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April 6, 2023

Town of Amherstburg
Town of Essex
Town of Kingsville
Town of LaSalle
Municipality of Leamington
Municipality of Lakeshore
Township of Pelee
Town of Tecumseh
City of Windsor

Attention: Municipal Council Clerks (for distribution)

**RE: ESSEX REGION CONSERVATION AUTHORITY 2023 DRAFT BUDGET
30 DAY NOTICE TO MEMBER MUNICIPALITIES**

Please find attached the 2023 Draft Budget for the Essex Region Conservation Authority (ERCA). We do not anticipate that there will be changes to this document and the Budget is being presented to the ERCA Board of Directors at the regular meeting on April 13, 2023. Should Administration receive further direction from the Board, revised materials will be circulated at the earliest opportunity.

Ontario Regulation 139/96 requires that participating municipalities receive a minimum a 30-day notice for which a meeting where a weighted and recorded vote will be taken, respecting non-matching levies. The weighted vote will take place on Wednesday, May 10, 2023, at a meeting of the ERCA Board of Directors.

Should you have any questions regarding this 2023 Draft Budget, please feel free to contact Mr. Tim Byrne, tbyrne@erca.org or by phone 519-776-5209 ext. 350.

Thank you,

Tim Byrne
CAO/Secretary-Treasurer

Shelley McMullen
CFO/Director, Finance and Corporate Services

Attachments: ERCA 2023 Draft Budget, Discussion & Analysis



Essex Region Conservation Authority

Board of Directors

BD12/23

From: Shelley McMullen, CFO/Director of Finance & Corporate Services

Date: Monday, April 3, 2023

Subject: 2023 Draft Budget Approval

Compliance Action: [Conservation Authorities Act, R.S.O. 1990, c. C.27](#)
[Regulation 686/21 Mandatory Programs and Services](#)

Recommendation: THAT the 2023 Draft Budget: Details, Discussion & Analysis be received for Members' review and approval; and further,

THAT the Board of Directors support a 6.4% increase in levy (\$227,932) as recommended by the Finance and Audit Advisory Board (Resolution FAAB 02/23); and further,

THAT Administration circulate the 2023 Draft Budget: Details, Discussion & Analysis inclusive of the Appendices, as attached herein, to member municipalities for review; and further,

THAT Administration provide notice under the Conservation Authorities Act of a weighted vote, in accordance with Ontario Regulation 139/96, regarding the 2023 Draft Budget, at the Board of Directors Meeting on May 10, 2023.

Recommendation: THAT Administration update the 2013 Asset Management Plan; and report back to the FAAB for review and consideration.

Background:

Conservation authorities carry out mandatory programs that serve provincial and municipal interests, including:

- natural hazard management/risk mitigation and protection
- flood and erosion control
- management of conservation authority owned land
- drinking water source protection (under the Clean Water Act)
- surface water and groundwater monitoring programs

They also provide advice to municipalities on natural hazard management, planning matters and regulate impacts of development and activities in hazardous lands, (such as floodplains, shorelines or wetlands) natural hazards, and public safety through a permitting process.

Administration has prepared a comprehensive budget document, which forms an integral part of this report, and includes the detailed 2023 draft budget, management's discussion and extensive analysis. The Authority delivers its programs through five service delivery areas, which are also further refined into sub-units and details regarding service-delivery-area budgets and operations, is included in the document, Budget 2023: Details, Discussion & Analysis (**Attachment 1**).

Administration supports the Province's mandate to improve consistency and transparency of the programs and services that conservation authorities deliver, and the budget document responds to that objective.

Executive Summary & Highlights:

- Building on the 2022 Budget content and presentation, Administration has further refined its 2023 budget document and presentation of 2023 projected financial activities, reflecting the construct for the disclosure of mandatory and non-mandatory programs and services, including funding sources, as required by the [Conservation Authorities Act](#) and [Ontario Regulation 686/21: Mandatory Programs and Services](#).
- While the new funding model is not in force until January 1, 2024, Administration is providing 2023 budget information based on the draft segregation of its activities into mandatory and non-mandatory services to facilitate municipal discussions regarding apportionment (funding) agreements for non-mandatory programs and services.
- The significant difference between the program and service inventory, as outlined in the 2022 budget document, is that the financial activities, relating to the John R. Park Homestead Museum, are now included as non-mandatory, due to direction and feedback, provided by the Province, specifically the Ministry of the Environment, Conservation and Parks (MECP). Expenses specific to maintenance of the lands and trails are now included in mandatory conservation of lands. This resulted in re-categorizing ~\$151k of levy that was identified as mandatory levy in the 2022 budget, to non-mandatory levy in the 2023 budget.
- The 2023 draft budget prioritizes repair and replacement of infrastructure in response to preliminary asset condition reports for greenway infrastructure (bridges/culverts) and JRPH museum/heritage buildings. While still preliminary and subject to review and further analysis, these asset condition reports and cost estimates reveal a potential infrastructure deficit that exceeds \$1million at John R Park Homestead and \$1.8million for replacement of Greenway bridges/crossings, required over the next five (5) years.
- The Authority's budget includes mandatory program expenses of nearly \$6.2 million, including conservation areas capital projects, plus an additional \$325,000 in levy-funded transfers to the infrastructure reserve fund, for a total of \$6.5million. Non-mandatory operating expenses of ~\$2.6million are included, plus a transfer to the JRPH preservation reserve fund of \$515,000 for a total adjusted budget of \$9,662,349. Total revenues of \$8,866,849, plus transfers of \$795,500, are projected to provide the required funds of \$9,662,349 for operations and construction/purchase of assets.

- Levy funding of \$2,895,123 is required to fulfil the Authority's mandated obligations in 2023, consistent with the categories of mandated services, as listed in the *Conservation Authorities Act*. Additional levy of \$873,122 is required to maintain other programs and services, which are categorized as non-mandatory. \$318,122 is directed to support on-going programs which operate on a recurrent basis; \$515,000 is allocated to the non-mandatory John R Park Homestead preservation reserve fund; and \$40,000 is allocated to the land acquisition fund. It should be noted that this allocation represents a reduction in land acquisition funding from the customary \$500,000 to \$40,000, to cover residual legal and surveying expenses relating to the 2022 CASO acquisition.
- While the majority of the levy (77%) supports delivery of mandatory programs, mandatory programs are also financed by provincial transfer payments, permit revenues, user fees and internal chargebacks, with total non-levy sources expected to exceed \$1.4million in 2023.
- Over the past six years, the local investment of levy and municipal special project funding, directed to the Authority, has attracted an investment of \$1.06 for every \$1 of municipal investment, for non-Mandatory programs, services and special projects. Between 2017 and 2022, the Authority received municipal funds of \$10,315,527, representing levy and special-project funds, for programs and projects, that are anticipated to be categorized as non-mandatory, under the Act, but during that time, non-municipal funds of \$10,978,866 were received, supporting those very same initiatives. The non-mandatory work relating to the water quality program generated the greatest return, over the past six years, with \$5.31 received from outside funding sources for every CW~GS levy dollar, followed by the tree planting/restoration program which attracted \$3.53 for every CW~GS dollar of investment.
- No new permanent staffing positions are included, and this budget reflects negotiated changes to 2023 wages and benefits as provided for in the collective agreement with CUPE Local 3784, as well as grid increases for applicable staff members, as service hours are completed. Administration has responded to the observed decrease in permit/development applications over the past 4 months and has implemented a temporary reduction in staffing in Watershed Management Services accordingly; staffing levels continue to be monitored however, and are subject to adjustments as revenue trends are observed.
- Budget pressures for mandatory services exceed \$600,000 primarily due to anticipated declines in permit application revenues, vehicle and equipment purchases, an increased transfer to the infrastructure reserve and various inflationary pressures and negotiated wage increases. Mitigating items relating to mandatory services account for \$282,250, for a net levy increase of \$372,235. Levy savings of \$144,303, related to non-mandatory programs are accounted for, reducing the total levy increase to \$227,932. Details are included in Tables 1 and 2, as presented in Attachment 1.
- The greatest threats to the Authority's future financial condition and sustainability are tied directly to the risk of infrastructure and facilities obsolescence and deterioration at three sites (Holiday Beach, John R Park Homestead, and Greenways) due to ownership issues (Holiday Beach), provision of non-mandatory services and asset preservation at JRPH and the magnitude of required repairs/replacements to Greenway bridges and crossings. The Authority does not own the

infrastructure at Holiday Beach and is engaged in discussions with the Ministry of Natural Resources and Forestry, regarding future site asset management.

- As municipal funding for non-mandatory services, will be required in 2024 and beyond, the Authority is required to engage its municipal funders in consultations during 2023, regarding inventory of services, and execute funding (apportionment) agreements no later than January 1, 2024. Although the 2023 budget aligns the historic General levy with mandatory functions and the Clean Water~Green Spaces levy with non-mandatory activities, the total 2023 levy is collectible from the Authority's participating municipalities, once approved by way of the weighted vote on May 10, 2023.

Recommendation:

Administration, with the support of the Finance and Audit Advisory Board, and after consideration of budget pressures and infrastructure demands, is recommending an increase to levy of \$227,932, representing a 6.4% global increase. Participating municipalities will be effectively adjusted by changes to their respective CVA weights, as detailed in **Appendix B**.

Approved By:



Tim Byrne
CAO/Secretary Treasurer

Attachments:

- Attachment 1 - Budget 2023: Details, Discussion & Analysis.

Appendices:

- Appendix A – 2023 Draft Detailed Statement of Financial Activities
- Appendix B – Draft 2023 Municipal Levies
- Appendix C – Schedule of Projected Reserves
- Appendix D – Funding Sources by Service Delivery Area
- Appendix E – Where Does Your Levy Go?

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CONSERVATION AUTHORITIES AND LEGISLATIVE BACKGROUND

In Ontario, conservation authorities develop and deliver local, watershed-based resource management programs on behalf of the province and municipalities. Conservation authorities are public sector organizations established by the Province and governed by the Conservation Authorities Act (Act), which is administered by the Ministry of Natural Resources and Forestry. Some legislative provisions, including those related to natural hazard management, are the responsibility of the Ministry of Northern Development, Mines, Natural Resources and Forestry.

Conservation authorities carry out mandatory programs that serve provincial and municipal interests, including:

- natural hazard management / risk mitigation and protection
- flood and erosion control
- management of conservation authority owned land
- drinking water source protection (under the *Clean Water Act*)
- surface water and groundwater monitoring programs

They also provide advice to municipalities on natural hazard management, planning matters, as related to hazards, and regulate impacts of development and activities in hazardous lands, (such as floodplains, shorelines or wetlands) natural hazards, and public safety through a permitting process.

Since its establishment by the Province in 1973, the Essex Region Conservation Authority (ERCA) has been serving its local participating municipalities by providing programs, leadership, the coordination across municipal boundaries, and the management of local natural resources. The recent changes to the Act allow municipalities to continue to work with local conservation authorities to: develop and deliver additional local natural resource programs and services; and have more control over funding of non-mandatory programs and services. ERCA is committed to delivering the non-mandatory local natural resource programs and services, in consultation with its municipal funders.

While the municipal levy funding requirements for mandatory services and municipal agreements, for the funding of levy-supported non-mandatory services, are not in force until January 1, 2024, Administration is presenting 2023 budget information based on the draft segregation of its activities into mandatory and non-mandatory services. In accordance with the requirements of the Transition Plan, Administration continues to refine its inventory of programs and services, including costing and funding information, for review by the Province and the Authority's participating municipalities.

The significant difference between the program and service inventory, as highlighted in the 2022 budget document, is that the financial activities relating to the John R. Park Homestead Museum are now included as non-mandatory, due to direction and feedback, provided by the Province, specifically the MECP. Activities specific to maintenance of the lands and trails are now included in mandatory conservation areas maintenance. This resulted in re-categorizing ~\$151k of levy that was identified as mandatory levy in the 2022 budget, to non-mandatory levy in the 2023 budget.

Municipal special studies and Water and Erosion Control Infrastructure projects (WECI) relating to risks of natural hazards have been transferred to the mandatory category in Watershed Management Services, and historically are not funded with levies. Periodically, municipalities engage the Authority as project manager for special studies related to flooding/erosion and these are included as municipal fee-for-service revenues.

While the Authority delivers its programs through five service delivery areas, they are also further refined into sub-units, as presented in the Programs & Services charts below.

PRIMARY SERVICE DELIVERY AREAS

- 1. Watershed Management Services** are identified as Mandatory and ensure that development in the region progresses in a sustainable manner. Within this business unit, Development Services, Watershed/Water Resources Engineering, Flood Management/Flood Forecasting and Warning, and Watershed Planning are all identified as Mandatory services.
- 2. Conservation Services** protects, restores, and manages natural heritage systems within ERCA's watersheds. Conservation lands management, passive recreation at conservation areas, and tree planting and restoration on conservation lands, are identified as Mandatory services. Conservation Services identified as Non-Mandatory include tree planting and restoration on private or municipal lands, and Holiday Beach Conservation Area operations.
- 3. Water Quality Services** strives to improve the health of local watercourses. Source Water Protection is identified as a Mandatory service and ensures local sources of drinking water are protected through the implementation of policies in the Source Protection Plan. Water quality monitoring to support the Provincial Water Quality Monitoring Network is also identified as Mandatory, while other watershed science programs such as the more extensive and informative water quality monitoring and agricultural Best Management Practices fall under the Non-Mandatory category.
- 4. Community Outreach Services** supports all business units of the Authority, through design and provision of all communications collateral including videos, signage, brochures and website content. Corporate communications, supporting Mandatory activities, are identified as Mandatory, while curriculum-based outdoor education, museum operations at the John R. Park Homestead and most outreach activities are Non-Mandatory. Community Outreach Services provide an essential linkage to external stakeholders through curriculum based outdoor education programs, on-the-ground community restoration events including Earth Day Tree Planting; corporate engagement/team building; volunteer management as well as celebrating and disseminating the work of ERCA's Board and team members, via various traditional and social media platforms. Fundraising support is also provided to the Foundation.
- 5. Corporate Services** provides leadership and management in the delivery of all programs and services. Administration

and oversight are central to the successful functioning of the entire organization, through the office of the CAO, and services are categorized as Mandatory. Corporate Services is organized into four program areas: Governance & Risk; Financial Services; Human Resources; and Information Management/Technology. Team members work collectively to ensure corporate compliance with multiple pieces of legislation and also provide support to the Foundation.

In preparation for the required municipal consultations, regarding the inventory of Mandatory and Non-Mandatory services, the following table indicates Administration’s initial construct and categorization:

Conservation Authorities Act 21.1 - Mandatory Programs & Services			
Risks of Natural Hazards	Conservation and Management of Lands Owned /Controlled	Water Quality/DWSP	Administration & Corporate Services
<p>S.28 Regulations/ Permits</p> <p>Protection of new development and maintenance, upgrades and repairs to existing development</p> <p>S.39 Flood/Erosion Program</p> <p>Maintaining a regional flood forecasting contingency plan</p> <p>Watershed Engineering</p> <p>Stormwater Management reviews, hazards modelling and mapping, project management services to municipalities</p>	<p>CA Lands & Infrastructure Management (Forest Mgmt, Biodiversity, Long Range Plans & Land Strategies).</p> <p>CA Lands & Infrastructure Maintenance (Operational day to day).</p> <p>CA Lands -Restoration of Natural Areas (Tree replacement, wetlands, etc.)</p>	<p>Drinking Water Source Protection Authority under the Clean Water Act (2006)</p> <p>Provincial surface and ground water monitoring program</p>	<p>Corporate Governance, Board of Directors, CAO</p> <p>Risk Management & Legislative Compliance</p> <p>Finance, Budgets, Financial Statements</p> <p>Human Resources</p> <p>Information Systems/ Records/ Technology</p>
<p>Planning – Risk of Hazards</p> <p>Review and input on long-range planning instruments (OPs, OPAs), coordination of watershed-scale studies</p>	<p>Climate Change – Risk of Hazards</p> <p>Consider impacts with respect to regulatory, engineering, and planning related decisions with respect to natural hazards</p>	<p>Municipal Water & Erosion Control (WECI) Projects</p> <p>(50% Municipal / 50% Province)</p> <p>Other municipal technical studies or infrastructure projects</p> <p>(100% municipally funded)</p>	<p>Corporate Communications</p>
TRANSFERS TO INFRASTRUCTURE RESERVES – CONSERVATION AREAS ASSET REPLACEMENT			
TRANSFERS TO CORPORATE (ADMINISTRATIVE) RESERVES – LEGAL, HR, IT, ETC.			

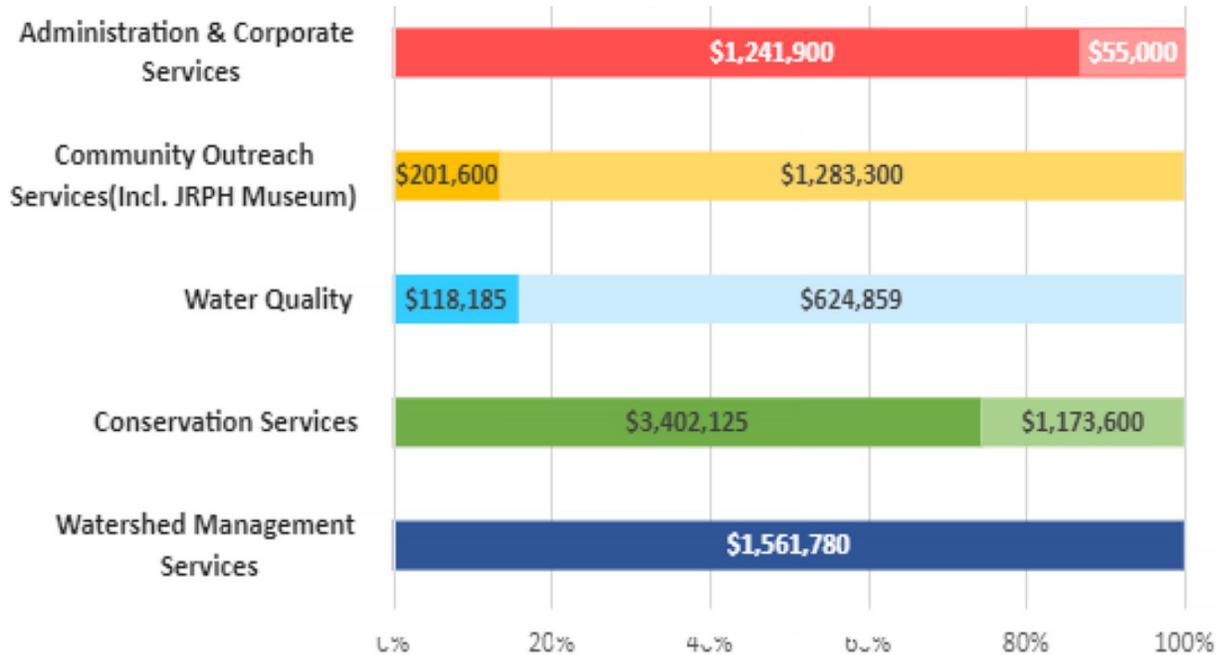
Conservation Authorities Act 21.1 - Non-Mandatory Programs & Services

Watershed Management Services	Conservation Services	Water Quality	Community & Outreach Services
	<p style="text-align: center;">Land Securement & Acquisition</p> <p style="text-align: center;">Restoration - Non ERCA lands (fee for service or grant subsidized)</p> <p style="text-align: center;">Holiday Beach Management - Agreement 2001-2031</p> <p style="text-align: center;">Landowner Stewardship/ Extension Services</p> <p style="text-align: center;">Essex Soil and Crop Improvement Association Supports</p> <p style="text-align: center;">Demonstration/ Research Farm</p>	<p style="text-align: center;">Water Quality & Monitoring</p> <p style="text-align: center;">Special grant/term-limited research projects & studies</p> <p style="text-align: center;">Municipal Services provided through agreement (Risk Management Services Part IV CWA) Conservation Authorities Act 21.1.1</p>	<p style="text-align: center;">Educational programming - various CA locations</p> <p style="text-align: center;">General outreach, events and partnership engagement</p> <p style="text-align: center;">Other externally-funded community engagement projects</p> <p style="text-align: center;">John R Park Homestead museum operations and programming</p>
			<p>Essex Region Conservation Foundation</p>

To enhance the reader’s understanding of the Authority’s programs and current funding mechanisms, and to respond to the Province’s demand for funding transparency, ERCA Administration has provided additional analysis, relating to Non-Mandatory programming through the identification of activities which require a degree of levy support and those that are specific to term-limited special projects or fee-for-service activities and are not levy-dependent.

This revised detailed budget presentation (**Appendix A**) includes sub-sections for each service delivery area, noted as (1) Mandatory Programs & Services, (2) Non-Mandatory Ongoing/Recurring Programs & Services and (3) Non-Mandatory Municipal and Term-limited projects with special grants and fixed term funding. The budget includes ~\$17,000 in municipal services, relating to Part IV (Clean Water Act) compliance activities and is included in the third category for presentation purposes, since it is immaterial to the total budget.

