely redesigned with a fresh, modern look and improved navigation making it easier for visitors to find key information and learn more about KCCA and its programs. The new site features a responsive design that adjusts to different screen sizes and devices, making it adaptable for use on desktop computers, tablets and smartphones. Since the launch, the website has drawn over 34,000 unique visitors. KCCA's social media platforms continued to grow in 2022, reaching over 126,000 people. KCCA's Facebook page grew by 29 percent with 3,313 followers and continues to act as an important engagement and communication tool.

KCCA continues to embrace a more paperless work environment. KCCA pivoted its accounting software to a cloud-based alternative reducing software upgrade costs and allowing for additional integration of paperless applications.



Lake Whittaker Conservation Area

## 2022 Board of Directors

- Alison Warwick, *Chair*, Municipality of Thames Centre
- Dennis Crevits, *Vice-Chair*, Municipality of Central Elgin
- Dominique Giguère, Township of Malahide
- Stephen Harvey, Municipality of Middlesex Centre
- Jim Herbert, City of St. Thomas
- Grant Jones, Township of Southwold
- Bill Mackie, City of London
- Elizabeth Peloza, City of London
- Steve Peters, City of St. Thomas
- Ralph Winfield, City of London



KCCA Board and Staff at Deer Ridge Conservation Area

## Our Partners/Donors List

Thank you to the following for their financial and in-kind donations to Kettle Creek Conservation Authority in 2022.

- ALUS Elgin • Anthony and Marisa Reati • Canadian Tire Employee Fund • City of London • City of St. Thomas • Dianne and Wayne Garrett • Ducks Unlimited • Elgin Clean Water Program • Elgin County • Environment and Climate Change Canada’s “Canada Nature Fund” • Elgin-St. Thomas Community Foundation • Forests Ontario • Forever Legacy Foundation • George and Sharon Wilson • Green Lane Community Trust Fund • Herb and Glenda Pepper • Huron Tractor St. Thomas • Invasive Species Centre • Jeff Page • John Cook • Kettle Creek Environmental Trust • London District Catholic School Board • Lower Thames Valley Conservation Authority • MECP Great Lakes Local Action Fund • Ministry of Agriculture, Food and Rural Affairs • Ministry of Environment, Conservation and Parks • Municipality of Central Elgin • Municipality of Middlesex Centre • Municipality of Thames Centre • Ontario Power Generation • Ontario Trillium Foundation • St. Thomas Field Naturalist Club • Susan Monaghan • TD Friends of the Environment Foundation • Ted and Duggie Gill • Thames Valley District School Board • The Drum Studio • The Swag-Guy.com • Township of Malahide • Township of Southwold • Vince Circelli

Please notify our office of any errors or omissions.

## 2022 Staff

- Elizabeth VanHooren  
*General Manager/Secretary Treasurer*
- Mike Buis
- Jennifer Dow
- Joe Gordon
- Jessica Kirschner
- Brandon Lawler
- Jeff Lawrence
- Marianne Levogiannis
- Rob Lindsay
- Betsy McClure
- Scott Pinnell



# 2022 ANNUAL REPORT



**Kettle Creek**  
Conservation Authority

44015 Ferguson Line  
St. Thomas, ON N5P 3T3

519-631-1270

[www.kettlecreekconservation.on.ca](http://www.kettlecreekconservation.on.ca)

2022



# ANNUAL REPORT



## PROGRAM BACKGROUND

The Elgin Clean Water Program (ECWP) was initiated in 2012 as a collaboration between the four conservation authorities (CAs) within Elgin County: Catfish Creek CA, Kettle Creek CA, Long Point Region CA and Lower Thames Valley CA. The ECWP provides the necessary technical expertise and financial incentives for landowners that are interested in implementing environmental projects.

A Review Committee oversees the program and reviews and approves projects. The Review Committee is comprised of representatives from Elgin County, the Elgin Soil and Crop Improvement Association, the Elgin Federation of Agriculture and an Elgin County landowner.

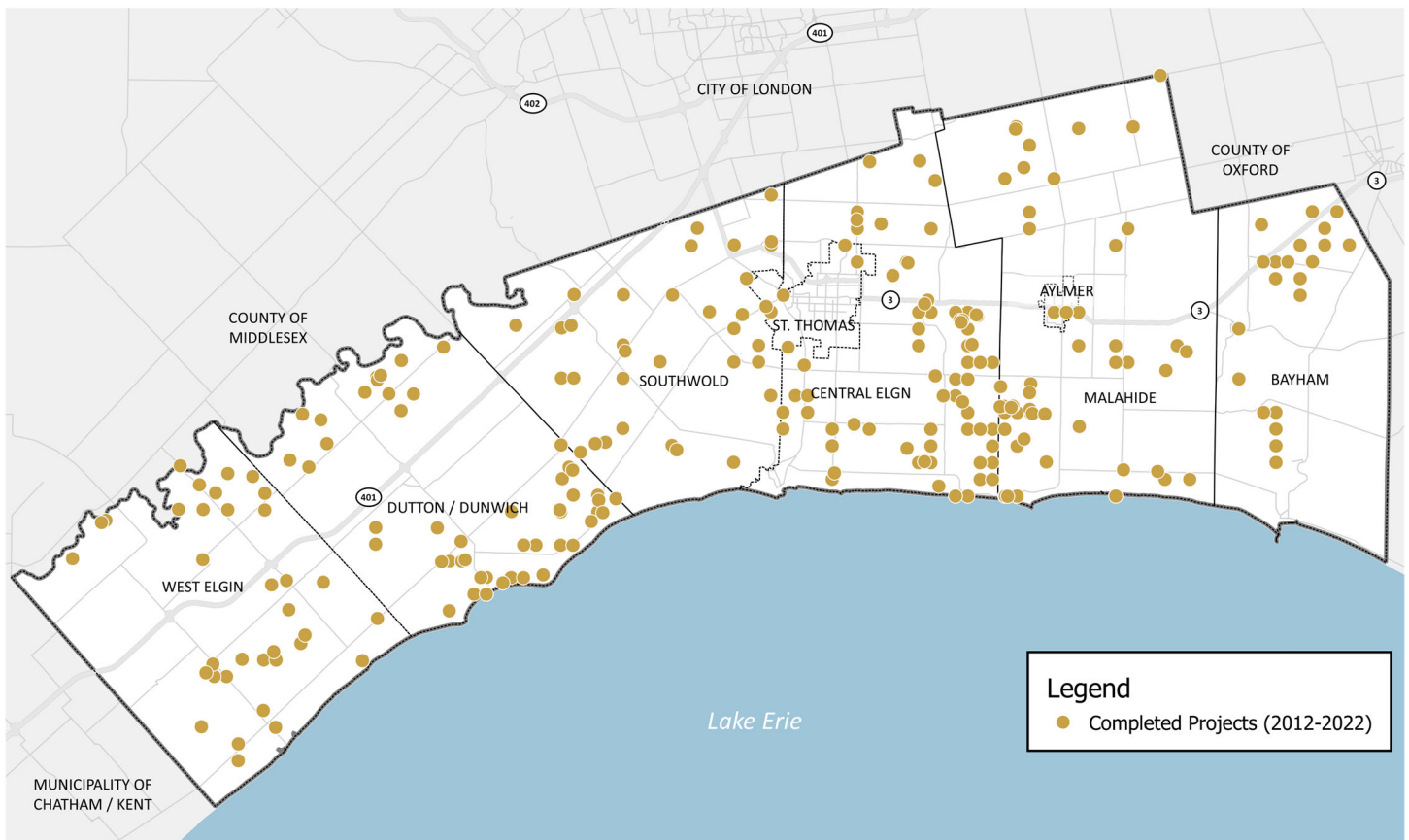
The following project categories are funded by the Elgin Clean Water Program:

- Well Management
- Erosion Control Structures
- Clean Water Diversion
- Wetland/Riparian Protection/Restoration
- Livestock Management

In addition, a Cover Crop Incentive Program was established in 2017 which provides an incentive for farmers to plant cover crops on their farm in an effort to provide erosion control on agricultural fields over the winter months.

## PROGRAM SUCCESS

To date, 290 projects have been completed across Elgin County since the program began in 2012. Total project costs have exceeded \$3,370,000. The ECWP has contributed \$793,905 in grants to landowners to undertake projects. CA staff have assisted landowners in leveraging the ECWP funding to obtain \$1,533,535 in matching funds and landowners have contributed \$1,042,282 of their own funds, labour and equipment.

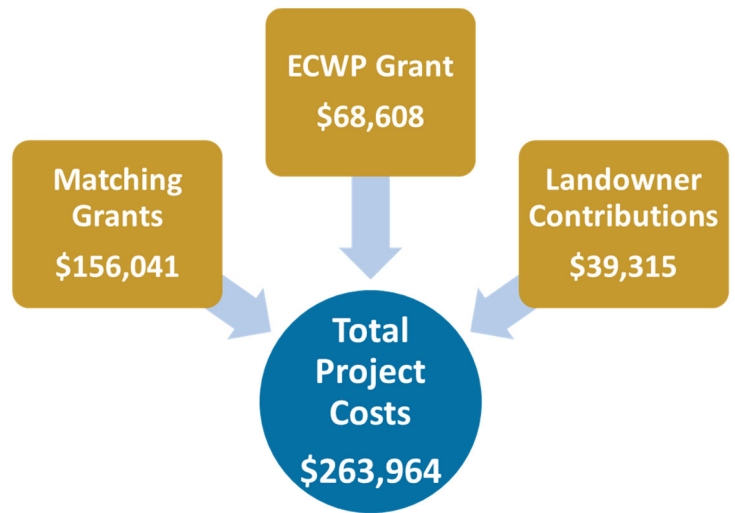


## 2022 PROGRAM SUMMARY

In 2022, 26 projects were completed, totalling \$68,608.19 in ECWP grants.

The breakdown of completed projects was as follows:

- 2 Erosion Control
- 1 Wellhead Protection
- 12 Wetland Creation
- 3 Tallgrass Prairie Establishment
- 8 Cover Crop



## PROJECT HIGHLIGHTS

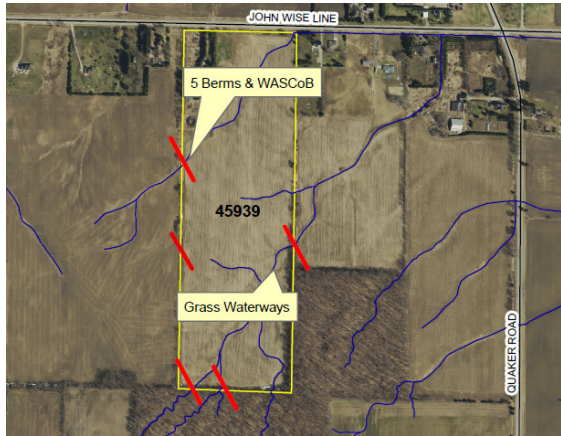
### Wetland Creation

Wetland creation projects continued to be the most funded project category in 2022 with 12 projects completed. This wetland creation project saw the retirement of 2 acres of marginal farmland to create a wetland in a wet area of the field. In addition, 1,900 native tree and shrub seedlings were planted.



## Erosion Control

Five Water and Sediment Control Basins (WASCoBs) were installed to slow the movement of surface water across the farm. Two of the structures built adjacent to the woodlot incorporated larger sediment control basins to allow for a larger amount of surface water to be captured, while also adding wildlife habitat.



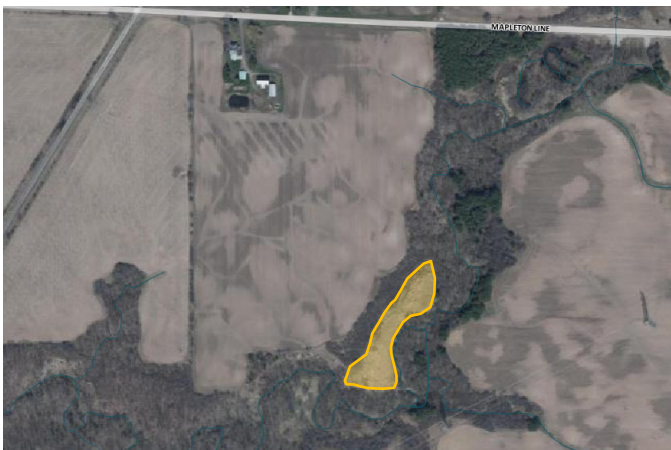
## Wellhead Protection

The existing well was located inside a pumphouse structure four feet below grade. A licensed well contractor extended the well casing above grade and installed a pitless adapter .



## Tallgrass Prairie Planting

Tallgrass prairie was established at this 1.5 acre parcel of marginal farmland. The landowner was interested in diversifying habitat types on the property. A mix of wildflowers and native grasses were planted including Big bluestem, Switchgrass, Wild bergamot, Grey-headed coneflower and Sullivant's milkweed.





## 2022 PROGRAM SPONSORS

Thank you to Elgin County and the Green Lane Community Trust Fund for funding the Elgin Clean Water Program.



## 2022 LANDOWNER TESTIMONIALS

- “ECWP enables landowners to make environmental improvements to enhance water quality and improve wildlife habitat that would not always be possible within their financial capabilities.”
- “The ECWP allowed us to access government funding to make improvements to our farm without too much hassle from red tape.”
- “If you are considering a project to enhance wildlife habitat such as wetlands or erosion control structures, ECWP and the local conservation authorities are an excellent resource for planning and implementing projects as well as financial assistance.”
- “I think these funds can go a long way to encouraging people to improve their properties and reduce erosion.”
- “We could not have transformed this fallow field into a beautiful wetland to support biodiversity if not for the generosity of the ECWP.”



The Elgin Clean Water Program is a partnership of:



### Kettle Creek Conservation Authority • 2023 Levies •

Municipality	Modified Current Value Assessment	% Municipality in Watershed	MCVA in Watershed	% Levy	2023 Matched Levy	2023 Non-Matched Levy	2022 Special Levy **	Proposed 2023 Total Levy	2022 Total Levy	Difference 2022/2023
Central Elgin	\$2,008,384,351.00	60	1,205,030,610	7.8570	\$36,584.84	\$42,602.08	\$9,799.98	\$88,986.90	\$83,984.74	\$5,002.16
Middlesex Centre	\$3,656,532,420.40	7	255,957,269	1.6689	\$7,770.89	\$9,048.99	\$958.56	\$17,778.43	\$16,714.49	\$1,063.94
London	\$58,028,058,304.35	15	8,704,208,746	56.7532	\$264,260.56	\$307,724.45	\$29,549.54	\$601,534.55	\$574,557.92	\$26,976.63
Thames Centre	\$2,574,729,165.45	8	205,978,333	1.3430	\$6,253.52	\$7,282.06	\$952.25	\$14,487.83	\$13,787.39	\$700.44
Malahide	\$1,303,286,034.75	8	104,262,883	0.6798	\$3,165.43	\$3,686.06	\$952.25	\$7,803.74	\$7,483.55	\$320.19
Southwold	\$782,164,183.40	78	610,088,063	3.9779	\$18,522.33	\$21,568.76	\$7,126.11	\$47,217.21	\$43,800.31	\$3,416.90
St. Thomas	\$4,428,568,044.60	96	4,251,425,323	27.7201	\$129,073.65	\$150,302.87	\$42,315.24	\$321,691.77	\$306,814.87	\$14,876.90
<b>Total</b>	<b>\$72,781,722,504</b>		<b>15,336,951,227</b>	<b>100.00</b>	<b>\$465,631.22</b>	<b>\$542,215.28</b>	<b>\$91,653.94</b>	<b>\$1,099,500.00</b>	<b>\$1,047,143.00</b>	<b>\$52,357.00</b>



\*\*Footnote: Levy partially supports the costs of operating the provincially mandated responsibilities of municipal plan input and review. Province moved to greatly reduce grants in 1995. The levy is calculated based on past, existing and anticipated program activity. The municipality has the option of recovering the levy through application fees.

## 2023 Budget Summary

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023
<b>Revenue</b>						
Municipal Levy	977,260.37	1,006,578.18	1,016,644.00	1,047,144.00	1,047,143.25	1,099,500.00
User Fees and Sales						
Lake Whittaker	423,451.88	240,611.05	399,466.50	439,251.00	486,223.46	485,704.00
Dalewood	338,153.13	185,238.31	341,399.51	376,152.00	445,529.39	431,320.00
Other	60,774.28	28,401.37	53,224.41	41,633.00	39,180.71	50,779.00
Transfer from Reserve (Capital)	-	-	-	274,000.00	-	124,000.00
Transfer from Reserve (Operating)	7,268.78	13,188.09	-	153,199.00	4,453.43	179,587.00
Ministry of Natural Resources	61,769.86	61,770.00	61,770.00	61,770.00	61,770.00	61,770.00
Other Revenue and Grants	535,937.43	591,594.72	610,767.42	432,350.00	723,737.46	506,614.00
Interdepartmental Transfers	7,268.78	0.00	0.00	427,199.00	0.00	303,587.00
Donations	65,415.31	221,940.46	46,192.27	0.00	679,938.46	0.00
<b>Total Revenue</b>	<b>2,477,299.82</b>	<b>2,349,322.18</b>	<b>2,529,464.11</b>	<b>3,252,698.00</b>	<b>3,487,976.16</b>	<b>3,242,861.00</b>
<b>Expenditures</b>						
Program Operations						
Flood Forecasting and Warning	207,233.19	217,539.93	233,220.83	220,008.00	206,790.55	286,648.00
Dam Maintenance	87,326.87	91,910.37	93,011.67	97,129.00	123,825.78	102,323.00
Information and Education	67,219.93	61,400.24	23,576.04	75,521.00	75,189.92	76,157.00
Tree and Woodlot Management	55,930.01	52,423.49	53,465.37	62,569.00	62,833.84	64,183.00
Enviro. Planning and Regulations	121,304.56	129,864.64	123,736.76	107,703.00	105,192.05	86,337.00
Source Water Protection	144,949.05	115,567.47	121,822.81	137,865.00	142,217.65	146,277.00
Subwatershed Rehabilitation	269,466.81	218,128.78	294,390.36	265,706.00	267,617.09	249,762.00
GIS and Data Management	38,608.46	25,686.23	21,723.83	29,922.00	32,736.63	48,493.00
Significant Areas	148,288.55	146,821.02	190,976.31	221,825.00	300,182.24	225,794.00
Administration	132,834.82	114,230.62	180,362.98	181,210.00	156,462.41	179,239.00
Stewardship	135,043.87	156,128.98	228,386.37	118,023.00	185,680.34	187,705.00
Lake Whittaker Conservation Area	402,007.98	307,221.88	351,997.33	403,500.00	454,907.54	450,490.00
Dalewood Conservation Area	332,924.67	279,928.79	334,214.90	352,288.00	397,921.22	412,475.00
Other Conservation Areas	30,760.19	21,660.01	32,760.79	32,269.00	33,812.96	32,840.00
Children's Water/Carolinian Forest Fes	42,820.03	6,000.00	5,999.99	41,235.00	44,658.73	42,492.00
Vehicle and Equipment	38,963.68	32,432.00	46,694.58	47,173.00	60,983.84	59,977.00
Volunteerism and Fundraising	94,099.39	245,557.54	68,942.47	449,618.00	701,829.93	324,930.00
Amortization	127,517.76	126,820.19	124,180.72	135,134.00	135,133.44	142,739.00
<b>Total Expenditures</b>	<b>2,477,299.82</b>	<b>2,349,322.18</b>	<b>2,529,464.11</b>	<b>2,978,698.00</b>	<b>3,487,976.16</b>	<b>3,118,861.00</b>
Surplus/Deficit	0.00	0.00	0.00	274,000.00	0.00	124,000.00

# Budget 2023

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023
<b>Department 100/Administration</b>						
<b>Revenue</b>						
Municipal Levy	127,893.37	139,969.18	139,975.96	146,330.00	146,330.05	163,246.00
Provincial Grant	10,501.00	10,501.00	10,501.00	10,501.00	10,501.00	10,501.00
Employment Grant	0.00	1,837.49	0.00	0.00		0.00
Interest Income	18,353.10	7,568.60	3,963.34	12,000.00	9,396.54	14,000.00
Sundry Revenue	356.66	165.72	5,792.55	500.00	84.35	500.00
Transfer from Operating Reserve	0.00	0.00	0.00	20,000.00		
Transfer from Capital Reserve			0.00			
Gain on Sale	0.00	0.00	0	0		0
<b>Total Revenues</b>	<b>157,104.13</b>	<b>160,041.99</b>	<b>160,232.85</b>	<b>189,331.00</b>	<b>166,311.94</b>	<b>188,247.00</b>
<b>Expenditures</b>						
Wages & benefits	118,172.93	107,631.48	131,740.35	109,863.00	94,528.90	129,012.00
Staff Training	1,418.53	1,723.51	188.86	1,000.00	605.50	1,364.00
Travel & Expense - Members	11,290.22	9,701.05	17,029.46	11,500.00	10,934.82	11,500.00
Travel & Expense - Chairman	266.02	0.00	0.00	250.00		250.00
Travel & Expense - Staff	240.65	240.97	24.93	500.00	61.10	500.00
Equipment Rental/Maintenance	6,138.25	3,093.70	7,285.39	7,000.00	2,526.02	4,113.00
Transfer to Vehicle Reserve	3,000.00	3,000.00	1,830.00	1,867.00	1,866.96	3,213.00
Gasoline & Fuel	1,908.85	1,220.47	2,475.33	3,700.00	3,070.44	3,000.00
Office Supplies	4,399.50	4,241.42	5,412.92	5,000.00	3,710.44	5,000.00
Postage	963.77	585.10	239.80	700.00	287.08	500.00
Uniforms	905.73	91.57	940.13	900.00	848.35	800.00
Telephone	3,848.44	2,636.28	1,561.39	3,000.00	3,473.91	3,500.00
Utilities	4,162.41	3,579.23	4,008.96	4,500.00	4,219.64	4,500.00
Cleaning Contract	8,975.21	11,814.33	11,448.01	11,000.00	11,498.49	11,500.00
Building Maintenance	1,995.03	1,739.26	4,284.37	2,300.00	1,423.70	2,500.00
Grounds maintenance	1,751.21	1,070.16	697.22	2,000.00	1,496.02	2,100.00
General Expenses	-	-	9.95	20,797.00	20,759.04	500.00
Audit and Legal	19,506.45	18,640.90	46,275.64	83,000.00	78,206.38	81,258.00
Bank Charges/Interest	3,500.50	3,751.21	4,830.00	3,950.00	10,722.01	10,000.00
Insurance	7,707.98	8,992.53	10,736.50	11,903.00	13,696.60	14,792.00
Memberships	2,709.71	841.82	1,741.76	3,292.00	3,783.44	4,000.00
Conservation Ontario Levy	22,983.00	23,561.00	22,973.00	24,480.00	22,535.00	22,626.00
Property Taxes	1,648.43	1,645.31	1,821.00	2,500.00	1,699.39	2,000.00
Printing and Publications	0.00	76.32	0.00	1,700.00	0.00	1,700.00
Program Support	(94,658.00)	(95,647.00)	(97,191.99)	(135,492.00)	(135,492.00)	(140,989.00)
Transfer to Reserve	0.00	0.00	0.00	0.00	1.18	0.00
Amortization	12,642.84	13,048.08	13,048.20	8,121.00	8,120.64	9,008.00
<b>Total Expenditures</b>	<b>145,477.66</b>	<b>127,278.70</b>	<b>193,411.18</b>	<b>189,331.00</b>	<b>164,583.05</b>	<b>188,247.00</b>
<b>SURPLUS (DEFICIT)</b>	<b>11,626.47</b>	<b>32,763.29</b>	<b>(33,178.33)</b>	<b>0.00</b>	<b>1,728.89</b>	<b>0.00</b>
<b>Work in Progress - Capital</b>				0.00		