2023 Budget by Service Delivery Area and by Mandatory / Non-Mandatory Functions - \$9.7M



Darker colours represent mandatory services, and lighter colours represent non-mandatory services

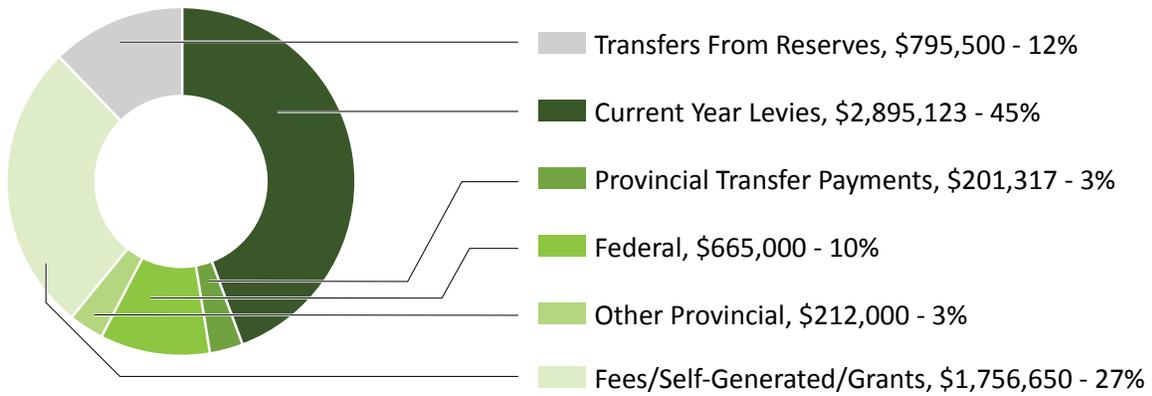
2023 Overview and Analysis

- Administration, in consultation with the Finance and Audit Advisory Board on March 23, 2023, is recommending an increase of \$227,932 (6.4%) to levies, for total levy funding of \$3,768,235 which converts to \$24.33 per household, with assessed value of \$300,000. This is a small increase of \$1.17 per household.
- The 2023 draft budget prioritizes repair and replacement of infrastructure in response to preliminary asset condition reports for greenway infrastructure (bridges/culverts) and JRPB museum/heritage buildings. While still preliminary and subject to review and further analysis, these asset condition reports and cost estimates reveal a potential infrastructure deficit that exceeds \$1million at John R Park Homestead and \$1.8million for replacement of Greenway bridges/crossings, required over the next five (5) years.
- The Authority’s budget includes Mandatory program expenses of nearly \$6.2 million, including conservation areas capital projects, plus an additional \$325,000 in levy-funded transfers to the infrastructure reserve fund, for a total of \$6.5million. Non-Mandatory operating expenses of ~\$2.6million are included, plus a transfer

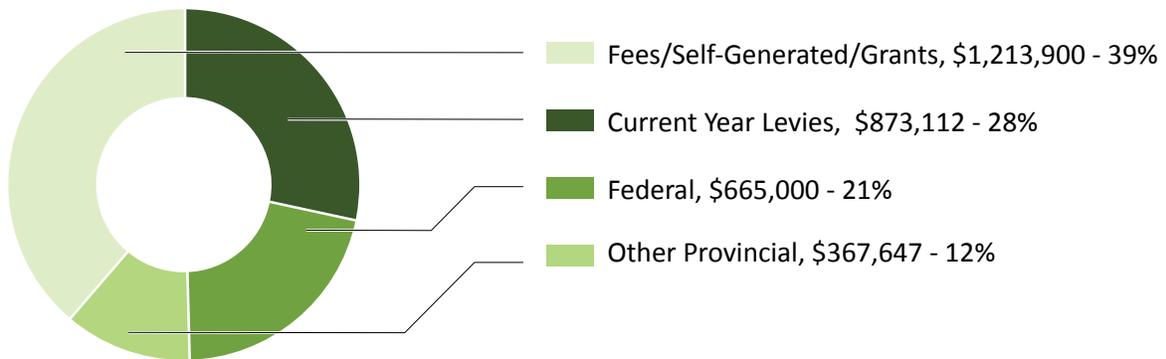
to the JRPH preservation reserve fund of \$515,000 for a total adjusted budget of \$9,662,349. Total revenues of \$8,866,849, plus transfers of \$795,500, are projected to provide the required funds of \$9,662,349 for operations and construction/purchase of assets.

- Levy funding of \$2,895,123 is required to fulfil the Authority's mandated obligations in 2023, consistent with the categories of mandated services, as listed in the Conservation Authorities Act. Additional levy of \$873,122 is required to maintain other programs and services, which are categorized as non-mandatory. \$318,122 is directed to support programs which operate recurrently annually; \$515,000 is allocated to the non-mandatory John R Park Homestead preservation reserve fund and \$40,000 to the land acquisition fund. It should be noted that this allocation represents a reduction in land acquisition funding from the customary \$500,000 to \$40,000, to cover nominal legal and surveying expenses related to the 2022 CASO acquisition.
- While the majority of the levy (77%) supports delivery of mandatory programs, mandatory programs are also financed by provincial transfer payments, permit revenues, user fees and internal chargebacks, with total non-levy sources expected to exceed \$1.4million in 2023.
- Historically, the local investment of levy and municipal special project funding, directed to the Authority has attracted investment of \$1.06 for every \$1 of municipal investment, for Non-Mandatory programs, services and special projects. Between 2017 and 2022, the Authority received municipal funds of \$10,315,527, representing levy and special-project funds, for programs and projects, that are anticipated to be categorized as Non-Mandatory, under the Act, but during that time, non-municipal funds of \$10,978,866 were received, supporting those very same initiatives. The Non-Mandatory work relating to the water quality program generated the greatest return, over the past six years with \$5.31 received from outside funding sources for every CW~GS levy dollar, followed by the tree planting/restoration program which attracted \$3.53 for every CW~GS dollar of investment.
- No new permanent staffing positions are included, and this budget reflects negotiated changes to 2023 wages and benefits as provided for in the collective agreement with CUPE Local 3784, as well as grid increases for applicable staff members, as service hours are completed. Administration has responded to the observed decrease in permit/development applications and has implemented a temporary reduction in staffing in Watershed Management Services accordingly, which continues to be monitored.
- Budget pressures for mandatory services exceed \$600,000 primarily due to anticipated declines in revenues, vehicle and equipment purchases, an increased transfer to the infrastructure reserve and various inflationary pressures and typical wage increases. Mitigating items relating to mandatory services account for \$282,250, for a net levy increase of \$372,235. Levy savings of \$144,303, related to non-mandatory programs are accounted for, reducing the total levy increase to \$227,932. Details are included in Table 1.
- The greatest threats to the Authority's financial condition and future sustainability primarily relate to risk of infrastructure and facilities obsolescence and deterioration at three sites (Holiday Beach, John R Park Homestead, and Greenways) due to ownership issues (HBCA), provision of non-mandatory services and asset preservation at JRPH and the magnitude of required repairs/replacements to Greenway bridges and crossings. The Authority does not own the infrastructure at Holiday Beach and is engaged in discussions with the Ministry of Natural Resources and Forestry, regarding asset management.

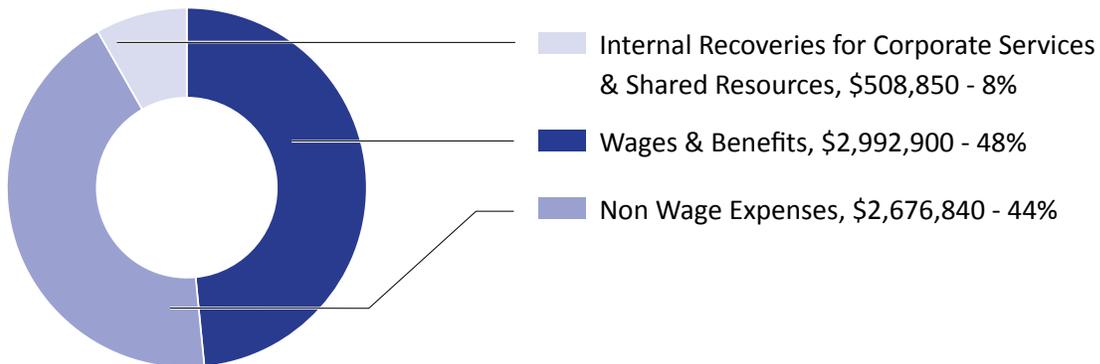
2023 Projected Revenues - Mandatory Programs & Services



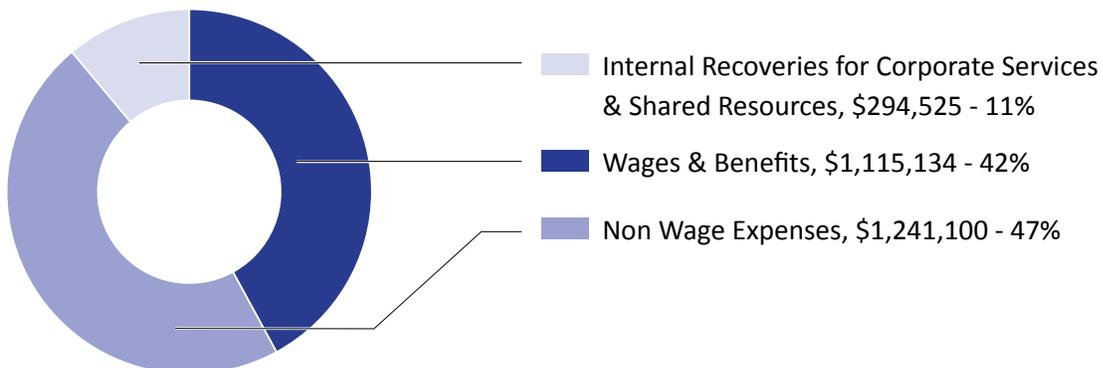
2023 Projected Revenues By Source - Non-Mandatory (Annual / Recurring) Services (Excludes Deferred Revenue / Reserve Transfers)



2023 Expenses - Mandatory Programs & Services



2023 Expenses - Non-Mandatory Programs & Services



YEAR OVER YEAR BUDGET PRESSURES AND MITIGATING MEASURES

Financial Pressures and Cost Drivers

- Based on 4+months of 2022/2023 data, fees associated with permits, clearances, property inquiries and surveying have been conservatively reduced by 25%.
- Insurance premiums have risen 47% from the 2022 budget and as a result, an additional \$56k has been included for premiums to reflect actual premiums.
- Two FTEs are included for a full year but were approved by the Board in 2022 and partially included in 2023.
- Assumes resumption of educational programming that has been partially curtailed during Covid.
- Includes negotiated increases for union members and grid increases for all affected staff.
- Includes additional operating expenses related to the vehicle fleet, due to increased fuel /repair & maintenance costs.
- Includes return to work of staff members on legislated/authorized leaves.
- Includes several inflationary increases, as currently being experienced for some services (e.g., waste removal, utilities etc.), as the timeline for lifting of additional fees, as levied by vendors, is unknown.
- Includes provision to replace one tractor and two heavy-duty trucks.

Mitigating Measures

- Positive financial results of the expanded Maple Festival are included in non-mandatory self-generated revenues and additional gross proceeds have been estimated at \$52k (excludes cost of goods sold).
- Due to the increase in interest rates, additional interest revenues of \$75k have been included.
- Administration will consider the feasibility of adjusting the vehicle fleet to reduce costs and to increase utilization of available vehicles but with an expanded property portfolio and an increase in the conservation areas maintenance staffing complement (CASO/Collavino), it is likely that the fleet/equipment pool will need to be increased rather than decreased.
- The vehicle/equipment reserve will be utilized to address fleet and equipment replacements.
- Temporary staff layoffs have been instituted in Watershed Management Services to address the observed decline in fee-for-service revenues.
- Deferred revenues from prior years, relating to levies allocated to specific initiatives deferred to 2023, are included.

Table 1 - Budget Pressures and Mitigating Items - Mandatory Programs & Services

Budget Pressures- Mandatory Programs/ Services	Category	\$ Impact on Levy Increase	Comment
Permit/clearance revenues	Self-Generated/ Grants	\$ 224,500	Projected economic impact/Bill 23-assumes ~25% decline
ERCF transfers/other grants	Self-Generated/ Grants	16,200	Conservation Services
Increased transfer to infrastructure reserve	Asset replacement	75,000	To address 2023 and future capital projects (Greenway infrastructure)
Insurance, legal & audit	Indemnification/ audit requirement	60,721	Insurance costs comprise the bulk of this increase
Conservation areas maintenance, restoration, fencing, taxes	Lands management	34,614	Increased costs related to Collavino CA, inflationary increases, transfer of JRPH grounds maintenance
Wages and benefits	Compensation	43,550	Net impact of grid/negotiated increases, full year of wages for previously approved staff capacity, slight increase to seasonal staff hours/ rates, return of permanent staff on approved leave-offset by FTE reductions in WMS, related to projected decrease in revenues, noted above
Fleet/equipment operations and replacement	Asset replacement	149,900	\$125k replacements + inflationary factors (fuel, repairs & maintenance)
Transfer from fleet/ equipment reserve to address above	Asset replacement	(110,000)	To address increased fleet replacement and 2023 tractor acquisition
Deferred revenues	Prior year levies allocated to specific initiatives	(73,750)	Prior year levies related to 2023 deferred expenses
Increased interest revenues	Unrestricted revenues	(75,000)	Estimated impact of higher interest rates
Transfer from infrastructure levy	Infrastructure emergency repairs (conservation areas)	(23,500)	Utilize infrastructure reserve to address this item, in lieu of operating levy
Net impact on levy associated with mandatory programs & services		\$372,235	

Table 2 - Budget Pressures and Mitigating Items - Non-Mandatory Programs & Services

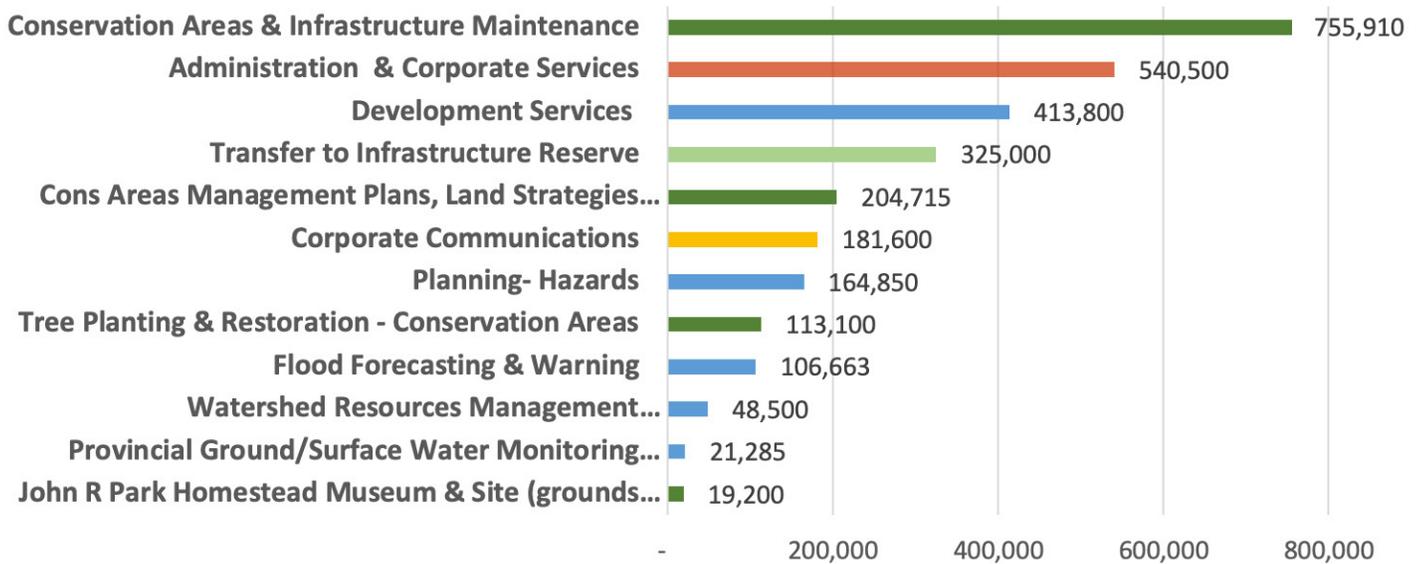
Budget Pressures- Non-Mandatory Programs/ Services	Category	\$ Impact on Levy Increase	Comment
Transfers to JRPH Preservation Reserve Fund	Reserves	\$ 500,000	To address deterioration of JRPH Museum and heritage buildings
Decline in self-generated revenues for tree-planting/restoration and education	Self-generated/fees	89,000	
Various operating costs including maintenance, HBCA supplies & repairs, insurance, taxes, allocated shared services, etc.	Operating costs	22,077	Inflationary increases, including insurance as well as budget adjustment for operating costs of the JRPH visitor's centre (Fox Creek Conservation Centre)
Reduction in transfer to land acquisition fund	Land acquisition fund	(453,000)	
JRPH/Holiday Beach	Admissions, rentals, sale of goods, offset by supplies	(67,280)	
Transfer from tree planting/restoration stabilization fund	Deferred revenues	(81,400)	
Increased grants for restoration/wetlands on private properties (CFN, etc.)	Federal/Provincial grants	(4,200)	Net of increased costs related to construction/plant material
Deferred revenues	Prior Year levies allocated to water quality and outreach	(55,200)	
Demo Farm/Stewardship	Federal/Provincial grants/Crop sales	(35,400)	
Transfer from ERCF funds for education and special initiatives	Deferred revenues	(37,000)	
Net wage savings	Compensation	(21,900)	Reallocation of some WMS staff to mandatory services due to termination of natural heritage supports to municipalities and transfer of wages associated with property maintenance at JRPH, to mandatory services
Net impact on levy associated with mandatory programs & services		\$ (144,303)	

After consideration of mitigating items described above, the required additional levy contribution, to sustain mandatory programs and services is \$372,235, offset by a reduction in levy of \$144,303, supporting the ongoing non-mandatory programs, resulting in a net increase in levy of \$227,932 (6.4%)

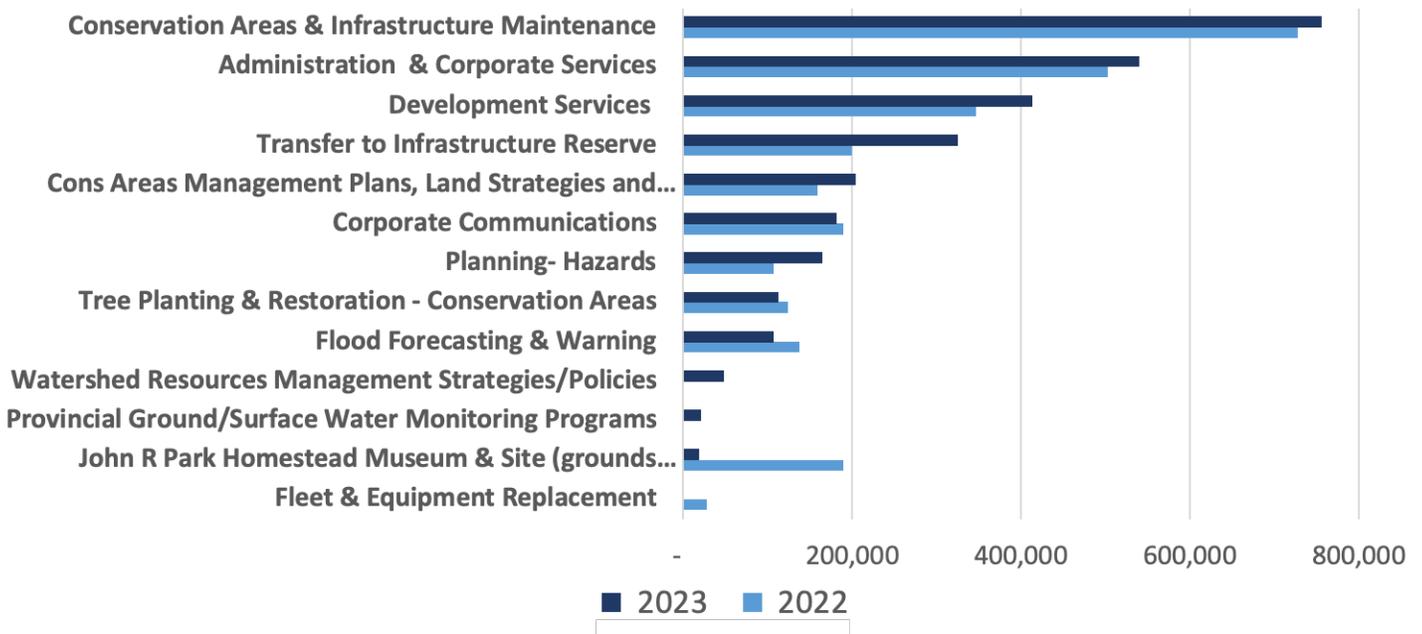
LEVIES ANALYSIS AND DRAFT ALLOCATION

After determining operating costs and infrastructure requirements, Administration has calculated required Levy funding of \$2,895,123 to fulfil the Authority’s mandated obligations, as shown below. If municipal funding for non-mandatory services is required in 2024 and beyond, the Authority is obligated to engage its municipal funders in consultations regarding the inventory of programs/services and execute apportionment agreements in 2023. The 2023 budget aligns the previous categories of ‘General’ and ‘Clean Water ~ Green Spaces’ levy with mandatory and non-mandatory programs and services, respectively.