## Corporate Services

### Summary

To ensure the effective and efficient delivery of KCCA's programs and services for the benefit of member municipalities and watershed residents.

#### Standard Deliverables

To achieve the purpose of this program the Authority will carry out the following activities:

- Support the Board of Directors in meeting its mandate and responsibilities
- Provide necessary administrative and support services to the Authority (i.e. payroll, purchasing, financial, human resources, equipment and facility management)
- Foster relationships with watershed municipalities through direct, regular communication; support board members in their liaison role and look for opportunities to build board - staff relationships through job shadowing and presentations.
- Audit and general legal expenses

#### Planned for 2023

- Administrative expenses related to the introduction of municipal agreements and other elements of governance and transparency as outlined in the CA Act changes is ongoing
- Implementation of 2022 Salary and Pay Equity Review Recommendations will be phased in over the next five years
- Continued implementation of cloud-based accounting and outsource accounting services including introduction of contract Administrative Clerk position
- CA Act Review goals for 2023
  - Negotiation of agreements
  - Land Inventory complete
  - Conservation Land Management Strategy
  - Watershed Management Strategy underway
- OMERs eligibility requirements will extend to all employees – while enrollment is voluntary for less than continuous full-time employees, budget will need to account for potential; currently budget is prepared with expense accounted for all hires more than 6 months in duration
- Board Training and onboarding of new members and possible agricultural representative

# Budget 2023

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	<b>Flood Forecasting</b>
<b>Department 110/Flood Forecasting and Warning</b>							<b>Summary</b>
<b>Revenues</b>							
Municipal Levy	139,580.00	175,444.00	182,390.00	184,181.00	184,181.05	185,696.00	To provide a comprehensive Flood Forecasting and Warning System to alert residents in a timely manner of potential flooding.
Provincial Grant	35,820.86	35,827.00	35,827.00	35,827.00	35,827.00	35,827.00	
Sundry Revenue	240.41	3,186.21	9,250.00				
Transfer from Operating Reserve						65,125.00	
Transfer from Capital Reserve	0.00	0.00		50,000.00			
<b>Total Revenues</b>	<b>175,641.27</b>	<b>214,457.21</b>	<b>227,467.00</b>	<b>270,008.00</b>	<b>220,008.05</b>	<b>286,648.00</b>	
<b>Expenditures</b>							
Wages & benefits	178,680.00	188,042.49	186,041.28	164,796.00	156,282.42	163,426.00	<b>Standard Deliverables</b> To achieve the purpose of this program the Authority will carry out the following activities: <ul style="list-style-type: none"> <li>Operate a year round, flood forecasting and warning system to ensure that residents and municipalities are aware of potential flood related events in a timely manner; and during flood events, provide data and support to municipally led emergency response.</li> <li>Operate control structures (Union Dam, Dalewood Dam and Southwold Wall).</li> </ul>
Staff Training	101.76	0.00	0.00	500.00	127.99	500.00	
Travel & Expense	149.70	500.00	0.00	250.00	0.00	250.00	
Equipment Rental/Maintenance	1,638.40	0.00	1,037.95	4,000.00	1,648.51	4,000.00	
Transfer to Vehicle Reserve	4,000.00	4,000.00	3,999.96	4,120.00	4,119.96	4,738.00	
Materials & Supplies	410.69	2,172.05	18,595.15	1,000.00	245.76	1,000.00	
Reports and Studies					0.00	65,125.00	
Telephone	1,444.64	1,601.39	1,969.17	2,461.00	1,484.87	2,584.00	
Program Support	20,808.00	21,224.00	21,577.32	42,881.00	42,881.04	45,025.00	
<b>Total Expenditures</b>	<b>207,233.19</b>	<b>217,539.93</b>	<b>233,220.83</b>	<b>220,008.00</b>	<b>206,790.55</b>	<b>286,648.00</b>	
<b>SURPLUS (DEFICIT)</b>	<b>-31,591.92</b>	<b>-3,082.72</b>	<b>(5,753.83)</b>	<b>50,000.00</b>	<b>13,217.50</b>	<b>0.00</b>	<b>Planned for 2023</b> <ul style="list-style-type: none"> <li>Data logger at Dalewood Dam</li> <li>Budget for removal of logs on dam as required</li> <li>Update flood mapping project for priority areas using operating reserves and funding proposal</li> </ul>

# Budget 2023

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	Dam Maintenance
<b>Department 111/Dam Maintenance</b>							<b>Summary</b>
<b>Revenues</b>							To maintain the Authority's flow control and erosion control structures.
Municipal Levy	68,607.00	82,463.00	83,451.00	89,550.00	89,550.03	95,109.00	
Provincial Grant	13,589.00	13,589.00	13,589.00	13,589.00	13,589.00	13,589.00	
Sundry Revenue	81.79	1,181.00	22,057.21		18,833.65		
Transfer from Capital Reserve	0.00	0.00		128,000.00	0.00	0.00	
<b>Total Revenues</b>	<b>82,277.79</b>	<b>97,233.00</b>	<b>119,097.21</b>	<b>231,139.00</b>	<b>121,972.68</b>	<b>108,698.00</b>	
<b>Expenditures</b>							<b>Standard Deliverables</b>
Wages & benefits	59,017.00	64,363.47	65,102.03	63,664.00	64,816.63	63,869.00	To achieve the purpose of this program the Authority will carry out the following activities:
Staff Training	0.00	0.00	0.00	0.00	0.00	250.00	
Equipment Rental/Maintenance	0.00	0.00	0.00	500.00	411.69	500.00	
Transfer to Vehicle Reserve	6,500.00	6,500.00	5,330.04	6,500.00	6,500.04	7,475.00	
Materials & Supplies	452.63	469.71	415.27	450.00	1,287.21	450.00	
Dam maintenance	2,544.00	442.66	100.00	2,520.00	25,692.51	3,000.00	
Insurance	7,889.24	8,992.53	10,736.50	11,903.00	13,525.70	14,607.00	
Program Support	10,924.00	11,142.00	11,327.83	11,592.00	11,592.00	12,172.00	
Amoritization	3,664.92	4,338.47	5,052.72	6,010.00	6,009.96	6,375.00	
<b>Total Expenditures</b>	<b>90,991.79</b>	<b>96,248.84</b>	<b>98,064.39</b>	<b>103,139.00</b>	<b>129,835.74</b>	<b>108,698.00</b>	
<b>SURPLUS (DEFICIT)</b>	<b>(8,714.00)</b>	<b>984.16</b>	<b>21,032.82</b>	<b>128,000.00</b>	<b>-7,863.06</b>	<b>0.00</b>	
<b>Work in Progress - Capital</b>				128,000.00			
				Dam			

**Standard Deliverables**  
To achieve the purpose of this program the Authority will carry out the following activities:

- Maintain authority flood control structures (Union Dam, Dalewood Dam) and the erosion control structure (Southwold Wall).

**Capital Expenses**

- No capital expenses planned for 2023. Capital reserves will be bolstered in anticipation of concrete repairs at the Dalewood Dam wing walls and spillway. Quarterly inspections to be conducted throughout 2023 as staff prepare an options analysis.

# Budget 2023

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	Information and Education
<b>Department 112 Information</b>							<b>Summary</b>
<b>Revenue</b>							
Municipal Levy	64,924.00	66,586.00	67,145.00	68,521.00	68,521.00	69,157.00	To develop and promote a positive community profile of KCCA's program and services and foster awareness and appreciation of the watershed.
Employment Grant				0.00	0.00	0.00	
Sundry Revenue	8,126.41	4,556.37	0.00	6,000.00	4,154.41	6,000.00	
School Fees	544.00	0.00	0.00	1,000.00	0.00	1,000.00	
Transfer from Reserve	0.00	0.00	0.00	0.00	0.00	0.00	
<b>Total Revenues</b>	<b>73,594.41</b>	<b>71,142.37</b>	<b>67,145.00</b>	<b>75,521.00</b>	<b>72,675.41</b>	<b>76,157.00</b>	
<b>Expenditures</b>							
Wages & benefits	55,075.84	55,390.13	18,749.30	64,666.00	66,224.95	65,191.00	<p>To achieve the purpose of this program the Authority will carry out the following activities:</p> <ul style="list-style-type: none"> <li>Develop the Authority's corporate image including the web site, social media and print publications</li> <li>Promote and market KCCA's programs and services including campgrounds, tree planting, flood forecasting and warning</li> <li>Develop and support special events and visitor programming at Dalewood and Lake Whittaker Conservation Areas</li> <li>Coordinate volunteer experiences at the Authority</li> <li>Standard Communication Products include: annual report, visitor's guide, watershed report cards, web site and social media content</li> </ul>
Staff Training	97.00	125.00	0.00	500.00	80.00	500.00	
Travel & Expense	31.84	0.00	0.00	0.00	0.00	0.00	
Annual General Meeting	1,234.97	1,365.47	0.00	500.00	0.00	525.00	
Equipment Rental/Maintenance	569.85	0.00	0.00	600.00	17.29	630.00	
Transfer to Vehicle Reserve	1,000.00	1,000.00	1,020.00	1,040.00	1,040.04	1,196.00	
Materials & Supplies	2,981.64	0.00	180.02	1,753.00	836.52	1,437.00	
Printing & Publications	2,867.28	123.16	174.99	2,750.00	3,448.96	2,800.00	
Telephone	240.51	213.48	215.40	400.00	230.16	400.00	
Program Support	3,121.00	3,183.00	3,236.33	3,312.00	3,312.00	3,478.00	
Transfer to Reserve	0.00	0.00	0.00	0.00	0.00	0.00	
Amoritization	6,578.16	861.96	0.00	0.00	0.00	0.00	
<b>Total Expenditures</b>	<b>73,798.09</b>	<b>62,262.20</b>	<b>23,576.04</b>	<b>75,521.00</b>	<b>75,189.92</b>	<b>76,157.00</b>	
<b>SURPLUS ( DEFICIT)</b>	<b>(203.68)</b>	<b>8,880.17</b>	<b>43,568.96</b>	<b>0.00</b>	<b>-2,514.51</b>	<b>0.00</b>	
<b>Work in Progress - Capital</b>				0			