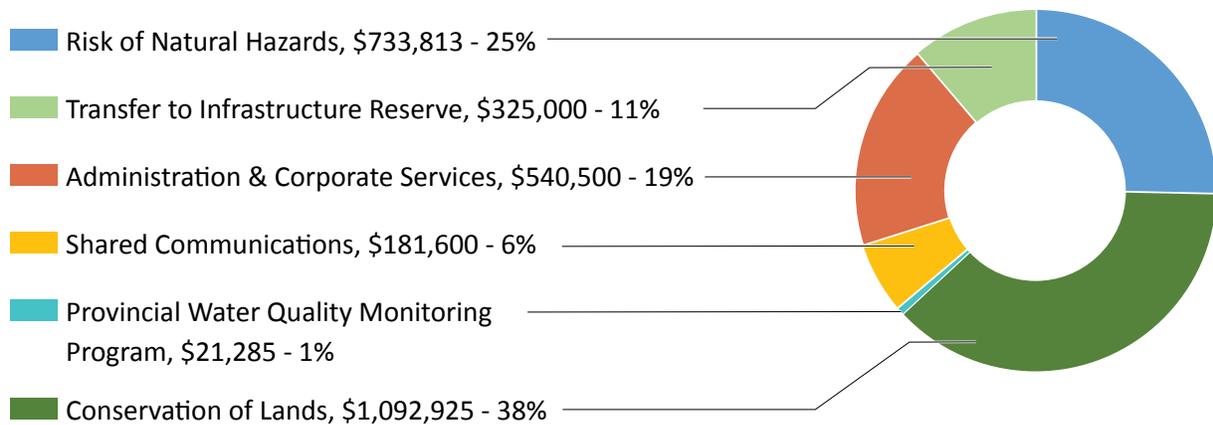
2023 Proposed General Levies Supporting (Draft) Mandatory Programs & Services



Levies Supporting Mandatory Programs & Services - Year Over Year Comparison



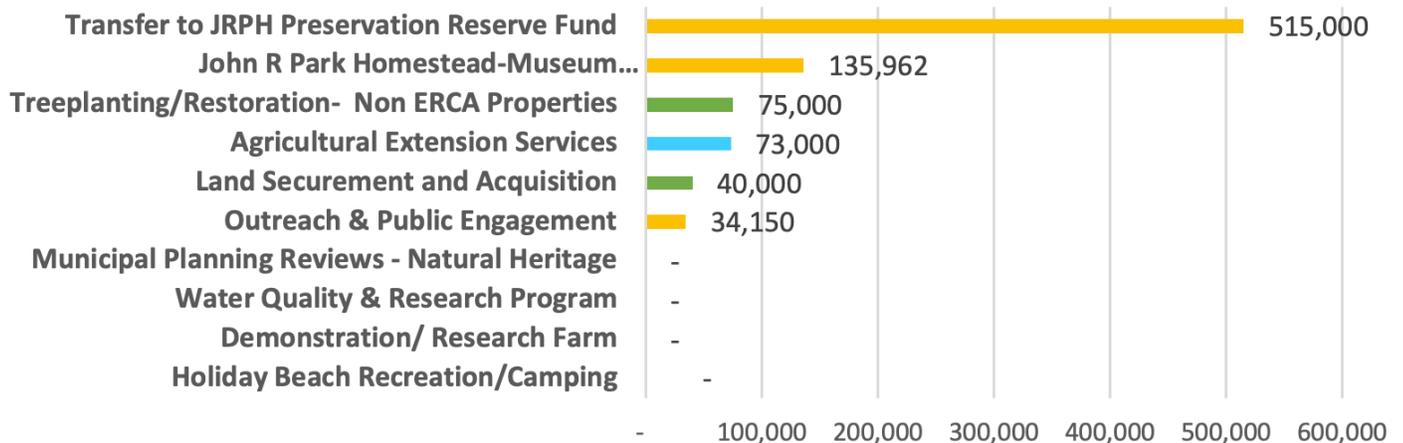
2023 Levy Allocation \$2,895,123 - Mandatory Programs & Services



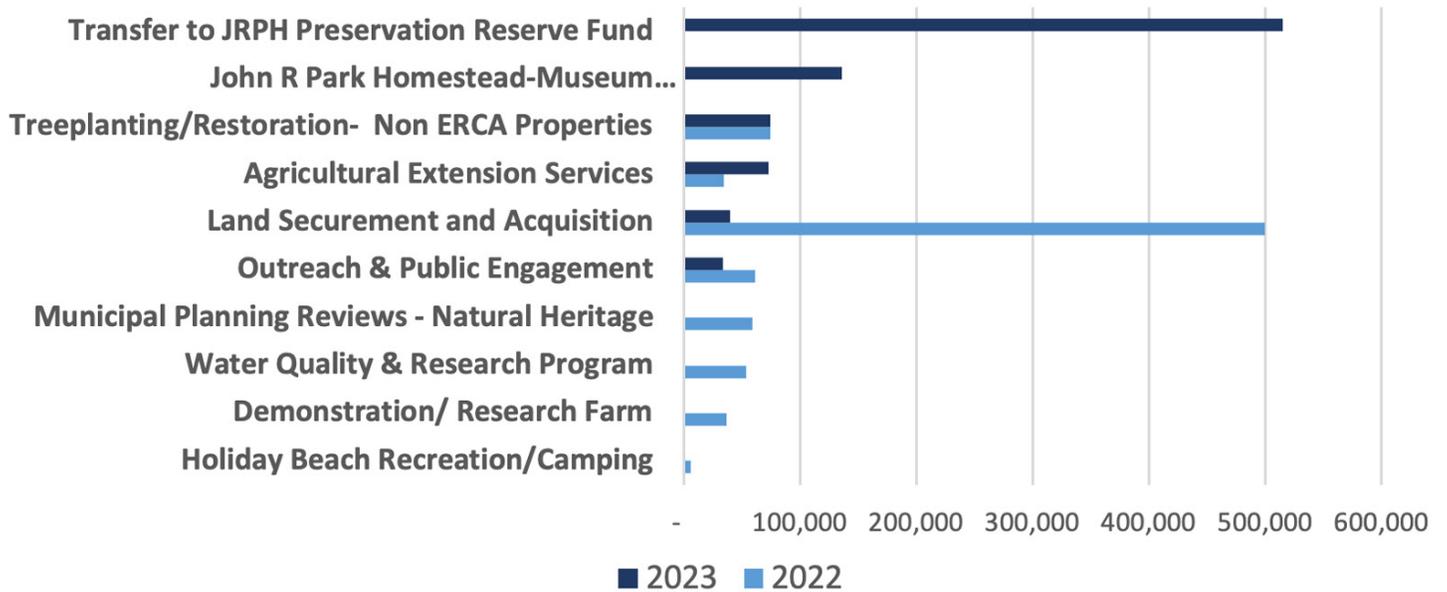
Levies associated with Non-Mandatory services total \$873,112. While Non-Mandatory levy is not insignificant, and approaches \$900,000, **the majority of the allocation supports the \$515,000 transfer to the John R Park Homestead preservation reserve fund.** The remainder ~\$358,000 attracts significant support from other levels of government and NGOs, including the Essex Region Conservation Foundation. Levy supports, on average, **25-30% of the costs to deliver ongoing core watershed programming**, varying annually with successful grant applications and self-generated revenues.

Note that approximately \$956,000 is included in the 2023 budget, for term-limited projects, financed by a third party and/or government funding, or fee-for-service contracts. The decrease in activity is largely attributable to the culmination of the Peche Island project but is partially offset by the new Maple Expansion grant (\$329,000). These projects do not require levy nor do they require municipal agreements in 2024.

2023 Proposed CW~GS Levies (Draft) Supporting Non Mandatory Programs & Services



Levies Supporting Non-Mandatory Programs & Services - YoY Comparison



INFRASTRUCTURE RISK AND REQUIRED FUNDING FOR REPAIRS / REPLACEMENT / PRESERVATION OF ASSETS

The threats to the Authority's financial condition and future sustainability primarily relate to risk of infrastructure and facilities obsolescence and deterioration at three sites (John R Park Homestead CA, Greenways and Holiday Beach CA). The Greenways' infrastructure represents the lowest financial risk due to the fact that the infrastructure is associated with passive recreation and maintenance of same, is eligible for mandatory levy. Conversely the JRPH museum and other heritage buildings are associated with the provision of non-mandatory services and the Authority is precluded from levying for preservation of these heritage assets. This is despite the fact that the transfer of the property from the Province in 2008, contained a number of restrictive covenants and obligations, regarding operations and preservation/maintenance of the assets.

While the risk of infrastructure and facilities failure and obsolescence is an on-going concern at Holiday Beach, the Authority does not have ownership nor an easement over the property and is operating the property by way of a management agreement that expires in 2031. Significant investments have been made at this conservation area over the past 10 years, utilizing the infrastructure reserve, however that opportunity will cease at the end of this budget cycle, as operations there are fully non-mandatory. Administration is currently in discussions with MNRF (Ministry of Natural Resources and Forestry) regarding this property and the management agreement. This budget does not include any provision for a maintenance reserve for this site and the operating budget includes an allocation for certain minimal repairs (meters etc.), that are required before camping season begins.

As a result of the bi-furcation of programs and services into mandatory and non-mandatory and the consequential categorization of those respective assets which support the two-stream service delivery model, Administration engaged consultants in 2022, to undertake asset condition reports for both the JRPH museum and heritage buildings and the infrastructure located within Greenways, such as bridges and culverts. Being aware of the costs

to maintain and replace assets is essential to the municipal discussions regarding the funding of non-mandatory services, specifically the costs to preserve the John R. Park homestead museum and buildings in perpetuity.

In June 2022, the Authority received a preliminary asset condition report, for the John R Park Homestead, which provided an estimate of \$977,476 to remediate twelve (12) buildings. More recently, it was determined that interior structural repairs are required to the main roof of the house, before other repairs can be initiated. A preliminary estimate of approximately \$160,000 was provided by the Architect, however, quotes from Toronto firms, specializing in heritage building remediation are approximately \$350,000. Due to the ongoing structural investigation of the roof, the precise details of the proposed Homestead repairs have not been determined, however a budget of \$259,000 has been included as a provision to address the most urgent structural repair requirements of the house.

Post this budget cycle, the Authority will have no mechanism to collect levy for this essential preservation work. Given the fragile state of the house, its prominence on the site and its integration with programming, Administration is of the opinion that it is imperative to seed a preservation reserve fund with sufficient capital to facilitate crucial repairs over the next year or two.

Seeking and obtaining municipal funding (apportionment) agreements for JRPH museum operations may present a challenge in of itself, as the annual on-going levy requirement is approximately \$150,000- \$170,000 and adding the burden of infrastructure repairs, which are years overdue, on to current and future generations of ratepayers, may be unpalatable and repudiated. Seeding the JRPH preservation fund, is presented as a budget-neutral solution, as Administration is recommending that the customary \$500,000 annual levy funding for land acquisition, be diverted to this specific-purpose reserve fund. The land acquisition fund currently maintains a balance in excess of \$1.9 million.

During 2022, the Authority also engaged a consultant to undertake an assessment of its Greenways bridges and crossings. The preliminary report, received in December 2022, identified projected costs for infrastructure replacements and repairs, for end of lifespan bridges/crossings, in the order of \$1.8million, recommended to be completed between 2023 and 2027. An additional \$1.2million is estimated as the cost to replace end of lifespan assets in 2032.

While the 2023 budget includes a transfer to the general infrastructure reserve fund, of \$325,000, future budgets may need to account for a similar provision annually to address the infrastructure deficit noted above. The consequences of not replacing bridges may increase the Authority's risk profile to an unacceptable level and ultimately necessitate asset decommissioning/trail closures. Upon receipt and review of final asset condition reports, Administration will initiate the update to the asset management plan.

RESERVE FUNDS

The Authority maintains several reserve funds and this budget includes levy-funded transfers of \$840,000 to infrastructure reserves and transfers from the reserves, of \$795,500, are expected to fund capital projects and fleet/equipment acquisitions, as identified in **Appendix C**. Reserves are therefore projected to increment by \$44,500 and all Authority Reserve Funds are shown in **Appendix C**.

Capital projects include the following:

Table 3 - Capital Projects 2023

Capital Projects 2023	Total Cost	Infrastructure/ Other Reserve
JRPH Museum repairs	\$259,000	\$157,000
JRPH Connectivity	39,500	22,000
Greenways culvert/bridge remediation	242,500	242,500
Parking lot(s) resurfacing (deferred in part from 2022)	100,000	100,000
Contingency for emergency infrastructure repairs	30,000	30,000
Conservation Areas signage	25,000	25,000
Train Station maintenance & repairs	26,000	20,000
Fleet/Equipment replacement and fleet operations	352,700	153,000
Cloud development (S28) permitting system	70,500	46,000
	\$1,145,200	\$795,500

HUMAN RESOURCE ANALYSIS

While no new permanent staffing positions are contemplated, one term contract position is included in mandatory services but is grant-funded and related to the Hillman Marsh climate adaptation management plan. Despite the anticipated decline in permit revenues, Watershed Management Services (WMS) human resources will be mostly retained in order to fulfill one of the mandatory components of the Conservation Authorities Act Transition Plan, which is due by January 1, 2024. At the time of writing, one staff member in WMS is on temporary layoff and one has been redeployed to a vacant Conservation Areas Technician position. Recall of these positions will be dependent on the extent that development services revenues are expected to exceed the budgeted amount, based on ongoing monitoring and analysis of fee-for-service revenue trends.

Compensation, including payroll taxes and benefits is the Authority’s largest category of expense, comprising 45% of the budget and 72% of the compensation expense is associated with mandatory services. Certain positions that were partly included in 2022, due to recruitment schedules, are included as full-time- equivalents (or nearly) in the 2023 budget. Overall, total FTEs of 47.7 are slightly lower than the 49 budgeted 2022 FTEs, due to a contraction in Water Quality, as term funding ended in March 2023, and a slight contraction in Watershed Management Services, associated with reduced permit application activity and revenues.

Recruitment and retention remain an on-going challenge with demand for many positions, outpacing the available supply of talent. The Authority shares positions of a similar nature, with municipalities and the public sector, which often have higher pay scales, which contributes to the recruitment challenge.

Table 4 – Budgeted Wages 2023

	2023 BUDGETED WAGES	2022 BUDGETED WAGES	2022 PROJECTED WAGES
Total Wages & Benefits Mandatory Programs & Services	\$ 2,992,900	\$ 2,872,300	\$ 2,747,758
Total Wages & Benefits Non-Mandatory Programs & Services-Annual Recurring	792,100	814,000	803,875
Total Wages & Benefits Non-Mandatory Term-Limited Special Projects	323,534	435,050	501,902
Total Wages & Benefits	\$ 4,108,534	\$ 4,121,350	\$ 4,053,535

Table 5- Summary of Employee Full time Equivalents

Service Delivery Area	2023 Mandatory	2023 Non- Mandatory Ongoing	2023 Non- Mandatory Term Project	2022 Mandatory	2022 Non- Mandatory Ongoing	2022 Non- Mandatory Term Project
Watershed Management Services	11.8			14.0		
Conservation Services	9.0	6.0	.1	8.2	5.5	
Water Quality	1.0	2.4	1.7	.8	2.4	4.2
Community Outreach	1.7	5.2	1.1	1.7	4.3	.3
Corporate Services	7.3	.4		7.2	.4	
Total FTEs	30.8	14.0	2.9	31.9	12.6	4.5

RETURN ON LOCAL INVESTMENT

Historically, the local investment of levy and municipal special project funding, directed to the Authority has been matched dollar for dollar, if not exceeded. Between 2017 and 2022, the Authority received municipal funds of \$10,315,527, representing levy and special-project funds, for programs and projects, that are expected to be categorized as Non-Mandatory, under the Act, but during that time, non- municipal funds of \$10,978,866 were received, supporting those very same initiatives.

Table 6 - Sources of Funding

2017-2022 Sources of Funds – Non-Mandatory Programs & Services			
Levies + Municipal Special Project \$	\$	10,315,527	48%
Federal & Provincial Grants		9,124,819	43%
Essex Region Conservation Foundation		639,284	3%
Other Non-Government		1,214,763	6%
	\$	21,294,393	100%
Total Funding - All Sources	\$	10,978,866	\$1.06:\$1.00

For capital projects, which include a mix of projects, supporting both mandatory and non-mandatory functions, as those are now defined, ERCA has attracted \$1.56 for every \$1 of local taxpayer investment, as shown below:

2017-2022 Sources of Funds - Capital Investment			
Levies + Municipal Special Project \$	\$	2,032,722	39%
Federal & Provincial Grants		1,260,477	24%
Essex Region Conservation Foundation		1,905,595	37%
	\$	5,198,794	100%
Total Non-Municipal Funding - Capital Investment	\$	3,166,072	\$1.56:\$1.00

It should be noted that the Essex Region Conservation Foundation provided funds of almost \$2.0 million, towards capital projects, between 2017 and 2022, with substantial investment directed to the Cypher Systems Greenway, the Fox Creek Conservation Centre and recently, to the JRPH house repairs.

LEVERAGED INVESTMENT HIGHLIGHTS

- Since 2016, the Watershed Management Service department has successfully secured \$995,500 in grant funds to support flood and erosion hazard programs and projects across the Essex Region. Through various provincial and federal grant opportunities, the Authority has secured over \$400,000 through funding programs only available to Conservation Authorities, which have enabled significant repair and improvement projects as well as condition assessment for flood and erosion control infrastructure.

- An initial investment of approximately \$46,000 into the development of a Floodplain Prioritization assessment resulted in securing a total of \$422,000 from the federal and provincial governments to undertake updates to hydrologic and hydraulic modelling and subsequent flood mapping updates.
- Over the past 5 years, approximately 70% of secured grant funding obtained through Watershed Management Services has benefitted the City of Windsor, with the remaining 30% largely focused on maintaining critical flood control infrastructure throughout the region.
- ERCA has protected 484 acres of land in 2022 through acquisition and donation and will soon acquire an additional 70 acres as a donation. \$635,000 of CW~GS funding supported 2022 land acquisition costs, while external support received was approximately \$2,500,000 in contributions from partners and donated land values. The fair market value of 2023 expected donations of land is valued at over \$1,000,000.
- ERCA has restored over 400 acres and planted over 400,000 trees over the past five years with \$665,000 support from CW~GS levy funding, attracting \$2,349,500 in government grants, and non-government grants and donations, including \$163,000 from the Foundation (ERCF).
- Between 2017 and 2022, \$494,789 in CW~GS levy was used to support watershed research and water quality sampling at approximately 62 sampling locations throughout the region, and 275 water quality improvement projects were implemented, while corporate, federal and provincial contributions towards these initiatives, to enhance our understanding of impacts on our local water sources, was \$2,625,260.
- From 2017 – 2022, a total of \$562,755 of levy funding was used to support outreach and education programs, while \$250,778 in external funding was contributed through grants and donations. During that period, a total of 52 Community Outreach Events were undertaken across the region, resulting in 6,144 volunteers planting 14,937 trees, 2,275 native plant plugs and removing 2.32 metric tonnes of garbage across the region – even though stewardship events were severely curtailed though 2020 and 2021.
- Through 2021 and 2022, Administration actively solicited private funding as part of a focused fundraising campaign through the Essex Region Conservation Foundation, which has eliminated the need for levy funding for curriculum-based Outdoor Education programs for a five-year period.

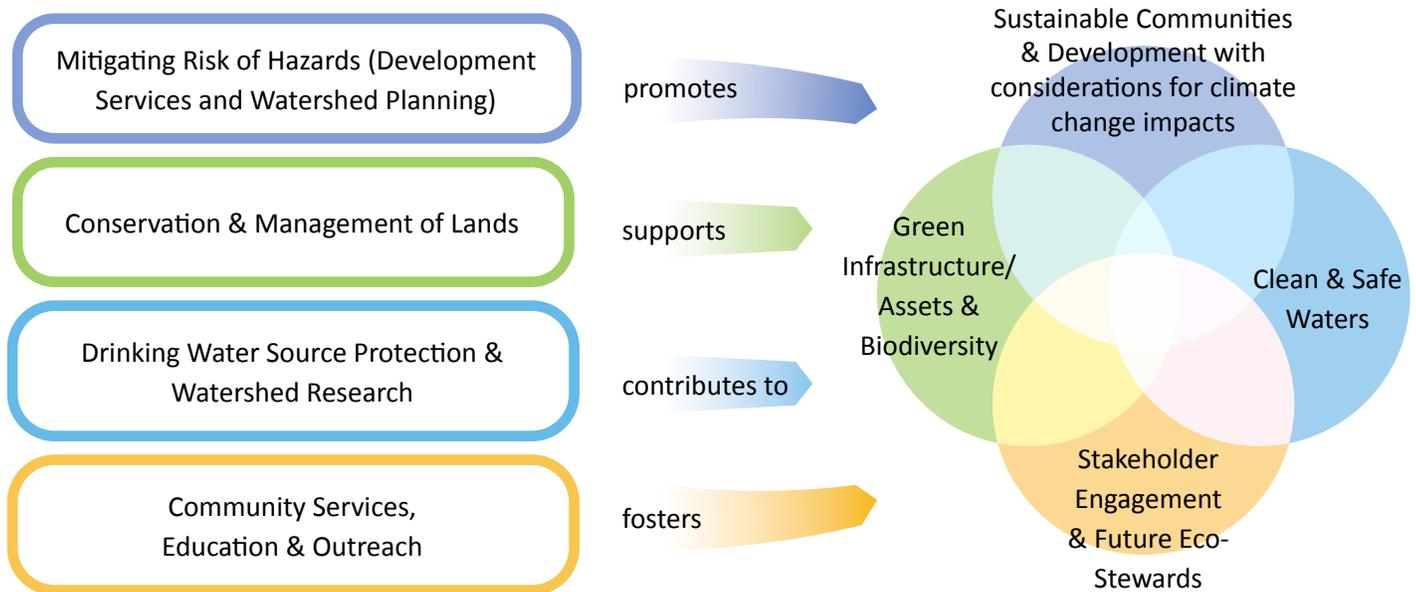
Integrated Watershed Management

As an integrated watershed management agency, ERCA's five service delivery areas have developed over decades, and include beneficial programs and services that support our collective shared objectives and goals, related to ecological, social, and economic health.

These programs were developed by and are implemented by recognized experts in civil/environmental engineering, environmental studies, watershed planning, forestry, biology, ecology, agronomy, water quality science, restoration, and natural resource management. ERCA works across all sectors and levels of government, to secure mission support and sustainable funding, in order to achieve the community's vision for our region.

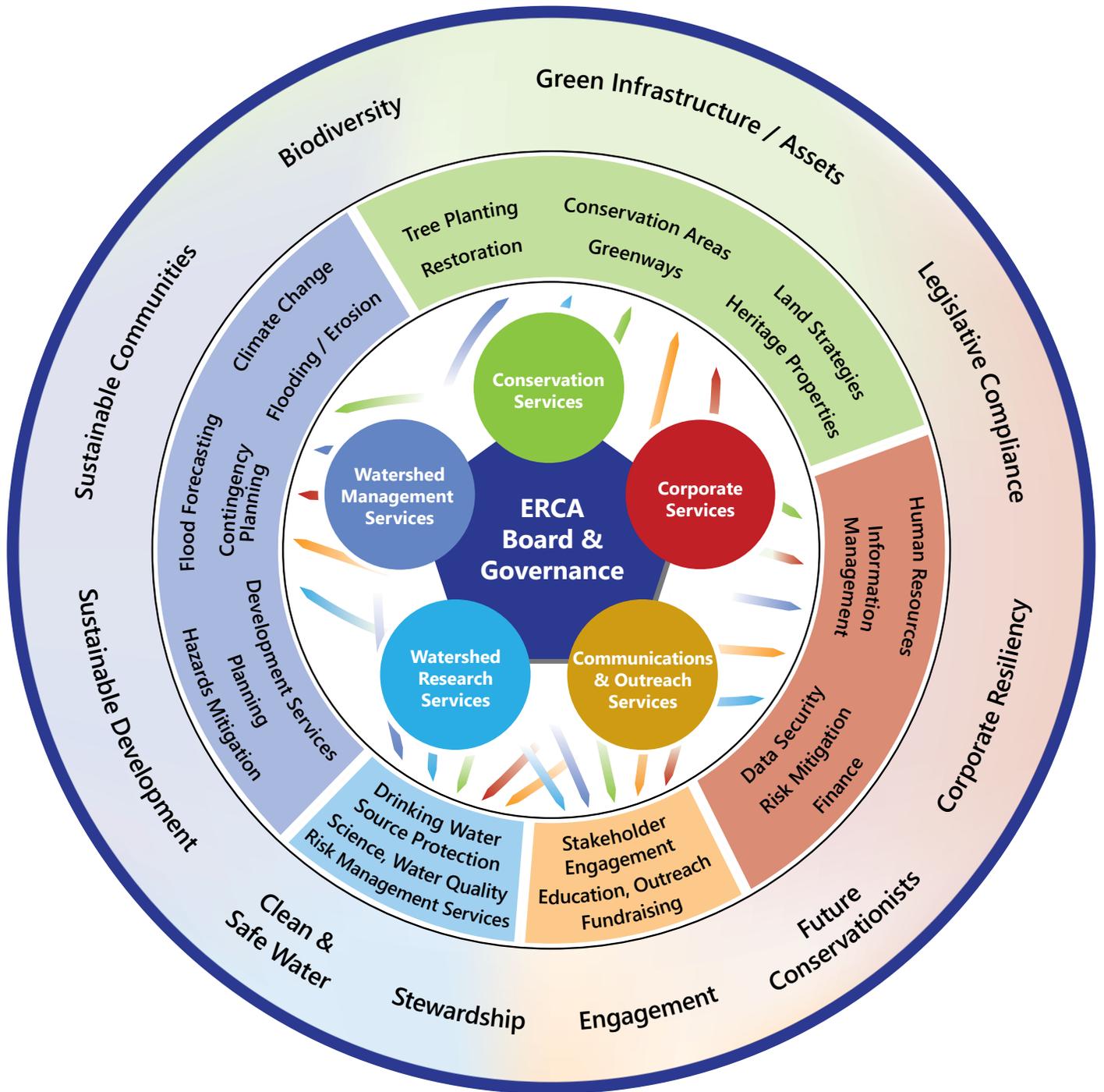
Recent changes to the Conservation Authorities Act confirmed core and the mandatory functions of conservation authorities including: mitigating risks of natural hazards; conserving and managing lands, for heritage and hazards; drinking water source protection; and surface water and groundwater monitoring. To continue to be relevant and to serve the residents of this region, ERCA should be delivering, and can continue to deliver the ancillary programs and services that impact the overall well-being, health and safety of the region and its citizens. **As noted above, the programs, which may be permanently recognized as non-mandatory in the near future, and are potentially at-risk for loss of municipal funding, have returned \$1.06 for every local taxpayer dollar since 2017.**

While it is convenient to organize business functions by service delivery areas and additionally, they align with Provincial categories, each of ERCA's programs support environmental objectives, embraced by all:



ERCA delivers programs consistent with the objects of Conservation Authorities, as defined in the Conservation Authorities Act and is committed to delivering the non-mandatory local natural resource programs and services, in consultation with its participating municipalities and the residents of this region. However, museum operations, maintenance of heritage assets and heritage programming do not fall within the objects of Conservation Authorities, but notwithstanding, the Authority is operating the museum within the covenants of the 2008 property transfer agreement, for the John R Park Homestead site.

PROGRAM INTEGRATION MODEL



The Integrated Watershed Management approach requires an understanding of the interactions between our environment, the economy, and society. At the core of everything that ERCA does to better understand, preserve, and enhance our region, is ERCA’s Board of Directors and our five key service areas. Through the Board’s sound governance and oversight, along with Administration’s efforts in delivering the various interconnected programs within these service areas, ERCA continues to gain a better understanding of our watershed. It is through this approach that ERCA will continue to protect our region’s resources, people, and property, and address the escalating environmental challenges we face now and in the future. The Program Integration Model above demonstrates the linkages between each of the various programs and services, both Mandatory and Non-Mandatory, which are all crucial to achieving our region’s objectives of a healthy, sustainable future for the residents of Windsor-Essex.

Service Delivery Area

Operating Plan Highlights



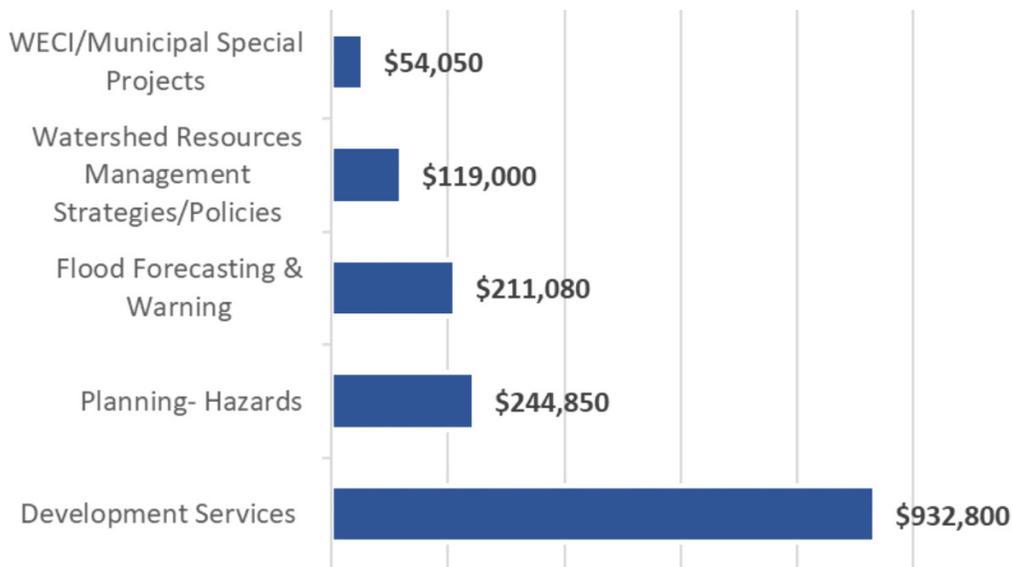
Watershed Management Services

Watershed Management Services are identified as mandatory services and ensures that development in the region progresses in a sustainable manner, is directed away from natural hazards, while protecting existing development, water resources, and natural features that contribute to flood and erosion attenuation.

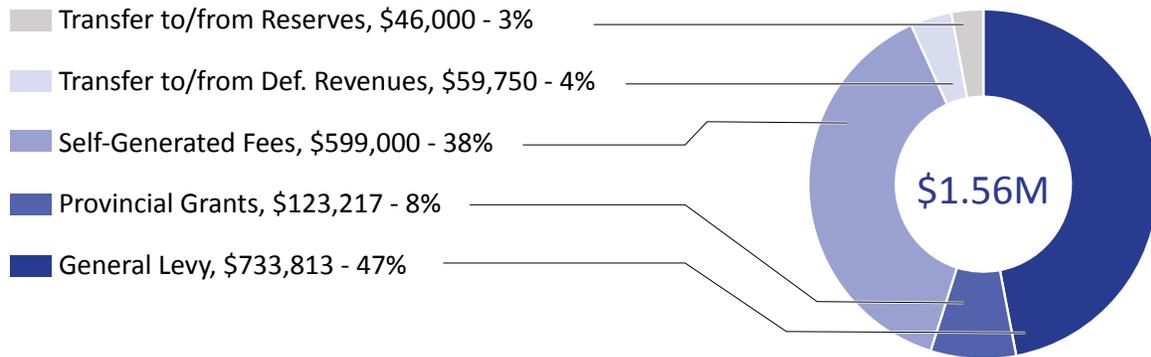
Watershed Management Services are delivered through four programs:

- Development Services (mandatory services)
- Watershed/Water Resources Engineering (mandatory services)
- Flood Management/Flood Forecasting and Warning (mandatory services)
- Watershed Planning (mandatory)
- Approximately 12 FTEs deliver these services

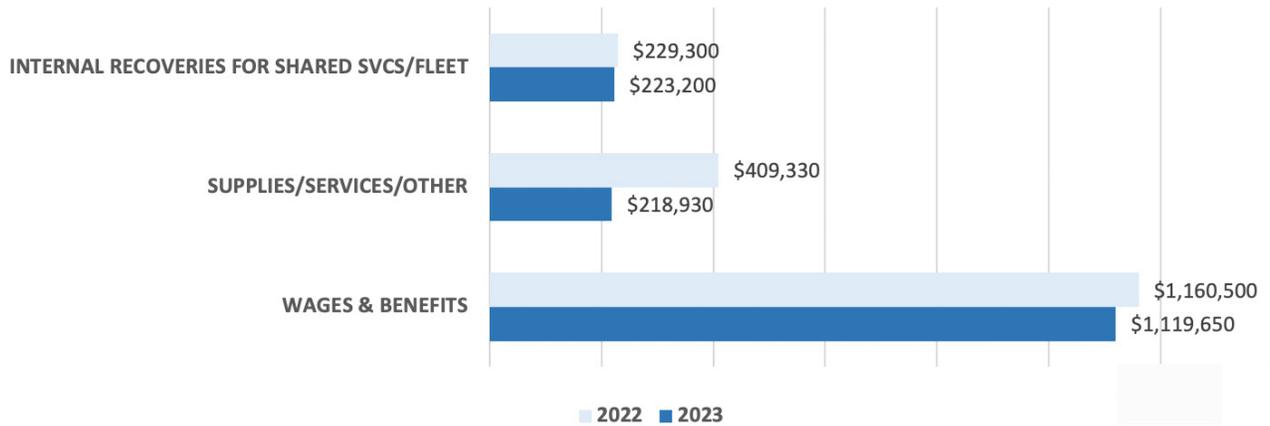
Mandatory Watershed Management Programs & Services - \$1.56M



Watershed Management Services Sources of Revenues for MANDATORY Programs



MANDATORY Watershed Management Program Expenses by Category



In general, the budgeted Watershed Management Services expenses are less than recent previous years as a result of the anticipated decline in development activities across the region. Past years included wages to account for increased hours to meet increasing demands and service delivery targets. The 2023 budget includes most staff on normal working hours with a focus on meeting development service delivery targets, policy review and development, and special projects and ancillary services that support core mandate functions. Two temporary layoffs have been instituted while development applications and related services continue to be monitored.

DEVELOPMENT SERVICES

ERCA administers the Development, Interference with Wetlands and Alteration to Shorelines and Watercourses Regulation, approved by the Minister of Natural Resources and Forestry and known as Ontario Regulation 158/06, as amended. The Regulation allows ERCA to regulate development within hazardous lands through a permitting process. These lands could be unsafe for development because of naturally occurring processes associated with flooding, erosion, unstable soils, dynamic beaches, unstable slopes or in areas where conservation of lands could be impacted by development. The priority is to reduce risk to life, damage to property, and social disruptions resulting from natural hazards.

2023 Program Highlights

- Administration will review the Authority’s development policies from 1987 and 2006 and complete an update to comply with current development practices and legislative requirements.
- In an effort to continue with modernizing development review processes, Watershed Management Services is working closely with Information Technology to migrate the permitting and Property Information Management System to a cloud-based service to reduce potential points of failure (i.e., Civic Centre power failures) that disrupt service delivery. This modernization includes a phased approach to build the necessary cloud-based software for staff use and the government-client portal for online services.

WATERSHED / WATER RESOURCES ENGINEERING

Managing the risks associated with the natural hazards of flooding and erosion is one of the primary roles of conservation authorities under the Conservation Authorities Act. This role is fulfilled through the delivery of multiple natural resource management programs and services, including flood plain management and mapping, water and erosion control infrastructure planning, and stormwater management. Many projects delivered through the engineering program are considered “special projects” or “ancillary services” that support core responsibilities of the authority within the context of natural hazards management. The program is currently wrapping up several complex flood mapping projects and beginning new undertakings to update the coastal hazard mapping completed in 1976.

2023 Program Highlights

- Complete the Little River Floodplain Mapping as part of the City of Windsor Sandwich South Master Servicing Study to inform regulatory requirements for future development. This project is delivered on behalf of the City of Windsor as a fee for service undertaking and is 100% cost recoverable.
- Complete the Turkey Hydrologic and Hydraulic Modelling, funded by the City of Windsor, the Town of LaSalle, and the Town of Tecumseh. This project was delivered as a fee-for-service undertaking ensuring cost recovery for the Authority, with municipal expenses subsidized with federal funding of \$182,000 through the National Disaster Mitigation Program (NDMP).
- In coordination with municipal partners, the coastal hazard mapping completed in 1976 will be updated through 2023, with final deliverables expected in March 2024. The total project is valued at approximately \$480,000, with \$240,000 of federal and provincial funding obtained through the Flood Hazard Identification and Mapping Program (FHIMP).
- Evaluate needs to support developing a Watershed-Based Resource Management Strategy, completed by December 31, 2024, as required through Ontario Regulation 686/21: Mandatory Programs and Services.
- Administration will continue to explore partnership and funding opportunities to update flood and erosion hazard mapping.

FLOOD MANAGEMENT

Recognizing that protection of life and property from flooding and erosion hazards is dependent on natural system protection, restoration and remediation; and that development and redevelopment should contribute to the prevention, elimination, and reduction in risk from flooding, erosion, and slope instability. The five pillars of flood management: prevention, mitigation, preparedness, response and recovery, are applied.

2023 Program Highlights

- Update ERCA’s Flood Contingency Plan.
- Develop an Operating and Maintenance Manual for ERCA owned and managed climate stations.
- Explore opportunities for increasing flood forecasting operational capacity, including grant funds support field data collection and telemetry.
- Explore grant opportunities through Water and Erosion Control Infrastructure (WECI) mandatory flood management activities across member municipalities.
- Monitor lake levels and a network of 30 climate stations to provide advanced warning of flooding and accelerated erosion.
- Continue to participate in flood-related emergency planning and response activities with member municipalities. Continue to participate as a selected committee member on the Provincial Flood Mapping Technical Team to fulfill Provincial commitments contained within Ontario’s Flood Strategy.

WATERSHED PLANNING

ERCA continues to work towards a ‘Planning-first principle’, which ensures that appropriate planning permissions are in place before any consideration is made for approvals under the Conservation Authorities Act. The planning program area delivers services that fall under the mandatory service category. ERCA’s service delivery through Watershed Planning includes all mandatory-related reviews and comments on various Planning Act instruments, as mandated through the amended [Conservation Authorities Act](#) and [Ontario Regulations 686/21: Mandatory Programs and Services](#). It is through this service that Administration provides the necessary comments related to natural hazards, source water protection, and conservation authority owned lands, ensuring the continued “planning-first approach” to protecting the watershed.

2023 Program Highlights

- Watershed Planning currently delivers hazard reviews and comments on circulated Planning Act instruments, as required through Ontario Regulation 686/21: Mandatory Programs and Services, ensuring consistency with the current Provincial Policy Statement and local natural hazard development policy. Source Water Protection, more specifically, the Risk Management Services related to Part IV of the Clean Water Act and comments related to lands owned by ERCA, are also delivered through Watershed Planning. The program is funded through a combination of General Levy and supplemented by program user fees, consistent with the “user pay principle’.
- The decentralization of climate change considerations continues to be implemented. Such considerations are delivered through Watershed Planning and Engineering services as potential impacts are often multi-faceted and require input from various professionals within WMS.

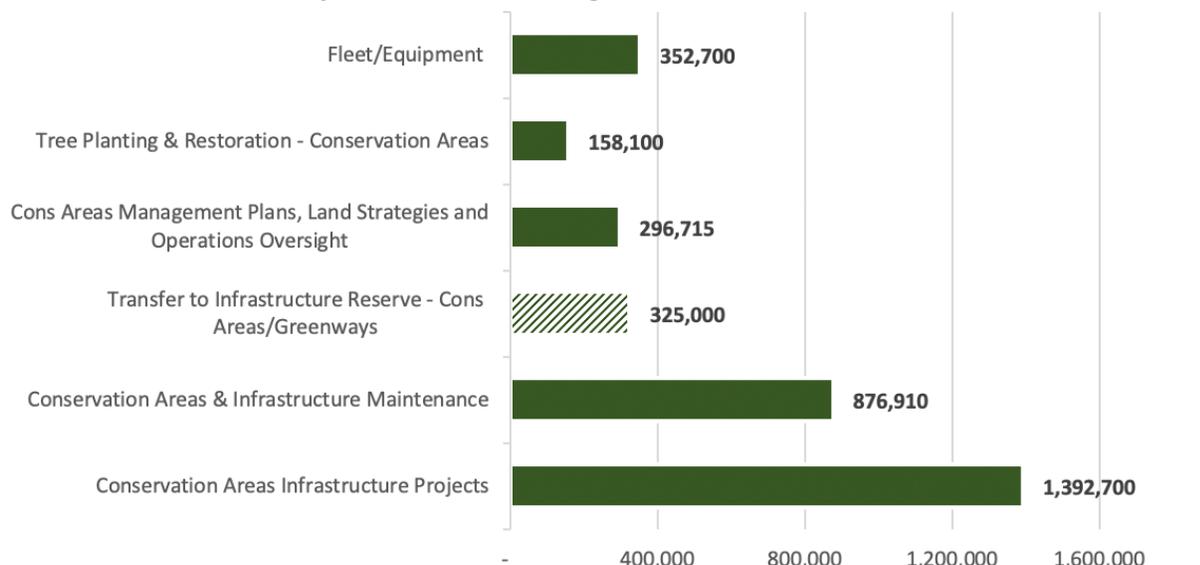
Conservation Services

ERCA’s Conservation Services programs protect, restore, and manage natural heritage areas and systems within ERCA’s watersheds. This is accomplished through a system of conservation lands, strategic and leveraged investment in land securement, and by identifying and implementing priority restoration projects. All Conservation Areas within the ERCA watershed are impacted on by Natural Hazards, fundamental to the management of sites is the access to hazard areas for flood observation and in the case of trails physical access to reaches that would otherwise be inaccessible. Further, some of our properties are designed/engineered to receive flood waters to reduce upstream impacts of flood waters should they occur. Conservation Services are delivered through multiple programs, in a mix of mandatory and non-mandatory services:

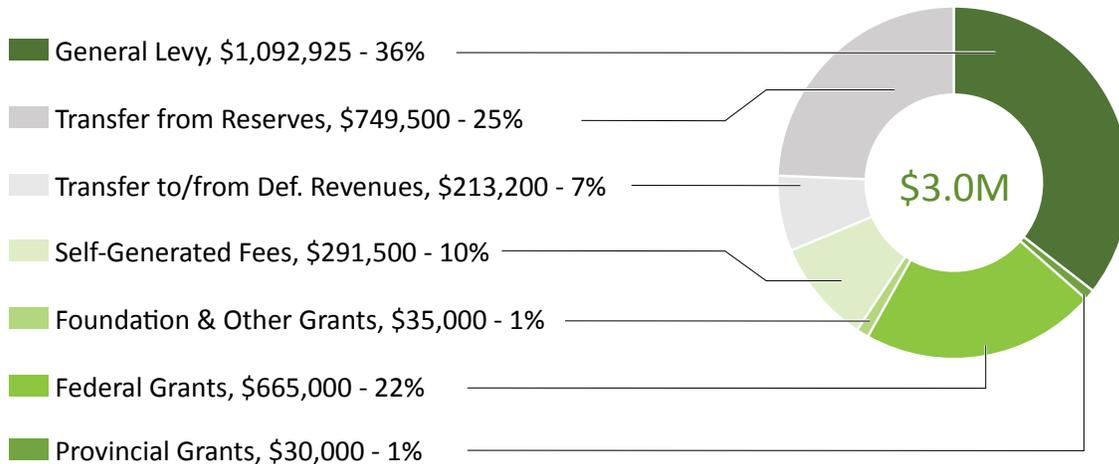
Mandatory Services	Non-Mandatory Services
Conservation Land Management	Tree Planting and Habitat Restoration on Private and Municipal lands
Public Conservation Areas	Land Securement & Acquisition
Tree Planting & Restoration - Conservation Lands	Holiday Beach Conservation Area
John R. Park Homestead – Conservation Area Operations	John R. Park Homestead – Museum Operations
Capital Projects	

Approximately 15 FTEs deliver the services and includes seasonal restoration workers, tree planters, conservation areas technicians and support staff. Included in the 2023 budget are costs associated with expanded staff capacity during the winter months to undertake maintenance along the greenways, including the new CASO property and implement hazard tree removals to ensure public safety.