**Budget 2023**

**Tree and Woodlot**

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023
<b>Department 113/ Tree and Woodlot</b>						

**Summary**

**Revenue**

Municipal Levy	9,182.00	9,763.00	9,049.00	10,395.00	10,395.00	11,717.00
Provincial Grant	0.00	0.00	0.00	0.00	0.00	0.00
Sundry Revenue	144.76	378.74	21.24	250.00	43.15	307.00
County of Elgin	45,687.00	46,601.00	47,533.00	51,924.00	48,483.00	52,159.00
Transfer from Reserve	0.00	0.00		0.00	0.00	0.00
<b>Total Revenues</b>	<b>55,013.76</b>	<b>56,742.74</b>	<b>56,603.24</b>	<b>62,569.00</b>	<b>58,921.15</b>	<b>64,183.00</b>

To coordinate and implement forestry activities that maintain or improve the health of the Kettle Creek watershed.

**Standard Deliverables**

- Undertake the Tree Commissioner contract for the County of Elgin, including:
  - Administration of the Elgin County Woodlands Conservation By-law
  - Review of harvest and clearing applications
  - Undertake site visits and woodland inspections
  - Attend council meetings or court as required
- Undertake the Weed Inspector duties for the County of Elgin, including:
  - Responding to weed related complaints and enforcement as required
  - Assist partner municipalities with weed identification and control advice
  - Attend annual weed inspector's conference
- Develop forest management/prescription plans for each Conservation Authority owned woodlot.

**Expenditures**

Wages & benefits	48,207.95	45,678.49	46,569.13	54,552.00	55,866.88	55,817.00
Staff Training	0.00	0.00	49.62	150.00	0.00	150.00
Travel & Expense	0.00	0.00	0.00	100.00	0.00	100.00
Transfer to Vehicle Reserve	2,500.00	2,500.00	2,499.96	2,550.00	2,550.00	2,678.00
Materials & Supplies	1,060.06	0.00	30.83	300.00	0.00	300.00
Printing & Publications	0.00		0.00	500.00	0.00	500.00
Telephone	0.00	0.00	0.00	0.00	0.00	0.00
Program Support	4,162.00	4,245.00	4,315.83	4,417.00	4,416.96	4,638.00
Transfer to Reserve	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Expenditures</b>	<b>55,930.01</b>	<b>52,423.49</b>	<b>53,465.37</b>	<b>62,569.00</b>	<b>62,833.84</b>	<b>64,183.00</b>

**SURPLUS (DEFICIT)**

	<b>(916.25)</b>	<b>4,319.25</b>	<b>3,137.87</b>	<b>0.00</b>	<b>-3,912.69</b>	<b>0.00</b>
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Work in Progress



# Budget 2023

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023
<b>Department 114 Planning and Regulations</b>						

## Planning and Regulations

### Summary

#### Revenue

Municipal Levy	82,316.00	86,694.00	87,522.00	87,850.00	87,850.01	63,062.00
Provincial Grant	1,859.00	1,853.00	1,853.00	1,853.00	1,853.00	1,853.00
Employment Grant	0.00	1,220.58	0.00	0.00		0.00
Enquiry Letter Fees	1,615.02	1,371.66	862.81	1,000.00	1,055.86	1,500.00
Permit Fees	18,278.85	14,140.48	30,628.23	13,000.00	14,341.58	15,922.00
Sundry Revenue	111.02	112.29	0.00	0.00	5,088.00	0.00
Transfer from Reserve (legal)	0.00	0.00	0.00	4,000.00	0.00	4,000.00
<b>Total Revenues</b>	<b>104,179.89</b>	<b>105,392.01</b>	<b>120,866.04</b>	<b>107,703.00</b>	<b>110,188.45</b>	<b>86,337.00</b>

#### Expenditures

Wages & benefits	80,018.05	79,181.87	80,172.18	87,435.00	89,543.17	65,625.00
Staff Training	135.08	0.00	49.62	500.00	616.25	500.00
Travel & Expense	0.00	0.00	0.00	250.00	0.00	250.00
Transfer to Vehicle Reserve	4,000.00	4,000.00	4,080.00	4,162.00	4,161.96	4,786.00
Materials & Supplies	0.00	0.00	0.00	0.00	0.00	0.00
Uniforms	0.00	0.00	183.16	250.00	155.48	250.00
Printing & Publications	0.00	0.00	0.00	250.00	0.00	250.00
Telephone	248.05	627.38	266.60	700.00	246.99	300.00
Legal Expenses	31,181.38	40,219.39	11,313.08	4,000.00	2,083.75	4,000.00
Program Support	5,722.00	5,836.00	5,933.49	6,072.00	6,072.00	6,376.00
Transfer to Reserve	0.00	0.00		0.00	0.00	0.00
Reports and studies	0.00	0.00	21,738.63	4,084.00	2,312.45	4,000.00
<b>Total Expenditures</b>	<b>121,304.56</b>	<b>129,864.64</b>	<b>123,736.76</b>	<b>107,703.00</b>	<b>105,192.05</b>	<b>86,337.00</b>

#### SURPLUS (DEFICIT)

	<b>(17,124.67)</b>	<b>(24,472.63)</b>	<b>(2,870.72)</b>	<b>0.00</b>	<b>4,996.40</b>	<b>0.00</b>
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Work in Progress

To ensure that people and property are protected from flooding and other natural hazards.

#### Standard Deliverables

To achieve the purpose of this program the Authority will carry out the following activities:

- Deliver the Authority's permitting responsibilities ensuring adherence to Ontario Regulation 181/06 and related policies, timely customer service and appropriate enforcement action;
- Meet the Authority's delegated responsibility to represent the provincial interest in natural hazards through timely engagement with member municipalities in the review of applications under the *Planning Act*.

#### Planned for 2023

- Work with Conservation Ontario to implement legislative requirements outlined in the updated Conservation Authorities Act as required, including but not limited to:
  - Clarifying the scope of activities subject to CA review
  - Update compliance and enforcement tools
- Development of on-line fillable applications or request for services as part of web site developments
- Review and update decision-making policies and tools (i.e. Regulation policies)
- Anticipated legal expenses offset through operating reserve

## Budget 2023

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	Environmental Monitoring and Source Protection
<b>Department 115 Environmental Monitoring and Source Protection</b>							<b>Summary</b>
<b>Revenue</b>							
Municipal Levy	108,257.00	112,991.00	113,664.00	119,859.00	119,859.02	125,179.00	To develop, manage, and implement the water resources conservation and protection programs to improve the health of the watershed through collaborative, integrated, science-based approaches.
Provincial Grant	2,495.67	0.00	0.00	0.00	0.00	0.00	
Employment Grant	0.00	3,884.22	0.00	0.00	0.00	0.00	<b>Standard Deliverables</b> To achieve the purpose of this program the Authority will carry out the following activities:
Sundry Revenue	40,842.08	16,108.73	11,870.71	8,000.00	18,617.03	8,000.00	
Low Water Response	0.00		0.00		0.00		<ul style="list-style-type: none"> <li>Undertake water resource monitoring programs (PGMN, PWGMN, liaison for Permit to Take Water and Spills Response)</li> <li>Undertake specialized monitoring (Lake Whittaker)</li> <li>Data is tabulated to inform future goals and is reported back to the community in a Watershed Report Card.</li> <li>Implement the Authority's responsibilities regarding the <i>Drainage Act</i> and <i>Conservation Authorities Act</i> (DART) Protocol for agricultural drain maintenance.</li> <li>Undertake the Authority's responsibilities in complying with small drinking water systems regulations applicable to conservation lands and campground operations.</li> <li>Implementation of the Kettle Creek Source Protection Plan including outreach and education activities.</li> </ul>
SPP Transfer from GRCA	3,598.29	1,990.45	1,056.33	3,451.00	8,085.12	5,000.00	
Transfer from Reserve	0.00	0.00	0.00	8,214.00	0.00	9,757.00	<b>Planned for 2023</b>
<b>Total Revenues</b>	<b>155,193.04</b>	<b>134,974.40</b>	<b>126,591.04</b>	<b>139,524.00</b>	<b>146,561.17</b>	<b>147,936.00</b>	
<b>Expenditures</b>							
Wages & Benefits	91,388.58	88,260.48	90,790.97	101,947.00	103,591.58	108,388.00	<ul style="list-style-type: none"> <li>Re-introduction of the Low Water Response Program as a mandatory program under the CA Act.</li> <li>No changes from current program; further cuts would jeopardize long-term data collection, and accountability. Data collected is used for development of mandatory strategies and programs.</li> <li>Operating reserve required to offset seasonal staff wages to assist with seasonal monitoring</li> <li>Release of 2023 Watershed Report Card</li> </ul>
Staff Training	0.00	0.00	49.62	500.00	0.00	500.00	
Travel & Expense (Staff)	0.00	0.00	0.00	250.00	0.00	250.00	<ul style="list-style-type: none"> <li>Re-introduction of the Low Water Response Program as a mandatory program under the CA Act.</li> <li>No changes from current program; further cuts would jeopardize long-term data collection, and accountability. Data collected is used for development of mandatory strategies and programs.</li> <li>Operating reserve required to offset seasonal staff wages to assist with seasonal monitoring</li> <li>Release of 2023 Watershed Report Card</li> </ul>
Equipment Rental/Maintenance	14,010.18	0.00	0.00	250.00	274.49	250.00	
Transfer to Vehicle Reserve	7,500.00	7,500.00	7,650.00	7,803.00	7,803.00	8,193.00	<ul style="list-style-type: none"> <li>Re-introduction of the Low Water Response Program as a mandatory program under the CA Act.</li> <li>No changes from current program; further cuts would jeopardize long-term data collection, and accountability. Data collected is used for development of mandatory strategies and programs.</li> <li>Operating reserve required to offset seasonal staff wages to assist with seasonal monitoring</li> <li>Release of 2023 Watershed Report Card</li> </ul>
Materials & Supplies	172.96	0.00	281.79	1,000.00	2,031.22	1,050.00	
Telephone	643.47	473.44	533.87	700.00	525.28	735.00	<ul style="list-style-type: none"> <li>Re-introduction of the Low Water Response Program as a mandatory program under the CA Act.</li> <li>No changes from current program; further cuts would jeopardize long-term data collection, and accountability. Data collected is used for development of mandatory strategies and programs.</li> <li>Operating reserve required to offset seasonal staff wages to assist with seasonal monitoring</li> <li>Release of 2023 Watershed Report Card</li> </ul>
Monitoring, Evaluating and Reporting	23,233.86	4,595.78	14,220.73	16,926.00	19,503.04	18,172.00	
Program Support	8,000.00	8,160.00	8,295.83	8,489.00	8,489.04	8,739.00	<ul style="list-style-type: none"> <li>Re-introduction of the Low Water Response Program as a mandatory program under the CA Act.</li> <li>No changes from current program; further cuts would jeopardize long-term data collection, and accountability. Data collected is used for development of mandatory strategies and programs.</li> <li>Operating reserve required to offset seasonal staff wages to assist with seasonal monitoring</li> <li>Release of 2023 Watershed Report Card</li> </ul>
Transfer to Reserve	0.00	6,577.77	0.00	0.00	0.00	0.00	
Amortization	7,521.24	7,521.24	1,658.76	1,659.00	1,658.76	1,659.00	<ul style="list-style-type: none"> <li>Re-introduction of the Low Water Response Program as a mandatory program under the CA Act.</li> <li>No changes from current program; further cuts would jeopardize long-term data collection, and accountability. Data collected is used for development of mandatory strategies and programs.</li> <li>Operating reserve required to offset seasonal staff wages to assist with seasonal monitoring</li> <li>Release of 2023 Watershed Report Card</li> </ul>
<b>Total Expenditures</b>	<b>152,470.29</b>	<b>123,088.71</b>	<b>123,481.57</b>	<b>139,524.00</b>	<b>143,876.41</b>	<b>147,936.00</b>	
<b>SURPLUS (DEFICIT)</b>	<b>2,722.75</b>	<b>11,885.69</b>	<b>3,109.47</b>	<b>0.00</b>	<b>2,684.76</b>	<b>0.00</b>	<ul style="list-style-type: none"> <li>Re-introduction of the Low Water Response Program as a mandatory program under the CA Act.</li> <li>No changes from current program; further cuts would jeopardize long-term data collection, and accountability. Data collected is used for development of mandatory strategies and programs.</li> <li>Operating reserve required to offset seasonal staff wages to assist with seasonal monitoring</li> <li>Release of 2023 Watershed Report Card</li> </ul>
Work in Progress - Capital		0.00	0.00	0.00	0.00	0.00	

## Budget 2023

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	Subwatershed Rehabilitation
<b>Department 116 Tree Planting</b>							<b>Summary</b>
<b>Revenue</b>							
Municipal Levy	115,354.00	115,567.00	115,567.00	118,000.00	118,000.03	124,808.00	To coordinate and implement forestry activities that maintain or improve the health of the Kettle Creek watershed.
OPG	25,000.00	23,812.50	50,000.00	0.00	0.00	0.00	
Employment Grants	12,292.76	28,357.04	0.00		0.00	500.00	<b>Standard Deliverables</b>
Landowner Share	14,085.75	7,287.50	20,421.20	11,000.00	21,649.06	14,500.00	To achieve the purpose of this program the Authority will carry out the following activities:
Sundry Revenue	79,960.67	43,104.74	73,688.46	82,337.00	109,492.78	74,629.00	
Transfer from Reserve	0.00		0.00	54,369.00	0.00	35,325.00	
<b>Total Revenues</b>	<b>246,693.18</b>	<b>218,128.78</b>	<b>259,676.66</b>	<b>265,706.00</b>	<b>249,141.87</b>	<b>249,762.00</b>	
<b>Expenditures</b>							
Wages & benefits	163,155.36	135,865.09	172,819.06	165,464.00	156,194.75	143,433.00	<ul style="list-style-type: none"> <li>Undertake a comprehensive tree planting program including the planting of large stock and seedling trees, over the counter sales, community plants and municipal/provincial partnerships (Greening Communities, Central Elgin Street Trees, Hwy 401 corridor etc.)</li> <li>Organize and lead the engagement of watershed residents, community groups and students in tree planting activities</li> <li>Promotion of tree planting through hosting and participating in tours, leading workshops, attending community events etc.</li> </ul>
Staff Training	2,254.51	107.10	2,482.17	500.00	546.03	1,095.00	
Travel & Expense	97.87	0.00	228.95	600.00	90.00	500.00	
Equipment Rental/Maintenance	1,559.41	814.08	1,607.81	3,967.00		3,633.00	
Transfer to Vehicle Reserve	11,220.00	11,220.00	11,444.04	11,673.00	11,673.00	13,424.00	
Materials & Supplies	6,722.84	3,208.94	5,084.63	5,100.00	5,454.95	5,355.00	
Tree Purchases (50K seedlings)	67,952.65	52,283.25	73,253.59	68,340.00	85,281.18	71,757.00	<b>Planned for 2023</b>
Printing & Publications	2,322.77	20.00	477.43	1,683.00	-47.49	1,767.00	<ul style="list-style-type: none"> <li>OPG contract for tree planting ended in 2022; additional funding partner required to ensure base program of 50,000 trees per year is maintained in future</li> <li>Determine increased opportunities for Forestry and Lands Technician to obtain fee for service contracts for invasive species control on private properties</li> <li>Fees increased to better reflect costs</li> <li>Operational reserves are used to maintain base tree planting program and staff wages</li> </ul>
Telephone	648.40	571.00	689.52	649.00	694.63	681.00	
Program Support	7,283.00	7,429.00	7,553.16	7,730.00	7,730.04	8,117.00	
Community Stewardship Projects	6,250.00	0.00	18,750.00		0.00	0.00	
Transfer to reserve	0.00	6,610.32	0.00	0.00	0.00	0.00	
Amortization	0.00	0.00	0.00	0.00	0.00	0.00	
<b>Total Expenditures</b>	<b>269,466.81</b>	<b>218,128.78</b>	<b>294,390.36</b>	<b>265,706.00</b>	<b>267,617.09</b>	<b>249,762.00</b>	
<b>SURPLUS (DEFICIT)</b>	<b>(22,773.63)</b>	<b>0.00</b>	<b>(34,713.70)</b>	<b>0.00</b>	<b>-18,475.22</b>	<b>0.00</b>	
Work in Progress - Capital				0			

# Budget 2023

100% Self-Funded	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023
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# Stewardship

## Department 117 Stewardship

## Summary

<b>Revenue</b>						
Municipal Levy	0.00	0.00	0.00	0.00	0.00	0.00
Sundry Revenue	132,089.51	142,940.89	229,649.98	95,000.00	181,226.91	163,705.00
Transfer from Reserve	2,954.36	3,500.00	0.00	12,000.00	4,453.43	12,000.00
Transfer from Wage Subsidy Reserve	0.00	9,688.09	0.00	11,023.00	0.00	12,000.00
<b>Total Revenues</b>	<b>135,043.87</b>	<b>156,128.98</b>	<b>229,649.98</b>	<b>118,023.00</b>	<b>185,680.34</b>	<b>187,705.00</b>
<b>Expenditures</b>						
Wages & benefits	20,942.08	21,501.82	28,397.02	24,732.00	23,556.47	25,784.00
Staff Training	30.00	0.00	40.00	0.00	127.99	0.00
Travel & Expense - Staff	0.00	0.00	0.00	0.00	0.00	0.00
Materials & Supplies	198.75	27.85	4,512.95	1,774.00	1,766.71	1,860.00
Transfer to Vehicle Reserve	750.00	750.00	750.00	750.00	750.00	750.00
Stewardship Projects - Elgin	83,881.23	66,852.51	73,941.09	75,000.00	40,358.19	75,000.00
Stewardship Projects - Kettle	23,458.33	63,400.70	65,489.40	12,000.00	39,279.69	13,221.00
Uniforms		357.94			172.23	
Printing and Publications	480.30	238.16	47.88	767.00	854.50	21,000.00
Program Support (internal)	3,000.00	3,000.00	3,000.00	3,000.00	3,000.00	3,090.00
Program Support (external)	0.00	0.00	52,208.03	0.00	50,389.28	47,000.00
Outreach and Education	2,303.18	0.00	0.00	0.00	0.00	0.00
Transfer to reserve	0.00	0.00	0.00	0.00	25,425.28	0.00
Amoritization	0.00	0.00	0.00	0.00	0.00	0.00
<b>Total Expenditures</b>	<b>135,043.87</b>	<b>156,128.98</b>	<b>228,386.37</b>	<b>118,023.00</b>	<b>185,680.34</b>	<b>187,705.00</b>
		0.00				
<b>SURPLUS (DEFICIT)</b>	<b>0.00</b>	<b>0.00</b>	<b>1,263.61</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

Work in Progress

To coordinate and implement stewardship and outreach activities that maintain or improve the health of the Kettle Creek watershed. This department is currently independent of municipal levy.

**Standard Deliverables**

To achieve the purpose of this program the Authority will carry out the following activities:

- Coordinate and lead the implementation of stewardship projects in partnership with member municipalities, public/private landowners and contractors
- Administration of the Elgin Clean Water Program on behalf of the four Elgin Conservation Authorities; Administration of the Kettle Creek Clean Water Initiative
- Organize and lead the engagement of watershed residents, community groups and students in stewardship activities and outdoor education
- Promotion of stewardship through hosting and participating in tours, leading workshops, attending community events etc.
- Coordination and implementation of the annual Carolinian Forest Festival
- Program and wages are 100% self-funded; no municipal levy contribution.

**Planned for 2023**

- Continue to enhance the Elgin Clean Water Program, Kettle Creek Clean Water Initiative and related programs to respond to local issues/needs
- Focus on and leverage funding sources and partnerships related to issues such as phosphorous loading in Lake Erie including a transfer payment agreement with OMAFRA through the COA program.
- Continuation of Kettle Creek Environmental Youth Corps and assistance with other community-led initiatives

# Budget 2023

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	<b>GIS and Data Management</b>
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## Department 118 GIS and Data Management

### Summary

#### Revenue

Municipal Levy	82,419.00	32,992.00	32,100.00	29,729.00	29,729.00	50,613.00
WiFi Services	0.00	0.00	0.00	3,000.00	0.00	0.00
Sundry Revenue	13,541.03	13,296.73	0.00	13,000.00	6,594.76	2,580.00
Transfer from Reserve	0.00	0.00	0.00	0.00	0.00	0.00
Transfer from Reserve (Capital)	0.00	0.00	0.00	8,000.00	0.00	26,000.00
<b>Total Revenues</b>	<b>95,960.03</b>	<b>46,288.73</b>	<b>32,100.00</b>	<b>53,729.00</b>	<b>36,323.76</b>	<b>79,193.00</b>

#### Expenditures

Wages & benefits	22,725.34				0.00	13,330.00
Staff Training	0.00	5,871.38	0.00	500.00	127.99	300.00
Software Licenses	937.32	2,560.20	3,272.07	4,000.00	1,869.70	4,161.00
Service Agreement	8,806.70	13,191.93	14,338.82	20,000.00	27,246.52	27,000.00
Equipment Rental/Maintenance	90.00	0.00	(28.15)	1,000.00	1,215.69	500.00
Transfer to Vehicle Reserve	750.00	0.00	0.00	0.00		864.00
Materials & Supplies	240.02	0.00	2,054.69	510.00	163.22	250.00
Telephone	418.32	257.00	174.62	0.00	376.51	250.00
Insurance	3,079.76	3,055.72	1,149.28	3,147.00	972.00	1,050.00
Program Support (internal)	1,561.00	750.00	762.50	765.00	765.00	788.00
Transfer to reserve	0.00	0.00	0.00			
Amoritzation	13,822.80	14,415.24	15,806.52	15,807.00	15,806.52	4,700.00
<b>Total Expenditures</b>	<b>52,431.26</b>	<b>40,101.47</b>	<b>37,530.35</b>	<b>45,729.00</b>	<b>48,543.15</b>	<b>53,193.00</b>

#### SURPLUS (DEFICIT)

	43,528.77	6,187.26	(5,430.35)	8,000.00	-12,219.39	26,000.00
<b>Work In Progress</b>				8,000.00		26,000.00

Computers

Computers

To develop and maintain the Authority's spatial data infrastructure (SDI) and information technology (IT), which supports internal operations and knowledge transfer of Authority's programs, services, and watershed health to the community.