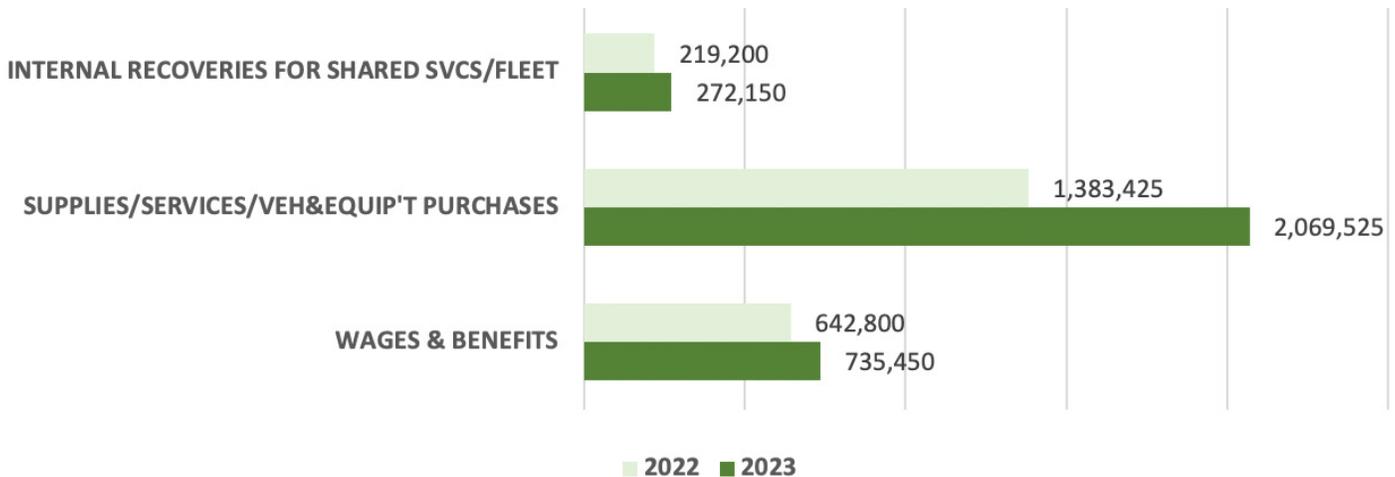
Mandatory Conservation Programs & Services - \$3.4M



Conservation Services Sources of Revenues for MANDATORY Programs



MANDATORY Conservation Programs & Services Expenses by Category



CONSERVATION LAND MANAGEMENT

The Essex Region supports a higher diversity of plant and animal species than any other region in Canada and sustains one of the highest concentrations of globally rare species in an area with some of the lowest percentage of natural cover in Canada. Conservation Areas are managed to protect this natural heritage, preserve human and cultural heritage, and support active and healthy living.

ERCA will continue to manage the natural resources of our region as outlined in the updated Conservation Authorities Act and undertake management of Conservation Areas to improve the biodiversity of the region while also improving the resiliency of species at risk that are vulnerable to climate change.

2023 Program Highlights

- ERCA’s Forester will undertake and update forest inventories in many conservation areas to inform management planning documents.
- Invasive species management will be undertaken along the greenway properties and in Conservation Lands that have wetlands.

- ERCA’s burn crew will implement prairie management through prescribed burn at Hillman Marsh.
- A new wetland will be built in the Cedar Creek watershed and plans are underway to restore a large former farm field to wetland.
- In keeping with revisions to the Conservation Authority act, staff have initiated the creation of a new Conservation Areas Land Management Strategy.
- ERCA has initiated a restoration and climate adaptation planning process at Hillman Marsh to restore habitat lost in this wetland and to stabilize the eroding shoreline.

PUBLIC CONSERVATION AREAS

Since 1974, ERCA has been acquiring lands to ensure the protection and conservation of their significant natural and cultural heritage features. Conservation Areas ensure that valuable greenspace is protected while allowing for recreational opportunities in safe, well maintained natural settings which are critical to maintaining physical and mental health. Conservation Areas and trails are also identified as key economic drivers and of critical importance to creating an environmentally and economically sustainable region, where people want to live and where companies want to invest.

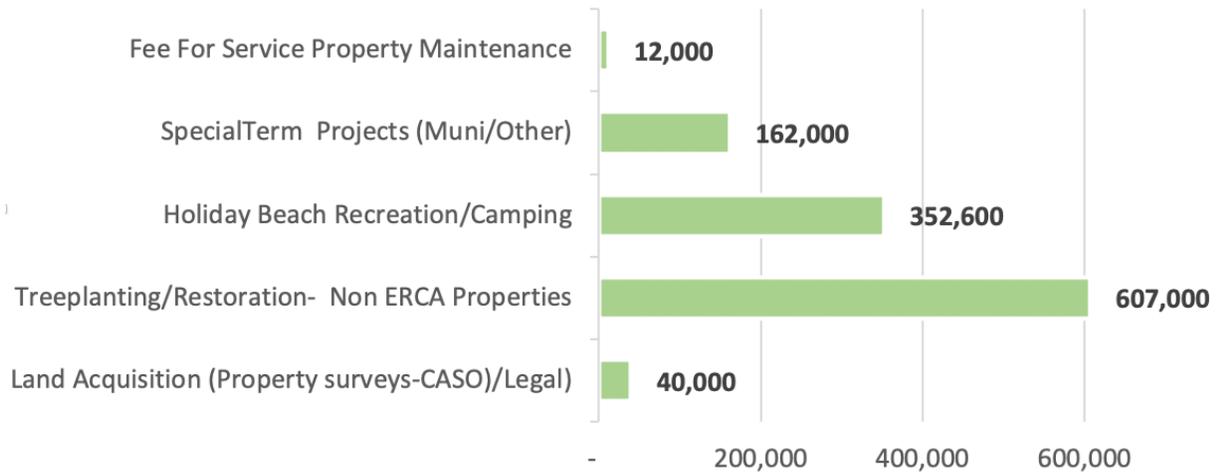
2023 Program Highlights

- Operate and maintain 17 conservation areas welcoming thousands of visitors each year.
- Ongoing replacement of fleet and equipment assets.
- Hard surfacing (tar and chip) parking lots to improve accessibility and visitor experiences at the John R. Park Homestead and Devonwood Conservation Areas.
- Continue to contribute to the update of ERCA’s Asset Management Plan to accurately reflect future capital funding requirements.
- Undertake restoration works of the main house at the John R. Park Homestead.
- Initiate wetland and shoreline restoration works at Hillman Marsh Conservation Area.
- Assess the condition of and forecast future maintenance work for the major bridges along ERCA’s rail trail corridors and initiate replacements of bridges at the end of their lifespan.
- Winterize and upgrade facilities at Holiday Beach to allow for winter festivals such as the annual maple syrup festival.
- Remove vegetation from trail edges and remove hazardous trees, primarily along the Greenway multi-use paths.
- Continue making public infrastructure investments in the Collavino Conservation Area with the goal of making the site publicly accessible within two years.
- Complete the installation of an accessible lift in the Fox Creek Conservation Center.
- Ongoing Tree Planting and Restoration in Conservation Areas.

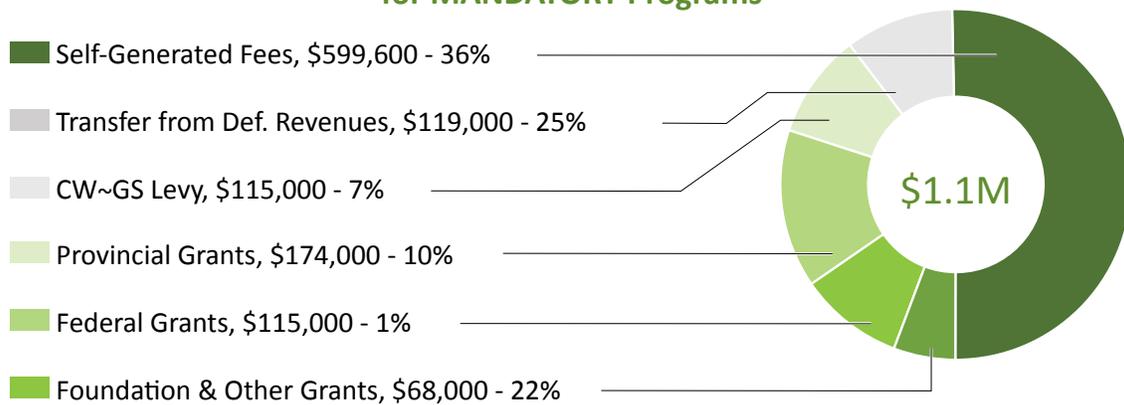
ERCA continues to expand natural habitat in this region by increasing wetland, prairie and tree cover on properties it owns. Through partnerships, lands will continue to be strategically acquired through purchase or donation to create a more sustainable region. In 2023, a new wetland on ERCA’s Cedar Creek landholdings will prevent ongoing erosion of our field and provide multiple co-benefits such as flood attenuation, water quality improvements and habitat for wildlife.

CONSERVATION SERVICES - NON-MANDATORY

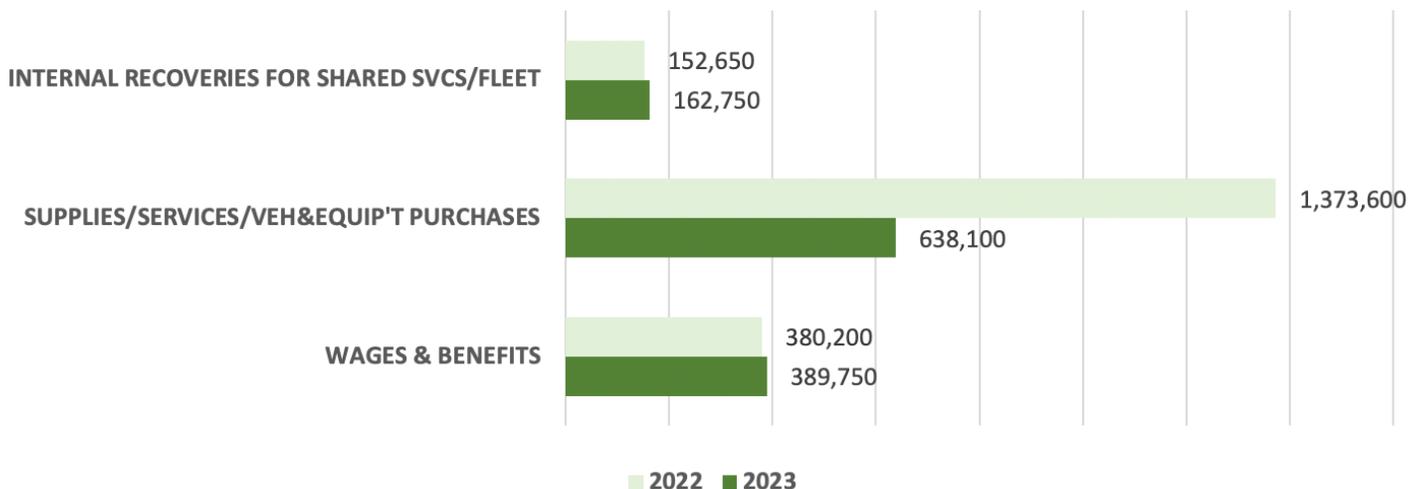
Non-Mandatory Conservation Services by Function - \$1.2M



Conservation Services Sources of Revenues for MANDATORY Programs



NON MANDATORY Conservation Programs & Services Expenses by Category



TREE PLANTING AND HABITAT RESTORATION ON PRIVATE AND MUNICIPAL LANDS

To achieve a sustainable future, mitigate climate impacts, expand tree canopy cover, improve water quality and keep endangered species from extinction in Canada, partnerships must continue with private landowners to grow the amount of habitat restored in the region. To assist with the costs of restoration that takes place on private lands and provide the biological professionals needed to undertake this work, ERCA obtains grants and donations to provide incentives and keeps cost reasonable, including funding from the Clean Water~Green Spaces fund. Clean Water~Green Spaces funding to assist with private lands restoration accounts for approximately 15% of this activity, which does not include the value of land. ERCA has restored over 430 acres of land on private property since 2017. These privately owned restoration sites are an invaluable contribution from our community as they further the rehabilitation of our region.

2023 Program Highlights

- Plant 50,000 trees throughout the region on our property as well as privately owned lands leading to the creation of at least 70 acres of new habitat.
- Build a minimum of two new wetlands in the region to reduce erosion and simultaneously create habitat.
- Continue a multi-year large scale restoration project on Caldwell First Nation property involving 10 acres of tree planting of Phase 2 in 2023.

LAND SECUREMENT

Each year ERCA works towards the strategic purchase of lands that have the highest biological value, as indicated by the Land Securement Strategy, and will have the greatest impact on improving the biological health of the region. Specifics of new land acquisitions are managed in Committee of the Whole and once purchased, restoration and management of these lands would be categorized as mandatory.

ERCA is currently negotiating the donation of a 72 acre parcel of land that will contribute to improve water quality, reduced soil erosion and habitat for wildlife.

As of December 31, 2022, the land acquisition fund has a total of \$1.9million in available funds.

HOLIDAY BEACH CONSERVATION AERA

The Province of Ontario with the Ministry of Natural Resources and Forestry as its representative, is the legal owner of Holiday Beach Conservation Area but the site is operated by the Authority via a thirty-year management agreement with the Province, which expires in 2031. The operational costs associated with this site are covered by user fees related to camping, hunting and cottage rentals, however, revenue generation is not sufficient to fund future capital replacement and major renovation costs. Recent trail and amenities improvements have been funded through government grants and contributions from the Foundation.

The most recent project, funded through the Federal Economic Development Agency for Southern Ontario allowed ERCA to expand the Maple Syrup Festival to include a second location at Holiday Beach Conservation Area, resulting in infrastructure improvements to winterize washrooms and undertake necessary upgrades to the portable classroom. Financial information for this grant is captured within the Community Outreach Services 2023 budget details, as the project spanned multiple program areas.

CAPITAL PROJECTS

An overview of major mandatory and non-mandatory capital projects included in the 2023 budget is summarized below. These projects will improve accessibility and overall visitor experiences in our Conservation Areas.

Capital Project	General Levy/ Reserve Transfers	ERCF/ Other	Fed Grant	Prov Grant	Total	Category
Greenway / Bridge replacement	\$242,000				\$242,000	Mandatory
Hillman coastal erosion and wetland works	\$10,000		\$50,000	\$500,000	\$560,000	Mandatory
JRPH telecommunications tower	\$22,000	\$17,500			\$39,500	Non-Mandatory
Parking lot resurfacing	\$100,000				\$100,000	Mandatory
JRPH historic buildings condition assessment & repairs (Phase 1)	\$137,000	\$102,000			\$259,000	Non-Mandatory
HBCA building winterization			\$110,000		\$110,000	Non-Mandatory
Collavino Conservation Area Improvements		\$90,000			\$90,000	Mandatory
Totals	\$511,000	\$209,500	\$160,000	\$500,000	\$1,400,500	

*Pending contribution agreements

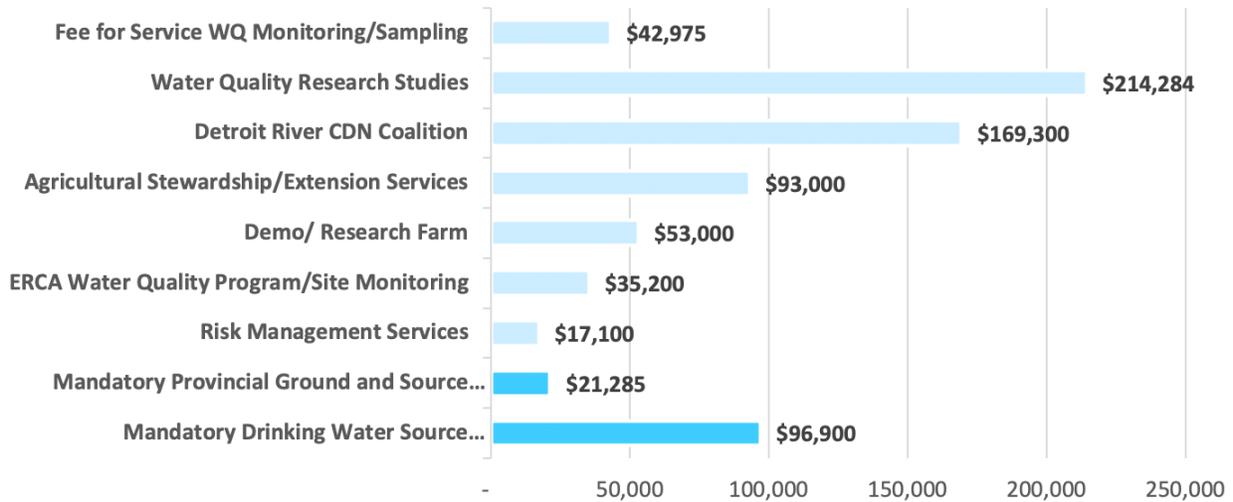
Water Quality Programs & Services

Water Quality programs and services endeavor to improve the health of local watercourses through agricultural Best Management Practices, enhanced monitoring at the watershed and edge-of-field scale and collection of landscape information through Geographic Information Services. Strengthened relationships with academic and government scientists and active participation in several ongoing research programs allows solutions to be developed that are best suited to the region’s unique ecosystem. Local sources of drinking water are protected through the implementation of policies in the Source Protection Plan and its amendments.

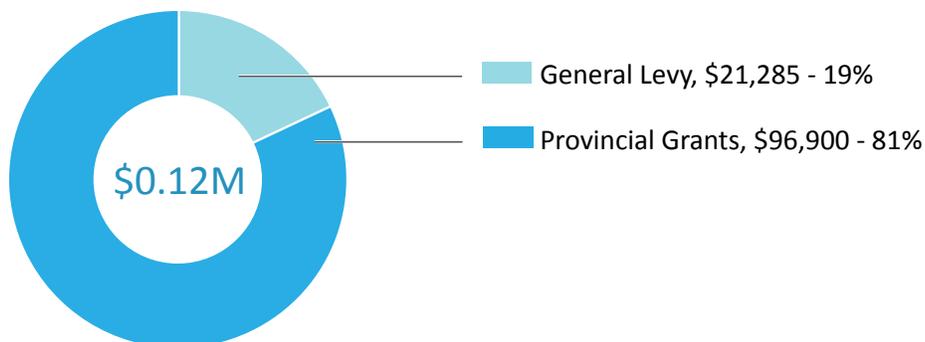
Water Quality Services are delivered through three programs:

- Source Water Protection (mandatory)
- Watershed Science (mandatory and non-mandatory)
- Water Quality Improvements (non-mandatory)
- ~5 FTEs deliver the combination of mandatory and non-mandatory programs

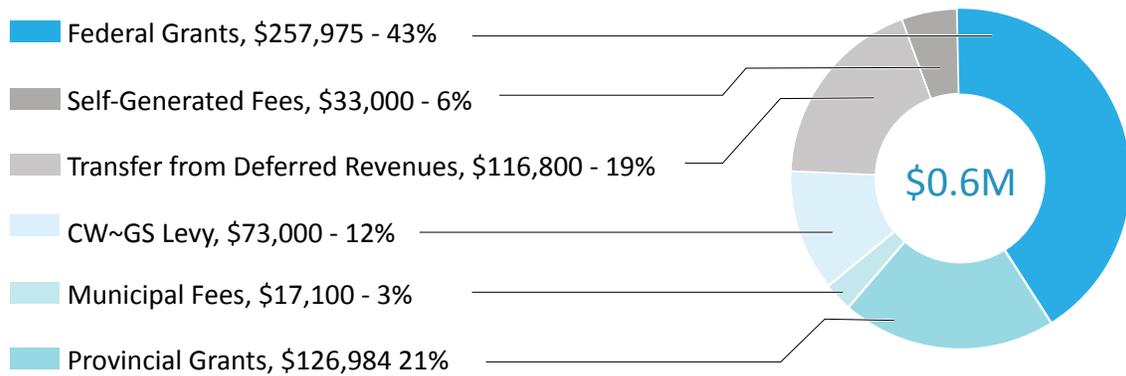
Mandatory & Non Mandatory Water Quality Programs & Services - \$0.7M



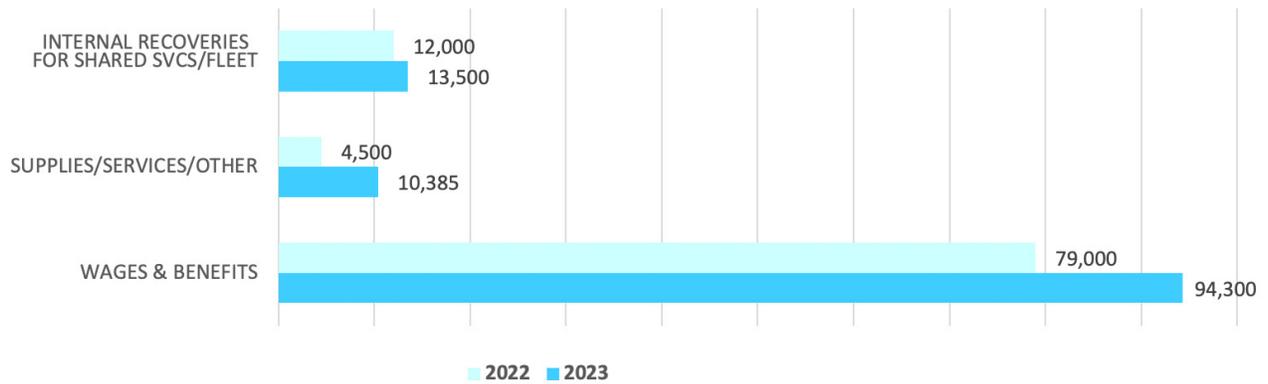
Water Quality Sources of Revenues for MANDATORY Programs



Water Quality Sources of Revenues for NON-MANDATORY Programs



MANDATORY Water Quality Programs & Services Expenses by Category



NON-MANDATORY Water Quality Programs & Services Expenses by Category



SOURCE WATER PROTECTION

Administered under the Clean Water Act, the watershed-based Source Protection Program is the first step in a multi-barrier approach to protect drinking water. It complements municipal water treatment and supports sound land use planning decisions. ERCA, and other conservation authorities, have designated responsibilities under the Clean Water Act to work closely with stakeholders to ensure that sources of municipal drinking water are safe and abundant. ERCA's Risk Management Services implements a specific subset of policies on behalf of municipalities.