#### Standard Deliverables

To achieve the purpose of this program the Authority will carry out the following activities:

- Will expore shared service agreement with the Municipality of Central Elgin to ensure that basic datasets are maintained including but not limited to hydrology, wetlands, forestry and stewardship activities.
- Develop and maintain a metadata strategy for the Authority.
- Work with outside IT service provider to maintain entire IT infrastructure and internet services.

#### Planned for 2023

- Continue to investigate introduction of WiFi fee for service in campgrounds may result in some revenue generation. Project was deferred due to the Pandemic.
- Ensure KCCA's current Capital Managemen Porgram meets requirements of the CA Act
- GIS improvements including on-line mapping services through outside service provider fully implemented.
- Continue to embrace emerging technology to streamline operations, enhance business delivery and improve internal operations.

#### Capital Expenditures

Full server replacement required and computer replacement to bring hardware into compliance.

**Computers/Server**

**\$26,000**

# Budget 2023

100% Self-Funded	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	Lake Whittaker Conservation Area
<b>Department 200 Lake Whittaker</b>							<b>Summary</b>
Municipal Levy	0.00	0.00	0.00	0.00	0.00	0.00	<p>To ensure the protection and management of Authority owned lands to support a healthy watershed, and to provide outdoor recreation opportunities. <b><u>This department is currently independent of municipal levy.</u></b></p> <p><b>Standard Deliverables</b> To achieve the purpose of this program the Authority will carry out the following activities:</p> <ul style="list-style-type: none"> <li>Maintain and operate the Lake Whittaker Conservation Area including the 26-acre (11 hectare) spring-fed lake and 214 camp sites.</li> <li>To maintain the campground independent of municipal levy and capable of revenue generation for reinvestment in the Authority's programs and services.</li> <li>Campgrounds currently operate completely independent of municipal levy and generate, on average \$46,000 per year which is invested back into capital infrastructure and KCCA's core programs and services.</li> </ul> <p><b>Planned for 2023</b></p> <ul style="list-style-type: none"> <li>Ensure staffing capacity to respond to the increase in campground and day-use visitation and property management; salaries adjusted to meet 2022 Salary and Pay Equity Review and OMERS requirements</li> <li>Staff to explore revenue generating options for interim uses of a portion of unused lands.</li> <li>Ensure conservation area infrastructure investment and renewal through update and maintenance of five-year capital asset management plan.</li> </ul> <p><b>Capital Expenditures</b> Pooled Assets (roads/signs/tables)                      \$5,000</p>
Employment Grant	18,212.27	73,574.08	20,998.44	8,000.00	12,435.00	13,000.00	
Campground Fees	340,644.56	200,430.48	339,704.03	362,186.00	413,304.29	400,428.00	
Day Use Fees	22,411.80	14,646.47	18,026.54	25,502.00	24,247.79	25,502.00	
Store Sales	36,780.05	11,834.35	19,762.38	30,293.00	25,961.05	25,293.00	
Administration Fees	16,329.09	13,769.68	19,595.05	16,974.00	21,571.69	21,000.00	
Sundry Revenue	2,652.17	(1,344.93)	628.50	3,296.00	1,138.64	12,481.00	
Visitor Services Revenue	4,634.21	1,275.00	1,750.00	1,000.00	0.00	1,000.00	
Transfer from Campground Reserve	0.00	0.00	0.00		0.00	6,000.00	
Transfer from Wage Subsidy Reserve			0.00		0.00		
Transfer from Capital Reserves			0.00	57,500.00	0.00	5,000.00	
<b>Total Revenues</b>	<b>441,664.15</b>	<b>314,185.13</b>	<b>420,464.94</b>	<b>504,751.00</b>	<b>498,658.46</b>	<b>509,704.00</b>	
<b>Expenditures</b>							
Wages & benefits	185,363.07	127,594.10	181,367.11	215,965.00	286,265.94	251,375.00	
Staff Training	901.38	120.00	695.51	1,020.00	1,654.64	1,600.00	
Equipment Rental/Maintenance	7,225.01	4,176.82	9,671.93	9,604.00	4,673.97	8,500.00	
Transfer to Vehicle Reserve	4,896.00	4,896.00	3,462.00	5,043.00	5,043.00	6,520.00	
Office Supplies	1,268.05	407.14	306.25	1,040.00	1,317.08	1,061.00	
Materials & Supplies	1,977.67	2,742.87	3,934.58	2,166.00	2,451.09	2,209.00	
Uniforms	1,195.49	766.34	531.46	1,040.00	1,341.45	1,300.00	
Store Supplies	19,838.49	8,981.63	11,634.62	16,320.00	16,415.37	17,000.00	
Printing & Publications	3,039.17	1,892.50	1,550.00	3,366.00	2,759.07	3,400.00	
Telephone	3,914.94	4,435.37	3,345.12	3,464.00	3,727.62	3,800.00	
Service Agreement	16,255.51	15,244.02	18,651.24	15,606.00	19,566.00	20,000.00	
Utilities	30,672.31	20,597.60	30,248.32	30,000.00	35,307.58	35,000.00	
Cleaning Supplies	3,133.33	4,157.48	3,544.93	6,120.00	5,828.94	6,242.00	
Garbage Expense	4,079.60	2,098.44	2,682.95	4,245.00	4,679.34	4,330.00	
Septic System Maintenance	6,440.00	5,492.90	7,500.00	8,364.00	8,640.00	8,531.00	
Building Maintenance	8,354.39	5,823.08	7,115.05	6,000.00	30,995.50	6,120.00	
Roads Maintenance	2,677.44	483.00	2,193.62	4,769.00	3,452.95	4,000.00	
Grounds maintenance	5,850.94	5,154.21	10,968.81	6,124.00	11,695.71	12,246.00	
Pool Maintenance	11,548.23	4,207.71	6,007.15	6,000.00	9,319.72	9,000.00	
Habitat and Trails	1,922.85	2,915.94	225.00	1,500.00	1,659.96	1,500.00	
Audit & Legal	0.00	0.00	0.00	0.00	0.00	0.00	
Bank Charges	6,387.08	6,199.77	8,168.34	8,000.00	7,122.40	8,160.00	
Insurance	10,327.65	11,990.04	14,315.34	15,870.00	18,151.87	19,593.00	
Property Taxes	3,830.50	1,600.27	1,312.20	2,000.00	1,034.43	1,500.00	
Visitor Services	3,663.90	80.40	1,095.00	0.00	0.00	0.00	
Water Testing Services	2,547.00	1,979.00	2,362.00	2,601.00	3,428.00	3,500.00	
Program Support	9,364.00	9,551.00	9,710.18	10,587.00	10,587.00	10,905.00	
Over/Short	1.54	1.20	0.50	0.00	0.00	0.00	
Loss on sale of vehicle	0.00	0.00	0.00	0.00	0.00	0.00	
Transfer to reserve	45,332.44	53,633.05	9,398.12	16,686.00	(42,211.09)	3,098.00	
Amortization	31,814.88	35,738.28	36,363.24	43,751.00	43,750.92	54,214.00	
<b>Total Expenditures</b>	<b>433,822.86</b>	<b>342,960.16</b>	<b>388,360.57</b>	<b>447,251.00</b>	<b>498,658.46</b>	<b>504,704.00</b>	
<b>SURPLUS (DEFICIT)</b>	<b>7,841.29</b>	<b>(28,775.03)</b>	<b>32,104.37</b>	<b>57,500.00</b>	<b>0.00</b>	<b>5,000.00</b>	
<b>Work In Progress</b>				57,500.00		5,000.00	
				Pooled/ 5,000 Washroom/17500 Property/18000		Pooled/ 5,000	