- Source Water Protection (Clean Water Act) is identified as a mandatory program and service in the Conservation Authorities Act, and the Province remains committed to providing funding for this program; ERCA received a slight increase for the current two-year funding cycle (2022-2024) to accommodate expanded workload while the Source Protection Plan is being amended. This is the first time that the Province has provided multi-year funding for this program and their commitment provides greater stability for this mandatory work.
- Risk Management Services are offered on behalf of all municipalities in the Essex Region as a direct service cost through an agreement originally established in 2015. This agreement was renewed January 1, 2022, for another three-year term. Risk Management Officials undertake work to implement Source Protection Policies for which municipalities are the Implementing Body. This does not fall under a mandatory program or service in the Conservation Authorities Act, but rather is a Category 2 activity as it is a municipal responsibility.

2023 Program Highlights

- Provide annual reporting to the Province and Municipalities.
- Continue technical work to update the Source Protection Plan and Assessment Report to align with changes to the Director Technical Rules and the Section 36 Assessment Report. Begin the formal consultation process on the comprehensive updates to the Source Protection Plan, policies and Assessment Report.
- Update policies to address new types of Significant Drinking Water Threats and/or changes to applicable vulnerable areas.
- Conduct compliance monitoring to ensure properties with Risk Management Plans continue to adhere to Risk Management Measures.
- Continue reviewing s.59 applications for potential new significant drinking water threats.
- While a number of staff support this program and deliver DWSP services, it accounts for less than one full-time person.

WATERSHED SCIENCE

Healthy rivers, headwaters, and species in our watershed are key elements of a sustainable and healthy environment that we all rely on for our sources of drinking water, our economy and for recreation. The ability to track and report on changes to these indicators of healthy watersheds and share that knowledge helps assess and understand current health and emerging trends as a basis for setting environmental management priorities, identify research gaps to work with academic and other research partners to address, and manage, protect or enhance watershed resources. ERCA undertakes its watershed science programs through partnerships with the Provincial Water Quality Monitoring Network (PWQMN), and the Provincial Groundwater Monitoring Network (PGMN) and works in partnership with Provincial and Federal programs and with universities including the Great Lakes Institute for Environmental Research at the University of Windsor.

Within the Essex region, water health is inextricably linked to farming practices. Because of this, ERCA continues to support the Essex Soil and Crop Improvement Association to facilitate knowledge transfer opportunities. In collaboration with the Ontario Ministry of Agriculture and Rural Affairs and Environment Canada, ERCA provides incentives to producers. These incentives to undertake Best Management Practices on their farms can reduce fertilizer applications, reduce erosion, improve soils and decrease nutrient and soil runoff that leads to toxic algae blooms in Lake Erie.

- Participation in the PWQMN and PGMN are a mandatory program in the Conservation Authorities Act, however, the majority of our water quality science work falls outside mandatory services yet is critical to providing the residents of this region and partners with information. In 2023, ERCA will continue to monitor ground and surface water quality stations and provide this information to the Province, consistent with most Conservation Authorities. Beyond this fundamental monitoring, ERCA will also undertake the following water quality work, which is supported by Provincial and Federal grants:

2023 Program Highlights

- Collect water samples, funded by various external partners as funding is available, to provide samples for research projects that could not otherwise be collected due to travel restrictions or other logistical challenges.
- Seek out funding to maintain the important ongoing monitoring of greenhouse influenced streams. This sampling was supported by the MECP from 2012 to December 31, 2021. The MECP is not supporting this monitoring program in Fiscal Year 2022/23.
- Complete over 20 Agricultural Best Management Practice (BMP) projects in partnership with landowners.
- Operate the Essex County Demonstration Farm to facilitate agricultural research and disseminate lessons learned to the farming community.

Community Outreach Services

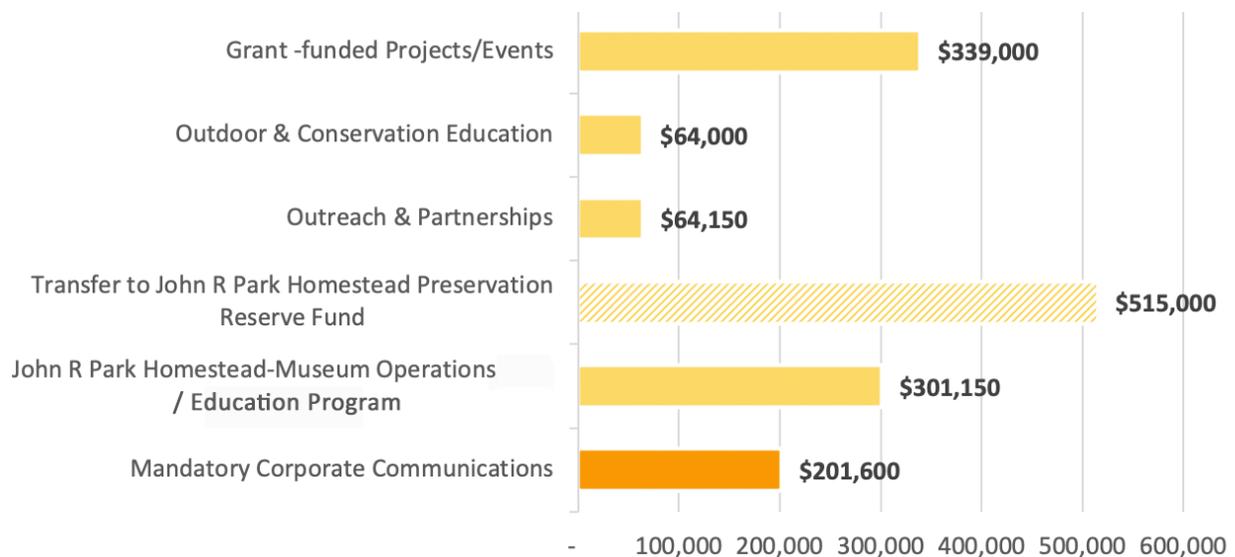
Communications and outreach services support all business units of the Authority. This includes supporting flood messaging, disseminating natural hazard information, engaging landowners in conservation practices and climate action, educating students of all ages about environmental sustainability, promotion of and engagement in tree planting and restoration, connecting people to nature through a variety of programs and events, identifying the value of natural connections to our health, and communicating broadly with stakeholder groups and watershed residents. Communications efforts also support revenue-generating activities for conservation areas.

Providing stewardship and educational opportunities to residents living within our watersheds is important and critical to conservation success across the region. Providing hands on opportunities for people to connect with nature and take action for the environment will raise awareness about broader local environmental needs, including expanding natural areas coverage, protecting mature forests, and reducing energy use to mitigate climate change impacts such as frequent and more intense flood events.

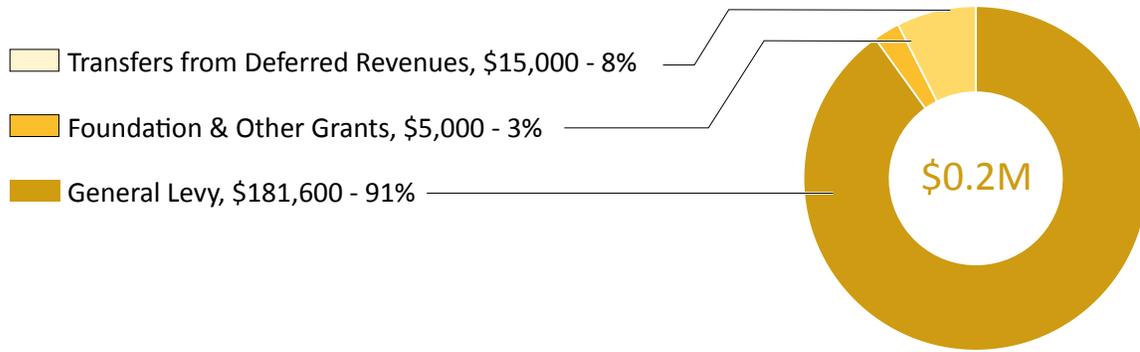
Community Outreach Services are delivered through four programs:

- Communications (mandatory)
- Outdoor Education (non-mandatory)
- Outreach and Engagement (non-mandatory)
- JRPB Museum Operations & Programming
- ~8 FTEs will deliver the mandatory and non-mandatory programs

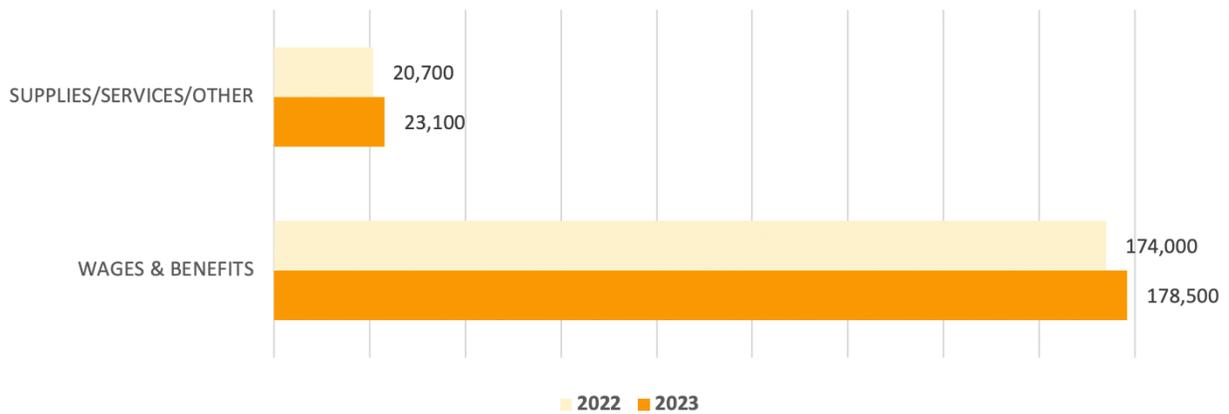
Community Outreach Services Mandatory and Non Mandatory Programs & Services + John R Park Homestead -\$1.5M



Community Outreach Sources of Revenues for MANDATORY Programs



MANDATORY Communications Expenses by Category



COMMUNICATIONS

Corporate communication is included as a mandatory service as it supports the communication needs of the Authority’s mandatory functions, including critical flood messaging, to various audiences across multiple platforms. This includes Annual Reporting, stakeholder relations, engagement through traditional and social media, media relations and other communications priorities.

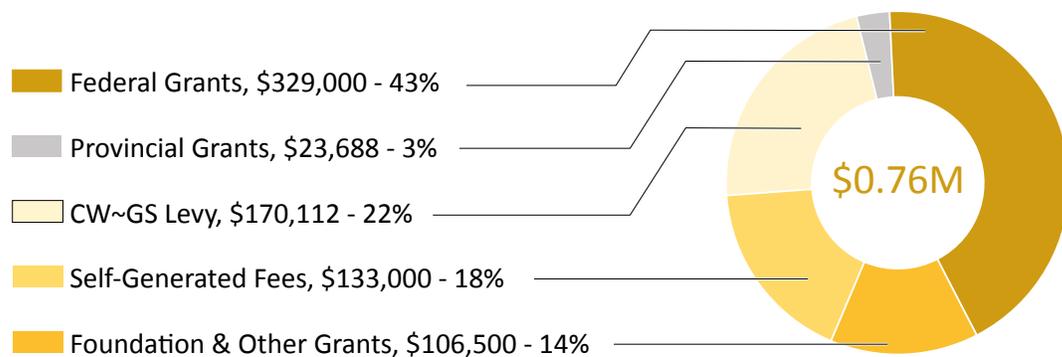
2023 Program Highlights

- Continue to engage and inform stakeholders and watershed residents to engage in conservation practices and programs across a variety of platforms; and communicate broadly as ERCA implements its Transition Plan.

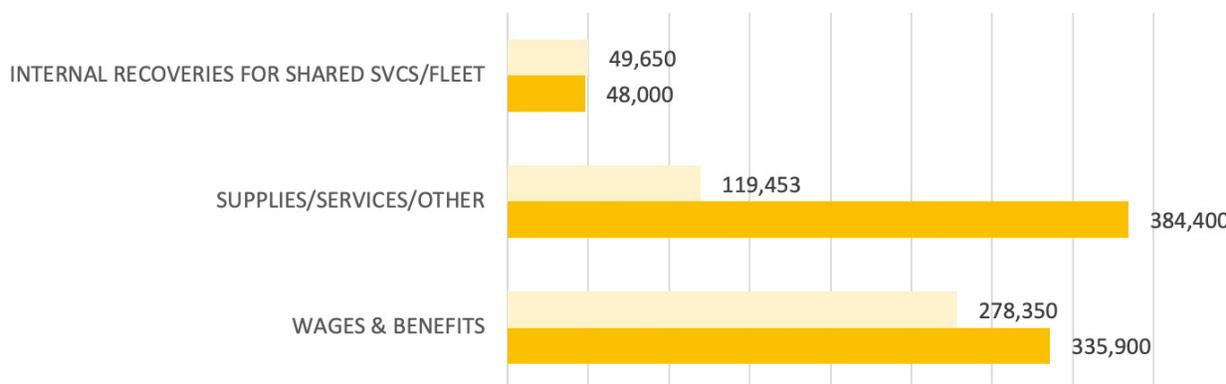
- Engage stakeholders and the broader Windsor-Essex-Pelee Island community in celebrating ERCA’s 50 years of conservation.
- Continue to support revenue generation through enhanced marketing of conservation programs.
- Continue to support the Essex Region Conservation Foundation in fundraising to support conservation projects and program areas.

NON-MANDATORY PROGRAMS

Community Outreach Services Sources of Revenues for NON MANDATORY Programs



NON MANDATORY Communications Expenses by Category



OUTDOOR EDUCATION

There is a significant body of research-based evidence surrounding the value of outdoor learning experiences. There is also increasing demand within the education sector for programs and services that focus on environmental issues that are important today. ERCA’s Outdoor Education programs provide experiential environmental programs and services for kindergarten to grade 12 students and teachers, meeting the objectives of the provincial curriculum. Busing costs and availability continue to impact student field trips. However, enhanced partnerships and relationships with all major school boards continue to position ERCA’s outdoor education and Specialist High Skills Major programs as a preferred service delivery partner. Nature-Near-You programs continue to be popular when bussing is not available. While outdoor education is identified as non-mandatory, significant fundraising through the Essex Region Conservation Foundation has eliminated the reliance on levy to continue to deliver these vital conservation education programs.

2023 Program Highlights

- Continue to deliver Specialist High Skills Major certification programs both digitally and in person as a preferred service delivery provider to ensure students across the province can receive training modules required to graduate with the SHSM designation.
- Continue to deliver both curriculum-based field trips at conservation areas and through Nature Near You programs to engage students in environmental learning.
- Implement the expanded Maple Syrup Festival program.
- Environmental Educator position remains on reduced hours.

OUTREACH AND ENGAGEMENT

There continues to be significant demand to provide opportunities for the community to engage in environmental restoration activities. Tree planting events for 2023 include Earth Day in east Windsor, as well as plantings in Sandwich Town and Ford City. Administration continues to pursue grants and partner funding to implement far-reaching stewardship and outreach programs. The Outreach and Partnerships Coordinator position continues to be a shared position also supporting the Detroit River Remedial Action Plan on a cost-recovery basis.

JOHN R. PARK HOMESTEAD - MUSEUM OPERATIONS

While passive recreation and related maintenance costs are eligible within the mandatory levy category, the John R. Park Homestead (JRPH) Museum and other heritage buildings are associated with the provision of non-mandatory services and the Authority is precluded from levying for preservation of these heritage assets. This is despite the fact that the transfer of the property from the Province in 2008 contained a number of restrictive covenants and obligations, regarding operations and the maintenance of assets. Additional covenants include the requirement to maintain the employ of a Curator and that the site be opened a minimum of 1080 hours, 180 days and 20 days during 8 months of the calendar year. Another significant covenant is that it be operated in accordance with the Community Museum Standards, as defined in the Ontario Heritage Act.

2023 Program Highlights

- Tree planting and citizen science programs include Earth Day Tree Planting, as well as planting activities in Sandwich Town, Ford City, Kingsville, Amherstburg, and others, with support from a variety of community partners.
- Introduce and manage the Adopt-A-Greenway program with various community partners to undertake annual cleanups of the 80km multi-use trail system.
- Host multiple clean up events across the region as part of the Bi-National Detroit River Coalition.

2023 Program Highlights

- A successful grant through the Federal Economic Development Agency for Southern Ontario in the amount of \$329,000 to significantly expand the Maple Syrup Festival will positively impact the budget as the grant provided for wages, as well as new exhibit and program materials. The expansion of this traditionally popular Festival also resulted in significant self-generated revenues.
- Further enhance partnerships with the Caldwell First Nation and expanding Indigenous Education programming.
- Continue to grow self-generated revenues through enhanced program options, marketing efforts and rental income opportunities.
- Initiate urgent structural repair work needed to the historic home.

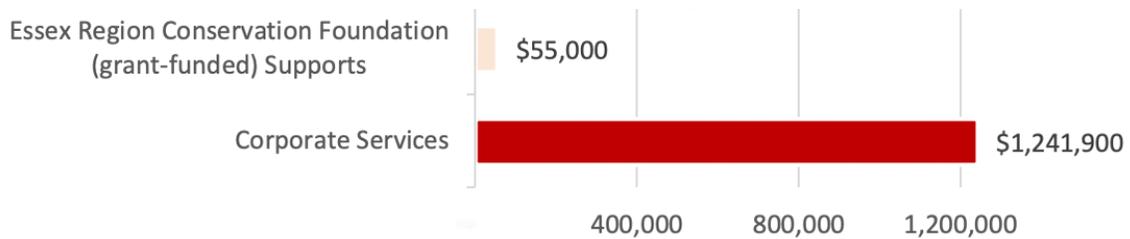


Administration & Corporate Services

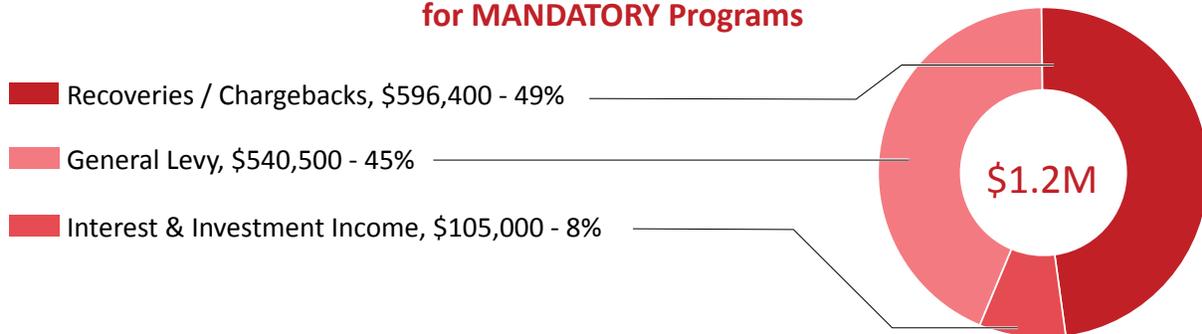
Corporate Services includes:

- Administration/Governance
- Compliance/Risk Management
- Finance
- Human Resources
- Information Management/Records/GIS/Systems/Network
- All services are provided to the Essex Region Conservation Foundation
- ~7 FTEs will deliver and support the diverse functions of Corporate Services

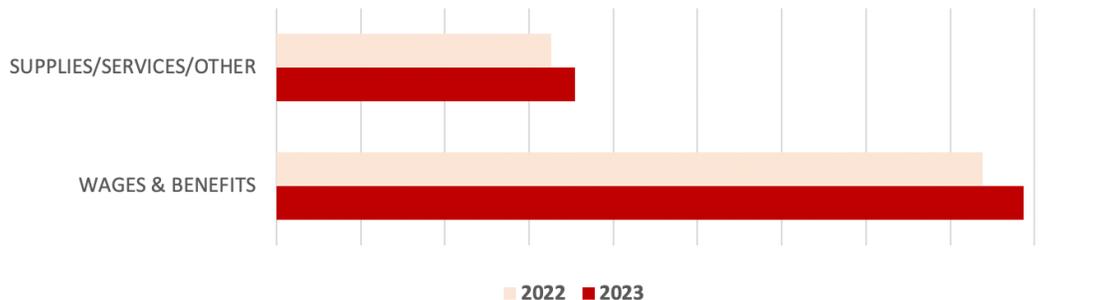
Corporate Services by Function - \$1.3M



Corporate Services Sources of Revenues for MANDATORY Programs



MANDATORY Corporate Services Expenses by Category



ADMINISTRATION / GOVERNANCE

2023 Program Highlights

- Continue to deliver and report on requirements outlined in the Transition Plan as required under O.Reg. 687/21.
- Engage municipal partners in consultations regarding suite of non-mandatory services and develop apportionment agreements for municipal funding, where required.
- Review and update Administrative Bylaws and Terms of Reference, where required.
- Explore potential transfer of ownership of Holiday Beach and/or asset management planning, with the Ministry of Natural Resources and Forestry.
- The Province is being reengaged regarding the John R Park Homestead, vis a vis the non-mandatory categorization, as the transfer agreement is with the Ontario Realty Corporation and the original transfer agreement was with the MNRF. (Ministry of Natural Resources and Forestry).
- Complete performance reviews, skills gap assessments and professional development opportunities (Management).

HUMAN RESOURCES

2023 Program Highlights

- Continue to review and update policy, procedures and guidelines to ensure ERCA's Health & Safety program remains robust and compliant with all legislation.
- Continue to provide some on-boarding of new hires remotely, for efficiency and convenience of new staff.
- Input into Collective Bargaining negotiations with CUPE Local 3784 for a new agreement commencing January 1, 2024.

FINANCE

2023 Program Highlights

- Prepare financial information, analysis and draft apportionment agreements for discussion and negotiation related to funding for non-mandatory levy-supported services. Update the required inventory of programs and services as required by the Transition Plan (O.Reg 687/21).
- Work in collaboration with watershed management(engineering) and conservation services to update the asset management plan, including segregation of non-mandatory assets.
- Continue with refining budgets and financial reports to support transparency of operations and to comply with new Ontario Regulation 402/22: Budget and Apportionment.
- Assist with exploring and evaluating revenue-generating proposals and concepts to reduce dependency on non-mandatory levies.

INFORMATION MANAGEMENT / RECORDS / SYSTEMS / NETWORK

2023 Program Highlights

In response to recommendations from the 2020 consultant's report on the status and readiness of Information Technology at ERCA, a focus on IT modernization, sustainability, and security has been adopted to address various technology deficits and security needs. Included in this program are diverse projects that will provide the security and platforms needed to meet our mandated services.

The projects are broken down into several key areas of investment and practice, each representing a component of the Board approved plan. These include:

- **Permit Application and Property Information System (PIMS):** Completion of a modernized system based on current internet facing technologies, professional-built database, and modular, transaction-focused architecture, that will replace the legacy on-premise MS Access database. This new system will also incorporate a customer self-service portal to streamline applicant requests and payments while reducing the need for administrative resources.
- **Corporate records management:** Progress continues to be made on the cataloging of HR-related records, scanning of governance records and the disposition of expired records.
- **Infrastructure as a Service Migration:** The migration of our legacy, unsupported infrastructure (servers, storage, backup) to a cloud hosted solution provided by Microsoft which includes necessary upgrades to the unsupported, unpatched, vulnerable servers as well as providing client-side upgrades to email and MS Office. This implementation includes enhanced security, threat reduction, increased manageability, and redundancy. Secondary and stretch goals outlined in the approved modernization plan will be targeted for implementation this year. These will include the upgrade of multifactor authentication, automated software deployment, new security policies, end user security patching automation and automated security updates.
- **Information as a Service:** ERCA ITS will begin to build and integrate new systems to replace legacy offerings. In doing so, IT will begin to provide data integration, advanced reporting, business intelligence & decision support services to respond to the decision-making challenges faced by ERCA as well provide potential revenue streams via the creation of advanced, value-added service offerings. Other aspects to be addressed in these initiatives are: streamlining and facilitating a new web Presence; enhancing the online identity; and incorporating financial transactional services to ERCA's online portfolio.
- **Website Rebuild:** ERCA will undertake a full rebuild and reinvestment in the website to better reflect changes to ERCA services and offerings. The overall goal is to better serve customers and to delineate the mandatory and non-mandatory services, while still maintaining a consistent identity and brand. The new site will be tied to the new permitting portal for development services and will include self-service and online payment options to reduce workflow and increase efficiency.
- **Phone System Replacement:** ITS is currently in the process of replacing the aged on-premises phone systems with a new cloud-based service which offers increased resilience, removes points of failure and streamlines services between ERCA sites
- **John R Park Homestead (JRPH) Communications improvements:** In response to feedback related to communications challenges (cellular and data connectivity) at the JRPH site, the deployment of a 68-foot communication Tower and antenna array will be added to the site to better serve our staff and guests. This new development will help boost reception and be coupled with an internal cellular booster setup in the guest center to ensure strong inbuilding signal. As part of this deployment, new fiber optic cable will be run in the building in preparation for future connectivity for the site as well as to prepare the way for future connectivity to new fiber optic networking options from Cogeco.

Summary

This 2023 Draft Budget including appendices, once approved by the Essex Region Conservation Authority Board of Directors, will be posted publicly on the Authority's website at www.essexregionconservation.ca and circulated to Municipalities to provide notice under the Conservation Authorities Act of a weighted vote, in accordance with Ontario Regulation 139/96, regarding the 2023 Draft Budget at the Board of Directors Meeting on May 10, 2023.

As budgets are a snapshot in time and represent management's best estimates at the time the budget is prepared, actual results can vary, and projects may proceed in a slightly altered fashion than contemplated in this budget. At any time, the Authority may experience employee attrition, turnover or short-term vacancies in positions, which may result in realized savings for the year but may be utilized to buffer against unanticipated/unbudgeted expenses or declines in revenues.

Administration endeavors to respond to the wishes of the community it serves by delivering programs and services, as consistent with the objects of the Conservation Authorities Act, and by utilizing public funds efficiently, effectively, responsibly and transparently.

APPENDICES

- **Appendix A:** Detailed 2023 Draft Budget Financial Activities
- **Appendix B:** Draft Municipal Levy Schedule (6.4%)
- **Appendix C:** Draft Reserves Continuity Schedule
- **Appendix D:** 2023 Funding Sources by Service Delivery Program Area
- **Appendix E:** Where Does Your Money Go?



ERCA Board

Jim Morrison, City of Windsor – Chair
Sue Desjarlais, Town of Lasalle – Vice-Chair
Molly Allaire, Town of Amherstburg
Peter Courtney, Town of Amherstburg
Kimberly DeYong, Town of Kingsville
Thomas Neufeld, Town of Kingsville
Jason Matyi, Town of Essex

Katie McGuire Blaise, Town of Essex
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Ryan McNamara, Municipality of Lakeshore
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Larry Verbeke, Municipality of Leamington
Dayne Malloch, Pelee Island

Tania Jobin, Town of Tecumseh
Joe Bachetti, Town of Tecumseh
Angelo Marignani, City of Windsor
Mark McKenzie, City of Windsor
Kieran McKenzie, City of Windsor

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DRAFT 2023 DETAILED STATEMENT OF FINANCIAL ACTIVITIES

	2023 DRAFT BUDGET	2022 BUDGET	2022 UNAUDITED
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WATERSHED MANAGEMENT SERVICES

CATEGORY 1 MANDATORY SERVICES - RISKS OF NATURAL HAZARDS

DEVELOPMENT SERVICES

GENERAL LEVY	413,800	322,200	346,918
SELF-GENERATED FEES	519,000	715,000	677,890
	<u>932,800</u>	<u>1,037,200</u>	<u>1,024,808</u>
WAGES	691,500	796,000	803,649
CONSULTING	-	12,000	3,694
SUPPLIES/OFFICE/JANITORIAL	30,700	26,550	19,974
VEHICLE/TRAVEL/EQUIP'T USAGE	26,600	21,600	19,483
CORP SUPPORT/SHARED SVCS	120,000	138,000	131,157
RENT/INS/TAXES/UTILITIES	58,000	29,400	56,242
DUES/MEMBERSHIPS	1,000	1,150	1,506
AUDIT AND LEGAL	5,000	10,000	4,579
SMALL MISC	-	2,500	750
	<u>932,800</u>	<u>1,037,200</u>	<u>1,041,034</u>

PLANNING RELATED TO HAZARDS

GENERAL LEVY	164,850	107,150	123,072
SELF GENERATED FEES	80,000	108,500	134,395
	<u>244,850</u>	<u>215,650</u>	<u>257,467</u>
WAGES	200,200	182,000	208,332
SUPPLIES/OFFICE/JANITORIAL	1,550	1,550	363
VEHICLE/TRAVEL/EQUIP'T USAGE	1,500	500	750
CORP SUPPORT/SHARED SVCS	26,600	26,600	31,692
RENT/INS/TAXES/UTILITIES	15,000	5,000	14,580
	<u>244,850</u>	<u>215,650</u>	<u>255,717</u>

FLOOD /EROSION PROGRAM (S.39 PROV \$)

GENERAL LEVY	106,663	137,863	107,223
PROVINCIAL GRANTS	104,417	104,417	104,417
	<u>211,080</u>	<u>242,280</u>	<u>211,640</u>
WAGES	128,900	156,000	128,587
CONSULTING/INFO'N/DATA SVCS	35,500	35,500	36,079
SUPPLIES/OFFICE/JANITORIAL	5,180	5,180	4,540
VEHICLE/TRAVEL/EQUIP'T USAGE	7,000	6,000	6,635
CORP SUPPORT/SHARED SVCS	26,500	31,600	26,800
RENT/INS/TAXES/UTILITIES	8,000	8,000	8,999
	<u>211,080</u>	<u>242,280</u>	<u>211,640</u>

OTHER WMS TERM PROJECTS

GENERAL LEVY	48,500	-	-
OTHER GRANTS/USER FEES/RECOVERIES	46,000	-	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	24,500	-	-
	<u>119,000</u>	<u>-</u>	<u>-</u>
DIRECT WAGES	52,000	-	-
CONSULTING/OUTSIDE ENGINEERING	58,000	-	-
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	9,000	-	-
	<u>119,000</u>	<u>-</u>	<u>-</u>

CLIMATE CHANGE - HAZARDS

GENERAL LEVY	-	25,000	25,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	(25,000)
	<u>-</u>	<u>25,000</u>	<u>(0)</u>
CONSULTING	-	25,000	-
	<u>-</u>	<u>25,000</u>	<u>-</u>

	2023 DRAFT BUDGET	2022 BUDGET	2022 UNAUDITED
SUMMARY - CATEGORY 1 WMS MANDATORY SERVICES, RISKS OF NATURAL HAZARDS			
GENERAL LEVY	733,813	592,213	602,213
PROVINCIAL GRANTS	104,417	104,417	104,417
SELF-GENERATED FEES	599,000	823,500	812,285
TRANSFER TO/FROM DEF REVENUES	24,500	-	(25,000)
TRANSFER TO/FROM RESERVES	46,000	-	-
	1,507,730	1,520,130	1,493,916
WAGES & BENEFITS	1,072,600	1,134,000	1,140,568
SUPPLIES/SERVICES/OTHER	218,930	162,830	151,408
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	216,200	223,300	216,415
	1,507,730	1,520,130	1,508,391
SURPLUS/(DEFICIT)	-	-	(14,475)

MUNICIPAL WATER & EROSION CONTROL PROJECTS (50% PROV \$)

MUNICIPAL	-	-	4,000
	-	-	4,000
WAGES	-	-	308
CONSULTING/OUTSIDE ENGINEERING	-	-	3,190
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	-	-	502
	-	-	4,000

OTHER MUNICIPAL TERM STUDIES/PROJECTS

MUNICIPAL	(163,200)	97,000	241,225
PROVINCIAL GRANTS	182,000	182,000	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	35,250	-	22,479
	54,050	279,000	263,704
WAGES	47,050	26,500	14,850
CONSULTING/OUTSIDE ENGINEERING	-	246,500	245,854
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	7,000	6,000	3,000
	54,050	279,000	263,704

SUMMARY CATEGORY 1 MANDATORY SERVICES -WECI PROJECTS AND MUNICIPAL SPECIAL STUDIES

MUNICIPAL	(163,200)	97,000	245,225
PROVINCIAL GRANTS	182,000	182,000	-
TRANSFER TO/FROM DEF REVENUES	35,250	-	22,479
	54,050	279,000	267,704
WAGES & BENEFITS	47,050	26,500	15,158
CONSTRUCTION/ENGINEERING/SUPPLIES	-	246,500	249,043
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	7,000	6,000	3,503
	54,050	279,000	267,704
SURPLUS/(DEFICIT)	-	-	0

CATEGORY 2 NON MANDATORY SERVICES -MUNICIPAL PROGRAMS

PLANNING RELATED TO NATURAL HERITAGE

CW~GS LEVY	-	59,500	61,761
	-	59,500	61,761
WAGES	-	52,000	50,178
CORP SUPPORT/SHARED SVCS	-	7,500	8,072
RENT/INS/TAXES/UTILITIES	-	-	3,512
	-	59,500	61,761

SUMMARY CATEGORY 2 NON MANDATORY SERVICES -MUNICIPAL PROGRAMS

CW~GS LEVY	-	59,500	61,761
	-	59,500	61,761
WAGES & BENEFITS	-	52,000	50,178
SUPPLIES/SERVICES/OTHER	-	-	3,512
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	-	7,500	8,072
	-	59,500	61,761
SURPLUS/(DEFICIT)	-	-	(0)

CONSERVATION SERVICES

CATEGORY 1 MANDATORY SERVICES - CONSERVATION LANDS MANAGEMENT

GENERAL PROGRAM OPERATIONS, MANAGEMENT PLANS & LAND STRATEGIES

GENERAL LEVY	204,715	158,515	158,515
FEDERAL GRANTS	92,000	-	8,300
	<u>296,715</u>	<u>158,515</u>	<u>166,815</u>
WAGES	256,300	131,000	105,422
ENGINEERING/CONSULTING	-	-	-
SUPPLIES/OFFICE/JANITORIAL	5,515	4,215	2,972
VEHICLE/TRAVEL/EQUIP'T USAGE	3,500	2,000	2,681
CORP SUPPORT/SHARED SVCS	31,400	21,300	16,514
	<u>296,715</u>	<u>158,515</u>	<u>127,589</u>

CONSERVATION AREAS/GREEWAYS/OWNED PROPERTIES MAINTENANCE

GENERAL LEVY	775,110	704,360	670,635
FEDERAL GRANTS	-	-	-
FOUNDATION & OTHER GRANTS	-	20,000	30,450
SELF-GENERATED USER FEES	81,800	79,400	94,432
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	4,000	(4,424)
TRANSFERS TO/FROM RESERVES	20,000	20,000	(26,585)
	<u>876,910</u>	<u>827,760</u>	<u>764,508</u>
WAGES	371,500	389,900	316,679
CONSTRUCTION	-	-	10,158
ENGINEERING/CONSULTING	17,000	-	24,509
SUPPLIES/OFFICE/JANITORIAL	58,110	47,410	50,043
VEHICLE/TRAVEL/EQUIP'T USAGE	90,000	46,100	101,682
PLANT MAT/LANDOWNER GRANTS	5,500	24,000	17,762
CORP SUPPORT/SHARED SVCS	107,600	102,200	96,366
RENT/INS/TAXES/UTILITIES	155,700	125,300	121,560
AUDIT AND LEGAL	-	-	1,980
CAP MAINT/LOW VALUE ASSETS	68,000	89,600	21,015
SMALL MISC	3,500	3,250	4,104
	<u>876,910</u>	<u>827,760</u>	<u>765,859</u>

CAPITAL OR MAJOR MAINTENANCE/IMPROVEMENT PROJECTS

GENERAL LEVY	-	23,500	36,466
PROVINCIAL GRANTS	-	161,000	261,000
FEDERAL GRANTS	573,000	180,000	190,200
FOUNDATION & OTHER GRANTS	30,000	327,000	420,055
SELF-GENERATED FEES	-	-	-
TRANSFERS TO/FROM DEFERRED REVENUES	213,200	174,000	100,612
TRANSFERS TO/FROM RESERVES	576,500	27,000	(173,200)
	<u>1,392,700</u>	<u>892,500</u>	<u>835,133</u>
WAGES	24,250	14,000	36,299
CONSTRUCTION	1,124,300	688,500	606,935
ENGINEERING/CONSULTING/SUB CONTRACTING	179,000	133,000	135,023
CONSTRUCTION SUPPLIES	9,200	7,000	17,528
VEHICLE/TRAVEL/EQUIP'T USAGE	2,000	-	425
PLANT MAT/LANDOWNER GRANTS	5,000	-	1,380
CORP SUPPORT/SHARED SVCS	23,750	30,500	13,384
CAP MAINT/LOW VALUE ASSETS	23,200	19,500	30,846
SMALL MISC	2,000	-	896
	<u>1,392,700</u>	<u>892,500</u>	<u>842,715</u>

TREE PLANTING AND RESTORATION -ERCA LANDS

GENERAL LEVY	113,100	124,300	124,300
PROVINCIAL GRANTS	30,000	10,000	-
FOUNDATION & OTHER GRANTS	5,000	35,000	17,072
SELF GENERATED FEES	10,000	-	-
	<u>158,100</u>	<u>169,300</u>	<u>141,372</u>
WAGES	72,500	101,000	66,200
CONSTRUCTION	40,000	-	-
ENGINEERING/CONSULTING/SUB CONTRACTING	-	-	300
SUPPLIES/OFFICE/JANITORIAL	4,250	10,579	966
VEHICLE/TRAVEL/EQUIP'T USAGE	12,850	13,050	6,567
PLANT MAT/LANDOWNER GRANTS	11,500	24,071	18,483
CORP SUPPORT/SHARED SVCS	17,000	20,600	13,872
	<u>158,100</u>	<u>169,300</u>	<u>106,387</u>

	2023	2022	2022
	DRAFT BUDGET	BUDGET	UNAUDITED
FLEET & FIELD EQUIPMENT			
GENERAL LEVY	-	27,750	48,509
RECOVERIES/CHARGEBACKS	199,700	126,600	204,585
TRANSFERS TO/FROM RESERVES	153,000	43,000	(23,000)
	<u>352,700</u>	<u>197,350</u>	<u>230,094</u>
MAINTENANCE/REPAIRS	65,900	61,900	67,308
FUEL	57,500	31,000	57,935
LICENCES/MISC/SMALL TOOLS	19,300	19,450	18,383
AMORTIZATION	89,000	90,000	-
	<u>231,700</u>	<u>202,350</u>	<u>143,626</u>

SUMMARY CATEGORY 1 MANDATORY SERVICES -LAND MGMT, (OWNED) CONSERVATION AREAS OPERATIONS,MAINTENANCE & CAPITAL			
GENERAL LEVY	1,092,925	1,038,425	1,038,425
CW~GS LEVY	-	-	-
PROVINCIAL GRANTS	30,000	171,000	261,000
FEDERAL GRANTS	665,000	180,000	198,500
FOUNDATION & OTHER GRANTS	35,000	382,000	467,577
SELF-GENERATED FEES	291,500	206,000	299,016
TRANSFER TO/FROM DEF REVENUES	213,200	178,000	96,188
TRANSFER TO/FROM RESERVES	749,500	90,000	(222,785)
	<u>3,077,125</u>	<u>2,245,425</u>	<u>2,137,921</u>
WAGES & BENEFITS	735,450	642,800	533,147
CONSTRUCTION/ENGINEERING/SUPPLIES	1,948,525	1,388,425	1,212,189
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	272,150	219,200	240,840
	<u>2,956,125</u>	<u>2,250,425</u>	<u>1,986,176</u>
SURPLUS/(DEFICIT)	121,000	(5,000)	151,745

CATEGORY 3 NON MANDATORY SERVICES - ONGOING ERCA CORE CONSERVATION-RELATED PROGRAMS			
LAND SECUREMENT			
CW~GS LEVY	40,000	500,000	500,000
MUNICIPAL	-	-	549,793
FEDERAL GRANTS	-	-	1,013,655
FOUNDATION & OTHER GRANTS	-	-	1,053,250
TRANSFERS (TO)/FROM LAND ACQ FUND	-	(453,000)	135,294
	<u>40,000</u>	<u>47,000</u>	<u>3,251,992</u>
WAGES	5,000	18,300	20,074
PROPERTY	-	-	3,121,675
LEGAL, SURVEYING,CONSULTNG	30,000	22,700	98,144
CORP SUPPORT/SHARED SVCS	5,000	6,000	12,099
	<u>40,000</u>	<u>47,000</u>	<u>3,251,992</u>