# Budget 2023

100% Self-Funded	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	Dalewood Conservation Area
<b>Department 250 Dalewood</b>							<b>Summary</b>
<b>Revenues</b>							
Municipal Levy	0.00	0.00	0.00	0.00	0.00	0.00	To ensure the protection and management of Authority owned lands to support a healthy watershed, and to provide outdoor recreation opportunities. <b>This department is currently independent of municipal levy.</b>  <b>Standard Deliverables</b> To achieve the purpose of this program the Authority will carry out the following activities: <ul style="list-style-type: none"> <li>Maintain and operate the Dalewood Conservation Area including 200 camp sites and a 8.2 kilometre trail surrounding the Dalewood Reservoir.</li> <li>To maintain the campground independent of municipal levy and capable of revenue generation for reinvestment in the Authority's programs and services.</li> <li>Campgrounds currently operate completely independent of municipal levy and generate, on average \$46,000 per year which is invested back into capital infrastructure and KCCA's core programs and services.</li> </ul> <b>Planned for 2023</b> <ul style="list-style-type: none"> <li>Ensure staffing capacity to respond to the increase in campground and day-use visitation and property management; salaries adjusted to meet 2022 Salary and Pay Equity Review and OMERS requirements</li> <li>Ensure conservation area infrastructure investment and renewal through update and maintenance of five-year capital asset management plan.</li> </ul> <b>Capital Expenditures</b> Pooled Assets (roads/signs/tables)                      \$5,000
Employment Grant	18,212.26	73,509.61	20,998.43	8,000.00	12,435.00	8,000.00	
Campground Revenue	277,606.03	154,844.62	283,059.51	315,682.00	373,696.30	363,000.00	
Day Use Fees	6,965.49	3,832.01	6,390.33	9,455.00	8,628.33	8,000.00	
Store Sales	22,193.87	6,269.48	13,597.80	18,496.00	19,050.89	18,000.00	
Administration Fees	8,749.76	7,150.84	10,407.08	9,003.00	13,879.65	13,000.00	
Sundry Revenue	5,224.10	1.60	548.90	5,025.00	8,948.20	500.00	
Hydro Deposits	15,105.48	11,864.76	25,645.89	17,500.00	21,326.02	28,320.00	
Visitor Services	2,308.40	1,275.00	1,750.00	991.00	0.00	500.00	
Transfer from Campground Reserve	3,705.68	0.00	0.00		0.00	6,000.00	
Transfer from Wage Subsidy Reserve			0.00		0.00		
Transfer from Capital Reserves			0.00	22,500.00	0.00	5,000.00	
<b>Total Revenues</b>	<b>360,071.07</b>	<b>258,747.92</b>	<b>362,397.94</b>	<b>406,652.00</b>	<b>457,964.39</b>	<b>450,320.00</b>	
<b>Expenditures</b>							
Wages & benefits	190,110.93	119,623.69	183,620.84	198,045.00	272,644.03	240,770.00	
Staff Training	434.45	120.00	893.99	1,224.00	2,021.40	1,248.00	
Equipment Rental/Maintenance	6,652.50	2,011.32	6,133.40	5,464.00	3,642.12	4,000.00	
Transfer to Vehicle Reserve	4,896.00	4,896.00	3,369.00	3,470.00	3,470.04	5,786.00	
Office Supplies	910.37	357.45	163.63	936.00	257.55	600.00	
Materials & Supplies	1,072.31	2,304.52	3,042.01	1,253.00	1,396.10	1,500.00	
Uniforms	496.28	551.37	668.26	624.00	861.43	800.00	
Store Supplies	12,316.11	5,385.51	6,025.36	6,763.00	13,094.47	7,000.00	
Printing & Publications	3,056.16	1,292.50	1,210.00	3,366.00	2,110.26	3,000.00	
Telephone	2,494.70	3,449.49	3,472.22	3,604.00	2,846.35	3,200.00	
Service Agreement	8,745.51	8,094.03	10,121.24	8,874.00	11,877.00	9,051.00	
Utilities	36,588.11	27,645.41	38,430.80	34,000.00	44,939.26	45,000.00	
Cleaning Supplies	3,220.59	3,907.42	2,854.76	3,183.00	2,536.14	3,000.00	
Garbage Expense	3,803.51	1,517.25	3,586.31	3,183.00	3,100.95	3,300.00	
Septic System Maintenance	11,760.00	4,845.00	9,900.00	12,000.00	13,120.00	13,500.00	
Building Maintenance	4,772.38	1,629.20	4,850.58	5,520.00	8,080.73	5,686.00	
Roads Maintenance	2,145.03	0.00	2,233.30	3,878.00	5,356.91	4,000.00	
Grounds maintenance	4,374.58	6,034.78	11,887.06	5,330.00	11,875.63	11,490.00	
Pool Maintenance	5,916.32	4,611.46	7,232.09	7,000.00	10,113.79	10,000.00	
General Expenses	0.00	0.00	0.00	0.00	0.00	0.00	
Habitat and Trails	1,664.84	681.71	702.29	1,500.00	0.00	1,000.00	
Bank Charges	5,436.07	4,229.31	8,162.17	4,969.00	5,898.36	6,000.00	
Insurance	9,877.95	11,990.04	13,146.25	14,574.00	16,560.11	17,885.00	
Property Taxes	608.92	621.56	1,694.16	663.00	847.09	900.00	
Visitor Services	2,233.45	80.40	1,095.00	0.00	137.91	0.00	
Program Support	9,364.00	9,551.00	9,710.18	10,587.00	10,587.00	10,905.00	
Over/Short	(26.40)	9.00	10.00	0.00	0.00	0.00	
Transfer to reserve	0.00	54,489.37	0.00	12,278.00	(49,453.41)	2,854.00	
Loss on sale	0.00	0.00	0.00	0.00	0.00	0.00	
Amortization	27,146.40	28,474.20	28,301.40	31,864.00	31,864.44	32,845.00	
<b>Total Expenditures</b>	<b>360,071.07</b>	<b>308,402.99</b>	<b>362,516.30</b>	<b>384,152.00</b>	<b>429,785.66</b>	<b>445,320.00</b>	
<b>SURPLUS (DEFICIT)</b>	<b>0.00</b>	<b>-49,655.07</b>	<b>-118.36</b>	<b>22,500.00</b>	<b>28,178.73</b>	<b>5,000.00</b>	
<b>Work In Progress</b>				22,500.00		5,000.00	
				Pooled/ 5,000 Washroom/17500		Pooled/ 5,000 Sites/30,000	

# Budget 2023

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	Significant Areas				
<b>Department 300 Environmentally Significant Areas</b>							<b>Summary</b>				
<b>Revenue</b>											
Municipal Levy	148,371.00	152,340.00	154,632.00	162,709.00	162,708.04	181,570.00	<p>To ensure the protection and management of Authority owned lands to support a healthy watershed, and to provide outdoor recreation opportunities.</p> <p><b>Standard Deliverables</b> To achieve the purpose of this program the Authority will carry out the following activities:</p> <ul style="list-style-type: none"> <li>Operate the Dan Patterson, Kirk Cousins and Union Pond Conservation Day Use Areas for passive outdoor recreational activities.</li> <li>Maintain 25 km of natural surface walking/hiking trails.</li> <li>Ensure the proper stewardship and management of the 500 acres of land owned by the Authority.</li> </ul> <p><b>Planned for 2023</b></p> <ul style="list-style-type: none"> <li>Continue to enhance and undertake projects to increase public safety on Authority owned lands by improving signage, increasing trail access through trail improvements and parking lot upgradess</li> <li>Utilizing seasonal staff for trail maintenance and upkeep</li> <li>Administrative support required to implement CA Act requirements for Land Inventories and Management Plans.</li> <li>Invasive species management and control prioritization on CA lands underway.</li> </ul> <p><b>Capital Expenditures</b></p> <table> <tr> <td>Bucke Barn Repair</td> <td>\$18,000</td> </tr> <tr> <td>Conservation Area Refurbishment</td> <td>\$20,000</td> </tr> </table>	Bucke Barn Repair	\$18,000	Conservation Area Refurbishment	\$20,000
Bucke Barn Repair	\$18,000										
Conservation Area Refurbishment	\$20,000										
Peacekeeper Park	5,870.67	5,601.73	1,312.17	0.00	0.00	0.00					
Provincial Grant				0.00	0.00						
Employment Grant	0.00	10,816.79	8,215.31	2,970.00	7,789.50	3,029.00					
Day Use Fees	3,707.99	0.00	0.00	4,500.00	2,134.21	5,238.00					
Sundry Revenue	4,609.12	1,822.77	22,407.75	21,443.00	147,422.61	25,711.00					
Administration Fees					227.37	272.00					
Transfer from Wage		0.00	0.00	13,593.00		29,380.00					
Transfer from Operating Reserve		0.00	0.00	30,000.00							
Transfer from Reserve (Capital)	0.00	0.00	0.00			38,000.00					
<b>Total Revenues</b>	<b>162,558.78</b>	<b>170,581.29</b>	<b>186,567.23</b>	<b>235,215.00</b>	<b>320,281.73</b>	<b>283,200.00</b>					
<b>Expenditures</b>											
Wages & benefits	93,301.05	100,473.50	113,621.11	133,062.00	144,601.06	159,448.00					
Staff Training	0.00	120.00	62.88	200.00	265.57	200.00					
Equipment Rental/Maintenance	3,892.65	2,350.34	1,001.95	3,000.00	8,063.46	2,000.00					
Transfer to Vehicle Reserve	10,608.00	10,608.00	9,567.96	10,000.00	9,999.96	12,000.00					
Gasoline and Fuel	2,602.98	1,155.88	2,846.70	2,018.00	3,401.96	3,500.00					
Materials & Supplies	760.35	417.04	16,053.48	800.00	2,464.05	1,000.00					
Uniforms	323.07	0.00	179.99	400.00	391.93	400.00					
Telephone	291.32	262.54	286.24	300.00	1,103.93	400.00					
Utilities	5,031.14	4,347.44	5,864.75	5,000.00	5,435.84	5,500.00					
Cleaning Supplies	268.16	2,219.94	5,778.95	1,500.00	906.70	1,000.00					
Garbage Expense	1,806.74	1,111.07	2,073.20	1,465.00	2,192.39	2,200.00					
Building Maintenance	2,307.29	228.55	784.69	1,000.00	4,374.41	1,500.00					
Roads Maintenance	0.00	0.00	0.00	500.00	0.00	500.00					
Grounds maintenance	1,070.12	181.12	422.50	1,000.00	1,917.85	1,174.00					
General Expense	0.00	0.00	0.00	30,000.00	0.00	0.00					
Habitat and Trails	5,969.40	927.82	5,930.31	6,100.00	8,335.42	6,000.00					
Audit & Legal	0.00	0.00	0.00	0.00	1,976.60	0.00					
Insurance	7,382.57	7,993.36	9,543.56	10,580.00	12,024.64	13,000.00					
Property Taxes	4,350.71	5,935.42	8,327.37	6,000.00	5,926.43	6,900.00					
Printing and Publications	0.00	0.00	0.00	300.00	200.00	300.00					
Program Support	8,323.00	8,489.00	8,630.67	8,600.00	8,600.04	8,772.00					
Transfer to Reserve	0.00	0.00	0.00	0.00	78,000.00	0.00					
Amortization	8,018.40	7,585.80	9,417.72	13,390.00	13,390.08	19,406.00					
<b>Total Expenditures</b>	<b>156,306.95</b>	<b>154,406.82</b>	<b>200,394.03</b>	<b>235,215.00</b>	<b>313,572.32</b>	<b>245,200.00</b>					
<b>SURPLUS (DEFICIT)</b>	<b>6,251.83</b>	<b>16,174.47</b>	<b>(13,826.80)</b>	<b>0.00</b>	<b>6,709.41</b>	<b>38,000.00</b>					
<b>Work In Progress</b>				-		38,000.00					



**Budget 2023**

**Other Conservation Areas**

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	
<b>Department 301 Other Conservation Areas</b>							<b>Summary</b>
<b>Revenue</b>							
Municipal Levy	8,555.00	9,097.00	8,826.00	7,601.00	7,601.01	8,000.00	
Provincial Grant	0.00	0.00	0.00	0.00	0.00	0.00	
Sundry Revenue	21,213.44	18,723.93	0.00	26,334.00	28,473.25	26,506.00	
Employment Grant	2,420.41	507.36	19,558.93				
Transfer from Wage Reserve			0.00				
<b>Total Revenues</b>	<b>32,188.85</b>	<b>28,328.29</b>	<b>28,384.93</b>	<b>33,935.00</b>	<b>36,074.26</b>	<b>34,506.00</b>	
<b>Expenditures</b>							
Wages & benefits	25,553.46	19,027.32	29,193.55	26,354.00	27,636.42	25,828.00	
Transfer to Vehicle Reserve	1,040.00	1,040.00	1,061.04	1,061.00	1,061.04	1,220.00	
Materials & Supplies	1,489.05	0.00	18.29	2,095.00	1,744.67	1,800.00	
Garbage Expense	963.30	187.62	1,394.22	600.00	1,510.49	1,600.00	
Septic System Maintenance	691.98	162.82	0.00	800.00	864.33	1,000.00	
Grounds maintenance	496.40	705.25	547.52	800.00	437.05	816.00	
Program Support	526.00	537.00	546.17	559.00	558.96	576.00	
Amoritization	1,665.72	1,665.72	1,665.72	1,666.00	1,665.72	1,666.00	
<b>Total Expenditures</b>	<b>32,425.91</b>	<b>23,325.73</b>	<b>34,426.51</b>	<b>33,935.00</b>	<b>35,478.68</b>	<b>34,506.00</b>	
<b>SURPLUS (DEFICIT)</b>	<b>(237.06)</b>	<b>5,002.56</b>	<b>(6,041.58)</b>	<b>0.00</b>	<b>595.58</b>	<b>0.00</b>	
<b>Work In Progress</b>				0.00			

To ensure the protection and management of Authority owned lands to support a healthy watershed, and to provide outdoor recreation opportunities.

**Standard Deliverables**

To achieve the purpose of this program the Authority will carry out the following activities:

- In cooperation with the Municipality of Central Elgin and the City of St. Thomas operate/maintain the Kettle Creek off-leash dog park

<b>Budget 2023</b>						
100% Self-Funded	Actual 2019	Actual 2020	Budget 2021	Actual 2021	Budget 2022	<b>Children's Water Festival</b>
<b>Department 302 Children's Water Festival</b>						

<u>Revenue</u>					
Municipal Levy	-	-	-	-	-
Sundry Revenue		-	57,500.00	-	
School Fees		-	25,000.00	-	
Transfer from Reserve		-	-	-	
<u>Total Revenues</u>	<u>-</u>	<u>-</u>	<u>82,500.00</u>	<u>-</u>	<u>-</u>
<u>Expenditures</u>					
Wages & benefits		-	20,000.00		
Materials and Supplies		-	6,000.00		
General Expenses		-	15,000.00		
Printing and Publications		-	1,500.00		
Transportation and Site Logistics		-	40,000.00		
Transfer to reserve		-	-	-	
<u>Total Expenditures</u>	<u>-</u>	<u>-</u>	<u>82,500.00</u>	<u>-</u>	<u>-</u>
<b><u>SURPLUS (DEFICIT)</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>	<b><u>-</u></b>

The St. Thomas-Elgin Children's Water Festival is held annually in one of Oxford, Elgin or Middlesex Counties. KCCA will be hosting the event in 2024. The event is run independent of municipal levy and is scaled based to fundraising success.

**Budget 2023**

**Vehicle Operations**

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	
<b>Department 310 Vehicle Operations</b>						<b>Summary</b>	
<b>Revenue</b>							
Municipal Levy	0.00	0.00	0.00	0.00		0.00	To ensure the maintenance and service of the Authority fleet of vehicles (7) including implementation of a vehicle replacement policy that looks at mileage, and use, not just asset life expectancy.
Transfer from Vehicle Reserve	62,660.00	61,909.96	56,064.00	60,039.00	60,039.00	72,843.00	
Sundry Revenue	123.24	843.43	1,641.75	0.00	157.21		
Gain on Sale	0.00	3,000.00	0.00	0.00	0.00	0.00	
Transfer from Reserve	0.00	0.00	0.00	8,000.00	0.00	50,000.00	
<b>Total Revenues</b>	<b>62,783.24</b>	<b>65,753.39</b>	<b>57,705.75</b>	<b>68,039.00</b>	<b>60,196.21</b>	<b>122,843.00</b>	
<b>Expenditures</b>							
Equipment Rental/Maintenance	8,283.87	8,256.01	13,447.01	11,000.00	19,105.74	12,000.00	<b>Capital Expenditures</b> Truck \$50,000
Gasoline & Fuel	24,612.83	19,064.45	25,566.88	27,378.00	34,429.46	38,000.00	
Licenses	1,558.57	194.38	1,968.00	1,600.00	265.25	1,875.00	
Materials & Supplies	238.12	221.06	124.52	1,000.00	107.65	502.00	
Insurance	4,270.29	4,696.10	5,588.17	6,195.00	7,075.74	7,600.00	
Loss on Sale/Disposal	0.00	0.00	0.00	0.00	0.00	0.00	
Transfer to Reserve	0.00	0.00	0.00	0.00	0.00	0.00	
Amortization	14,642.40	13,171.20	12,866.40	12,866.00	12,866.40	12,866.00	
<b>Total Expenditures</b>	<b>53,606.08</b>	<b>45,603.20</b>	<b>59,560.98</b>	<b>60,039.00</b>	<b>73,850.24</b>	<b>72,843.00</b>	
<b>SURPLUS (DEFICIT)</b>	<b>9,177.16</b>	<b>20,150.19</b>	<b>(1,855.23)</b>	<b>8,000.00</b>	<b>-13,654.03</b>	<b>50,000.00</b>	
<b>Work In Progress - Capital</b>				8,000.00		50,000.00	
				Trailers		Truck	

**Budget 2023**

100% Self-Funded	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	Carolinian Forest Festival
Department 360 Carolinian Forest Festival							Summary
<b>Revenue</b>							KCCA Staff lead in the organization of the Carolinian Forest Festival, an annual festival to provide a unique opportunity for students in grades 6 and 7 to learn about the Carolinian Life Zone through interactive learning. Staff anticipate an in person Festival in 2023.
Municipal Levy	0.00	0.00	0.00	0.00	0.00	0.00	
TD FOE	4,000.00	0.00	0.00			0.00	
CFWIP	0.00	0.00	0.00	0.00		0.00	
Species at Risk SF	0.00	0.00	0.00	0.00		0.00	
Sundry Revenue	21,539.29	6,217.12	5,999.99	30,102.00	44,658.82	30,145.00	
School Fees	16,672.00	0.00	0.00	11,133.00		12,347.00	
Transfer from Reserve	608.74	0.00	0.00	0.00		0.00	
<b>Total Revenues</b>	<b>42,820.03</b>	<b>6,217.12</b>	<b>5,999.99</b>	<b>41,235.00</b>	<b>44,658.82</b>	<b>42,492.00</b>	
<b>Expenditures</b>							
Wages & benefits	11,000.00	6,000.00	5,987.00	10,978.00	11,000.00	11,455.00	
Materials and Supplies	5,306.78	0.00	0.00	5,681.00	11,545.16	5,833.00	
Printing & Publications	667.64	0.00	12.99	264.00	1,887.75	405.00	
General Exenses	7,302.07	0.00	0.00	8,081.00		8,243.00	
Transportation	18,543.54	0.00	0.00	16,231.00	19,019.32	16,556.00	
Transfer to reserve	0.00	0.00		0.00	1,206.50	0.00	
<b>Total Expenditures</b>	<b>42,820.03</b>	<b>6,000.00</b>	<b>5,999.99</b>	<b>41,235.00</b>	<b>44,658.73</b>	<b>42,492.00</b>	
<b>SURPLUS (DEFICIT)</b>	<b>0.00</b>	<b>217.12</b>	<b>0.00</b>	<b>0.00</b>	<b>0.09</b>	<b>0.00</b>	

# Budget 2023

	Actual 2019	Actual 2020	Actual 2021	Budget 2022	Actual 2022	Budget 2023	Fundraising
<b>Department 400 Volunteerism and Fundraising</b>							<b>Summary</b>
<b>Revenue</b>							
Municipal Levy	21,802.00	22,672.00	22,322.00	22,419.00	22,419.01	21,343.00	<b>Total Anticipated Capital Projects: \$124,000</b>
Provincial Grant	0.00	0.00	0.00	0.00		0.00	<b>Anticipated Operating Reserve Contributions:</b>
Employment Grant	0.00	336.21	0.00	0.00		0.00	<b>\$179,587</b>
Sundry Revenue	26.24	30.16	0.00	0.00		0.00	<u>Water management</u> \$74,882
Donations	65,415.31	221,940.46	46,192.27	0.00	679,938.46	0.00	Support wages for seasonal staff related to environmental monitoring and \$50,000 to support a watershed-wide flood forecasting model.
Transfer from Reserve	7,268.78	0.00	0.00	427,199.00		303,587.00	
<b>Total Revenues</b>	<b>94,512.33</b>	<b>244,978.83</b>	<b>68,514.27</b>	<b>449,618.00</b>	<b>702,357.47</b>	<b>324,930.00</b>	
<b>Expenditures</b>							
Wages & benefits	18,915.30	21,267.08	21,013.74	5,518.00	3,990.55	3,935.00	<u>Stewardship Reserve</u> \$12,000 To support the Kettle Creek Clean Water Initiative stewardship projects.
Transfer to Reserve	0.00	0.00	0.00	0.00	437,947.79	0.00	
Program Support	2,500.00	2,550.00	2,592.50	16,901.00	16,900.92	17,408.00	<u>Subwatershed Reserve</u> \$17,663 Support to maintain a base tree planting program.
Transfer to 100	0.00	0.00	0.00	20,000.00		0.00	
Transfer to 110	0.00	0.00	0.00	50,000.00		65,125.00	<u>Legal Reserve</u> \$4,000 Anticipated legal expenses with regard to compliance related matters of the Authority's Section 28 regulation.
Transfer to 111	0.00	0.00		128,000.00	17,000.00	0.00	
Transfer to 112	450.00	450.00		0.00	3,000.00	0.00	
Transfer to 113	0.00	0.00		0.00		0.00	
Transfer to 114	0.00	0.00		4,000.00		4,000.00	
Transfer to 115	15,000.00	0.00		8,214.00		9,757.00	<u>Wage Subsidy Reserve</u> \$59,043 Support wages in Administration, Stewardship, Forestry, Significant Areas and Campgrounds to sustain operations.
Transfer to 116	1,100.00	157.70	2,969.47	54,369.00	40,050.06	35,325.00	
Transfer to 118	0.00	0.00		8,000.00		26,000.00	
Transfer to 200	1,467.00	1,276.50	101.50	57,500.00		11,000.00	
Transfer to 250	3,731.68	1,299.16	20.50	22,500.00		11,000.00	<u>Operating Reserve</u> \$12,000 Campground lift arm improvements.
Transfer to 300	2,372.31	155,057.10	1,244.76	43,593.00	53,935.71	67,380.00	
Transfer to 117	42,954.36	40,000.00	41,000.00	23,023.00	124,654.90	24,000.00	
Transfer to 310	0.00	0.00	0.00	8,000.00		50,000.00	
Transfer to 360	4,608.74	9,500.00	0.00	-	4,350.00	-	
Transfer to 301	0.00	0.00	0.00	-		-	
Transfer to 302	0.00	14,000.00	0.00	-		-	
Transfer to Deferred Project	1,000.00	0.00	0.00	-		-	
<b>Total Expenditures</b>	<b>94,099.39</b>	<b>245,557.54</b>	<b>68,942.47</b>	<b>449,618.00</b>	<b>701,829.93</b>	<b>324,930.00</b>	
<b>SURPLUS (DEFICIT)</b>	<b>412.94</b>	<b>(578.71)</b>	<b>(428.20)</b>	<b>0.00</b>	<b>527.54</b>	<b>0.00</b>	