RESTORATION/TREE PLANTING PROGRAM - NON ERCA PROPERTIES			
CW~GS LEVY	75,000	75,000	75,000
PROVINCIAL GRANTS	150,000	70,000	70,833
FEDERAL GRANTS	40,000	40,000	91,617
FOUNDATION & OTHER GRANTS	-	60,000	139,851
SELF-GENERATED FEES	225,000	255,000	339,556
IN-KIND	10,000	-	2,171
TRANSFERS (TO)/FROM DEFERRED REVENUES	107,000	25,600	(34,350)
	<u>607,000</u>	<u>525,600</u>	<u>684,678</u>
WAGES	207,400	187,800	216,147
CONSTRUCTION	40,000	-	-
ENGINEERING/CONSULTING/SUB-CONTRACTING	-	-	604
SUPPLIES/OFFICE/JANITORIAL	18,200	10,700	19,879
VEHICLE/TRAVEL/EQUIP'T USAGE	41,400	33,100	44,595
PLANT MAT/LANDOWNER GRANTS	215,500	216,500	311,777
CORP SUPPORT/SHARED SVCS	65,000	68,500	78,808
RENT/INS/TAXES/UTILITIES	9,000	8,000	8,935
IN KIND SVCS SUPPLIES	10,000	-	2,171
CAP MAINT/LOW VALUE ASSETS	500	1,000	1,744
	<u>607,000</u>	<u>525,600</u>	<u>684,660</u>

HOLIDAY BEACH (OPERATED UNDER MGMT AGREEMENT)			
CW~GS LEVY	-	6,000	6,000
SELF GENERATED	352,600	315,600	331,960
TRANSFERS TO/FROM RESERVES	-	-	(2,816)
	<u>352,600</u>	<u>321,600</u>	<u>335,144</u>

	2023	2022	2022
	DRAFT BUDGET	BUDGET	UNAUDITED
WAGES	161,000	166,800	154,962
ENGINEERING/CONSULTING/SUB CONTRACTING	8,500	1,000	4,126
SUPPLIES/OFFICE/JANITORIAL	61,600	44,664	62,590
VEHICLE/TRAVEL/EQUIP'T USAGE	19,000	17,036	19,699
CORP SUPPORT/SHARED SVCS	35,500	34,600	34,438
RENT/INS/TAXES/UTILITIES	44,000	40,500	44,641
MAJOR MAINT/ROADS/VEGETATION	20,500	16,500	9,932
SMALL MISC	2,500	500	2,506
	<u>352,600</u>	<u>321,600</u>	<u>332,894</u>

SUMMARY CATEGORY 3 NON MANDATORY SERVICES - ERCA ONGOING CORE CONSERVATION & HERITAGE PROGRAMS			
CW~GS LEVY	115,000	581,000	581,000
MUNICIPAL	-	-	549,793
PROVINCIAL GRANTS	150,000	70,000	70,833
FEDERAL GRANTS	40,000	40,000	1,105,272
FOUNDATION & OTHER GRANTS	-	60,000	139,851
SELF-GENERATED FEES	577,600	570,600	674,766
IN-KIND	10,000	-	1,052,171
TRANSFER TO/FROM DEF REVENUES	107,000	(427,400)	100,944
TRANSFER TO/FROM RESERVES	-	-	(2,816)
	<u>999,600</u>	<u>894,200</u>	<u>4,271,813</u>
WAGES & BENEFITS	373,400	372,900	391,183
OTHER OPERATING/SITE SUPPLIES/PROF SERVICES	478,200	373,200	3,705,305
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	148,000	148,100	173,058
	<u>999,600</u>	<u>894,200</u>	<u>4,269,546</u>
SURPLUS/(DEFICIT)	-	-	2,267

CATEGORY 3 NON MANDATORY SERVICES - FEE FOR SERVICE TERM-LIMITED PROJECTS/CONTRACTS			
FEE FOR SERVICE RESTORATION PROJECTS & HABITAT STUDIES			
MUNICIPAL	-	1,000,000	1,973,978
PROVINCIAL GRANTS	24,000	-	36,000
FEDERAL GRANTS	75,000	-	724,769
FOUNDATION & OTHER GRANTS	68,000	-	58,200
TRANSFERS (TO)/FROM DEFERRED REVENUES	(5,000)	-	75,639
	<u>162,000</u>	<u>1,000,000</u>	<u>2,868,586</u>
WAGES	9,000	-	17,868
CONSTRUCTION	70,000	1,000,000	2,623,616
ENGINEERING/CONSULTING/SUB-CONTRACTING	57,000	-	168,258
SUPPLIES/OFFICE/JANITORIAL	2,000	-	7,491
VEHICLE/TRAVEL/EQUIP'T USAGE	500	-	3,317
PLANT MAT/LANDOWNER GRANTS	15,000	-	35,000
CORP SUPPORT/SHARED SVCS	8,500	-	13,035
	<u>162,000</u>	<u>1,000,000</u>	<u>2,868,585</u>

FEE FOR SERVICE PROPERTY MAINTENANCE/MANAGEMENT			
SELF-GENERATED FEES	12,000	12,250	12,509
	<u>12,000</u>	<u>12,250</u>	<u>12,509</u>
WAGES	6,600	7,300	8,169
VEHICLE/TRAVEL/EQUIP'T USAGE	2,700	2,800	2,514
CORP SUPPORT/SHARED SVCS	2,300	1,750	1,626
RENT/INS/TAXES/UTILITIES	400	400	213
	<u>12,000</u>	<u>12,250</u>	<u>12,522</u>

SUMMARY CATEGORY 3 NON MANDATORY SERVICES - FEE FOR SERVICE CONTRACTS/TERM LIMITED PROJECTS			
MUNICIPAL	-	1,000,000	1,973,978
PROVINCIAL GRANTS	24,000	-	36,000
FEDERAL GRANTS	75,000	-	724,769
FOUNDATION & OTHER GRANTS	68,000	-	86,200
SELF-GENERATED FEES	12,000	12,250	12,509
TRANSFER TO/FROM DEF REVENUES	12,000	-	133,436
	<u>191,000</u>	<u>1,012,250</u>	<u>2,966,891</u>
WAGES & BENEFITS	16,350	7,300	27,034
CONSTRUCTION/SUPPLIES/OTHER	159,900	1,000,400	2,920,861
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	14,750	4,550	19,009
	<u>191,000</u>	<u>1,012,250</u>	<u>2,966,904</u>
SURPLUS/(DEFICIT)	-	-	(13)

2023
DRAFT BUDGET2022
BUDGET2022
UNAUDITED

WATER QUALITY

CATEGORY 1 MANDATORY SERVICE - DRINKING WATER SOURCE PROTECTION AND PROV SURFACE/GROUND WATER MONITORING PROGRAMS

GENERAL LEVY	21,285	-	-
PROVINCIAL GRANTS	96,900	95,500	70,258
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	21,999
	<u>118,185</u>	<u>95,500</u>	<u>92,257</u>
WAGES	94,300	79,000	75,556
SUPPLIES/OFFICE/JANITORIAL	785	-	384
VEHICLE/TRAVEL/EQUIP'T USAGE	1,500	-	-
CORP SUPPORT/SHARED SVCS	13,500	12,000	11,415
RENT/INS/TAXES/UTILITIES	3,500	1,500	1,770
PER DIEMS/MISC	4,600	3,000	4,345
	<u>118,185</u>	<u>95,500</u>	<u>93,471</u>

CATEGORY 2 MUNICIPAL SERVICES - RISK MANAGEMENT SERVICES (PART IV CWA, 2006)

MUNICIPAL	17,100	15,500	16,977
	<u>17,100</u>	<u>15,500</u>	<u>16,977</u>
WAGES	11,600	12,000	11,755
SUPPLIES/OFFICE/JANITORIAL	500	500	381
VEHICLE/TRAVEL/EQUIP'T USAGE	1,500	-	840
CORP SUPPORT/SHARED SVCS	1,500	1,500	2,210
RENT/INS/TAXES/UTILITIES	2,000	1,500	1,792
	<u>17,100</u>	<u>15,500</u>	<u>16,977</u>

CATEGORY 3 NON MANDATORY SERVICE - ONGOING ERCA CORE WATER QUALITY/RESEARCH PROGRAM**WATERSHED WATER QUALITY PROGRAM**

CW~GS LEVY	-	54,000	51,739
TRANSFERS (TO)/FROM DEFERRED REVENUES	35,200	-	(35,000)
	<u>35,200</u>	<u>54,000</u>	<u>16,739</u>
WAGES	16,500	28,000	(8,938)
CONSULTING/SUB CONTRACTING	5,500	9,750	9,017
SUPPLIES/OFFICE/JANITORIAL	1,700	2,400	2,595
VEHICLE/TRAVEL/EQUIP'T USAGE	4,000	4,500	8,153
CORP SUPPORT/SHARED SVCS	4,500	8,000	1,256
RENT/INS/TAXES/UTILITIES	2,500	1,350	4,072
TECHNICAL EQUIPMENT	500	-	450
	<u>35,200</u>	<u>54,000</u>	<u>16,604</u>

DEMONSTRATION/CROP RESEARCH FARM

CW~GS LEVY	-	36,750	36,750
PROVINCIAL GRANTS	30,000	-	15,000
SELF-GENERATED	23,000	17,600	23,240
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	(17,924)
	<u>53,000</u>	<u>54,350</u>	<u>57,066</u>
WAGES	32,500	35,500	29,259
SUPPLIES/OFFICE/JANITORIAL	4,250	1,500	11,026
VEHICLE/TRAVEL/EQUIP'T USAGE	4,000	3,000	5,639
PLANT MAT/LANDOWNER GRANTS	-	1,000	-
CORP SUPPORT/SHARED SVCS	6,000	7,500	6,585
RENT/INS/TAXES/UTILITIES	750	350	640
DUES/MEMBERSHIPS	500	500	259
SMALL MISC	5,000	5,000	3,658
	<u>53,000</u>	<u>54,350</u>	<u>57,066</u>

LANDOWNER STEWARDSHIP PROGRAM

CW~GS LEVY	73,000	35,000	35,000
IN-KIND	20,000	20,000	3,674
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	(14,000)
	<u>93,000</u>	<u>55,000</u>	<u>24,674</u>

	2023	2022	2022
	DRAFT BUDGET	BUDGET	UNAUDITED
WAGES	38,000	7,000	11,910
SUPPLIES/OFFICE/JANITORIAL	-	-	300
VEHICLE/TRAVEL/EQUIP'T USAGE	-	2,000	-
PLANT MAT/LANDOWNER GRANTS	30,000	22,000	5,396
CORP SUPPORT/SHARED SVCS	4,000	4,000	3,144
RENT/INS/TAXES/UTILITIES	1,000	-	305
IN KIND SVCS SUPPLIES	20,000	20,000	3,674
	93,000	55,000	24,729
SUMMARY CATEGORY 3 NON MANDATORY SERVICES - ERCA ONGOING WATER QUALITY/ RESEARCH PROGRAM			
CW--GS LEVY	73,000	125,750	123,489
PROVINCIAL GRANTS	30,000	-	15,000
SELF-GENERATED	23,000	17,600	23,240
IN-KIND	20,000	20,000	3,674
TRANSFER TO/FROM DEF REVENUES	35,200	-	(66,924)
	181,200	163,350	98,479
WAGES & BENEFITS	87,000	70,500	32,230
SUPPLIES/TECH SERVICES/EQUIP'T	71,700	65,850	41,504
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	22,500	27,000	24,664
	181,200	163,350	98,399
SURPLUS/(DEFICIT)	-	-	80
CATEGORY 3 NON MANDATORY SERVICES - TERM LIMITED GRANT-FUNDED/FEE-FOR-SERVICE PROJECTS/STUDIES			
DETROIT RIVER CANADIAN CLEANUP			
PROVINCIAL GRANTS	73,500	73,500	73,500
FEDERAL GRANTS	70,000	73,500	35,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	25,800	12,000	81,796
	169,300	159,000	190,296
WAGES	131,200	121,000	150,091
ENGINEERING/CONSULTING	-	-	6,243
SUPPLIES/OFFICE/JANITORIAL	4,400	6,150	5,710
VEHICLE/TRAVEL/EQUIP'T USAGE	300	250	1,286
PLANT MAT/LANDOWNER GRANTS	10,000	10,000	-
CORP SUPPORT/SHARED SVCS	21,000	20,000	24,578
RENT/INS/TAXES/UTILITIES	2,400	1,600	2,387
	169,300	159,000	190,296
REGIONAL ENERGY PLAN & CLIMATE CHANGE STUDIES			
FEDERAL GRANTS	-	5,000	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	5,864
	-	5,000	5,864
WAGES	-	5,000	5,100
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-	-
CORP SUPPORT/SHARED SVCS	-	-	764
	-	5,000	5,864
OTHER WATER QUALITY STUDIES (FED\$ & PROV\$)			
PROVINCIAL GRANTS	23,484	280,000	224,758
FEDERAL GRANTS	145,000	-	113,396
OTHER	(10,000)	-	-
IN-KIND	-	70,000	20,313
TRANSFERS (TO)/FROM DEFERRED REVENUES	55,800	161,900	132,522
	214,284	511,900	490,989
WAGES	72,784	241,000	253,908
CONSULTING/SUB CONTRACTING	46,800	52,000	19,540
SUPPLIES/OFFICE/JANITORIAL	8,000	6,000	21,262
VEHICLE/TRAVEL/EQUIP'T USAGE	4,200	3,000	10,079
PLANT MAT/LANDOWNER GRANTS	70,000	70,000	85,173
CORP SUPPORT/SHARED SVCS	12,500	50,900	50,611
IN KIND SVCS SUPPLIES	-	70,000	20,313
TECHNICAL EQUIPMENT	-	19,000	29,801
SMALL MISC	-	-	301
	214,284	511,900	490,988
OTHER WATER QUALITY FEE FOR SERVICE (SAMPLING/DATA/ANALYSIS)			
FEDERAL GRANTS	42,975	37,000	28,038
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	(1,441)
	42,975	37,000	26,597

	2023 DRAFT BUDGET	2022 BUDGET	2022 UNAUDITED
WAGES	31,900	31,000	20,657
CONSULTING/SUB CONTRACTING	500	-	1,299
SUPPLIES/OFFICE/JANITORIAL	1,500	500	75
VEHICLE/TRAVEL/EQUIP'T USAGE	2,675	-	-
CORP SUPPORT/SHARED SVCS	5,700	5,500	3,575
RENT/INS/TAXES/UTILITIES	700	-	-
SMALL MISC	-	-	1,800
	<u>42,975</u>	<u>37,000</u>	<u>27,405</u>

SUMMARY CATEGORY 3 NON MANDATORY SERVICES - GRANT-FUNDED/FEE-FOR-SERVICE PROJECTS/STUDIES			
PROVINCIAL GRANTS	96,984	353,500	298,258
FEDERAL GRANTS	257,975	115,500	176,434
SELF-GENERATED	(10,000)	-	-
IN-KIND	-	70,000	20,313
TRANSFER TO/FROM DEF REVENUES	81,600	173,900	218,740
	<u>426,559</u>	<u>712,900</u>	<u>713,746</u>
WAGES & BENEFITS	235,884	398,000	429,756
SUBSIDIES/MATERIALS/TECH SVCS/EQUIP'T	144,400	235,250	200,470
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	46,275	79,650	84,326
	<u>426,559</u>	<u>712,900</u>	<u>714,553</u>
SURPLUS/(DEFICIT)	-	-	(807)

COMMUNITY SERVICES

CATEGORY 1 MANDATORY SERVICES- SUPPORTS ALL MANDATORY SERVICES

CORPORATE COMMUNICATIONS

GENERAL LEVY	181,600	189,700	189,700
FOUNDATION & OTHER GRANTS	5,000	5,000	4,167
TRANSFERS (TO)/FROM DEFERRED REVENUES	15,000	-	(15,000)
	<u>201,600</u>	<u>194,700</u>	<u>178,867</u>

WAGES	178,500	174,000	162,169
CONSULTING	10,000	15,000	-
SUPPLIES/OFFICE/JANITORIAL	12,400	4,800	4,519
VEHICLE/TRAVEL/EQUIP'T USAGE	250	450	233
CAP MAINT/LOW VALUE ASSETS	450	450	300
	<u>201,600</u>	<u>194,700</u>	<u>167,222</u>

CATEGORY 3 NON MANDATORY SERVICES - ONGOING ERCA STAKEHOLDER ENGAGEMENT, OUTREACH & EDUCATION

OUTDOOR & CONSERVATION EDUCATION

CW~GS LEVY	-	-	(0)
FOUNDATION & OTHER GRANTS	40,000	45,000	87,243
SELF-GENERATED	24,000	28,000	20,689
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	(20,000)	(56,137)
	<u>64,000</u>	<u>53,000</u>	<u>51,795</u>

WAGES	51,350	36,100	43,341
SUPPLIES/OFFICE/JANITORIAL	1,970	2,320	1,231
VEHICLE/TRAVEL/EQUIP'T USAGE	1,080	1,080	64
CORP SUPPORT/SHARED SVCS	8,000	11,900	6,013
RENT/INS/TAXES/UTILITIES	1,600	1,600	1,146
	<u>64,000</u>	<u>53,000</u>	<u>51,795</u>

OUTREACH & ENGAGEMENT

CW~GS LEVY	34,150	61,600	61,600
FOUNDATION & OTHER GRANTS	10,000	10,000	19,144
TRANSFERS (TO)/FROM DEFERRED REVENUES	20,000	-	(7,029)
	<u>64,150</u>	<u>71,600</u>	<u>73,715</u>

WAGES	35,100	45,000	27,228
SUPPLIES/OFFICE/JANITORIAL	3,350	3,850	5,904
VEHICLE/TRAVEL/EQUIP'T USAGE	4,200	1,950	4,388
PARTNER GRANTS/PLANT MATERIAL	9,000	9,000	24,366
CORP SUPPORT/SHARED SVCS	10,000	10,000	8,780
RENT/INS/TAXES/UTILITIES	2,000	1,300	2,406
CAP MAINT/LOW VALUE ASSETS	500	500	228
SMALL MISC	-	-	415
	<u>64,150</u>	<u>71,600</u>	<u>73,716</u>

	2023 DRAFT BUDGET	2022 BUDGET	2022 UNAUDITED
JOHN R PARK HOMESTEAD MUSEUM OPERATIONS AND EDUCATIONAL PROGRAMMING			
GENERAL LEVY	-	189,565	189,565
CW~GS LEVY	150,962	-	-
PROVINCIAL GRANTS	23,688	23,688	23,688
FEDERAL GRANTS	6,000	6,000	65,274
FOUNDATION & OTHER GRANTS	26,500	23,000	28,142
SELF-GENERATED FEES	109,000	45,750	84,985
TRANSFERS (TO)/FROM DEF REVENUES	-	-	5,000
TRANSFERS (TO)/FROM RESERVES	(15,000)	(15,000)	(93,500)
	<u>301,150</u>	<u>273,003</u>	<u>303,154</u>
WAGES	189,000	182,000	202,045
CONSULTING/SUB K	-	3,500	1,869
SUPPLIES/OFFICE/JANITORIAL	43,850	21,303	29,271
VEHICLE/TRAVEL/EQUIP'T USAGE	3,300	300	4,298
CORP SUPPORT/SHARED SVCS	25,000	25,000	25,000
RENT/INS/TAXES/UTILITIES	38,500	36,900	37,899
CAP MAINT/LOW VALUE ASSETS	1,000	3,000	1,248
SMALL MISC	500	1,000	670
	<u>301,150</u>	<u>273,003</u>	<u>302,302</u>

SUMMARY CATEGORY 3 NON MANDATORY SERVICES - COMMUNITY OUTREACH, EDUCATION & JRPH MUSEUM OPERATIONS			
GENERAL LEVY	-	189,565	189,565
CW~GS LEVY	185,112	61,600	61,600
PROVINCIAL GRANTS	23,688	23,688	23,688
FEDERAL GRANTS	6,000	6,000	65,274
FOUNDATION & OTHER GRANTS	76,500	78,000	140,229
SELF-GENERATED FEES	133,000	73,750	99,974
TRANSFER TO/FROM DEF REVENUES	20,000	(20,000)	(58,166)
TRANSFER TO/FROM RESERVES	(15,000)	(15,000)	(93,500)
	<u>429,300</u>	<u>397,603</u>	<u>428,664</u>
WAGES & BENEFITS	275,450	263,100	272,614
OTHER OPERATING/SITE SUPPLIES/PROF SERVICES	105,850	84,853	109,068
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	48,000	49,650	46,131
	<u>429,300</u>	<u>397,603</u>	<u>427,813</u>
SURPLUS/(DEFICIT)	-	-	851

CATEGORY 3 NON MANDATORY SERVICES - FUNDRAISING/COMMUNITY EVENTS & GRANT FUNDED TERM PROJECTS			
FEDERAL GRANTS	329,000	250	250
FOUNDATION & OTHER GRANTS	30,000	-	7,700
SELF-GENERATED	-	-	7,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	(20,000)	49,600	53,227
	<u>339,000</u>	<u>49,850</u>	<u>68,177</u>
WAGES	60,450	15,250	34,354
TREES/SUPPLIES	278,550	34,600	33,970
	<u>339,000</u>	<u>49,850</u>	<u>68,324</u>

CORPORATE SERVICES

CATEGORY 1 MANDATORY SERVICES- CORPORATE & SUPPORT FUNCTIONS			
ADMINISTRATION, GOVERNANCE, RISK, COMPLIANCE, HR, FINANCE & IM/IT			
GENERAL LEVY	540,500	502,550	492,550
RECOVERIES/CHARGEBACKS	596,400	631,600	632,808
INTEREST & INVESTMENT INCOME	105,000	30,000	86,268
OTHER	-	-	34,884
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	(25,000)
TRANSFERS (TO)/FROM RESERVES	-	-	(35,000)
	<u>1,241,900</u>	<u>1,164,150</u>	<u>1,186,510</u>
WAGES	865,000	816,000	833,315
MEMBER EXPENSES/CO DUES	55,500	57,500	51,944
AUDIT/LEGAL/CONSULTING	54,000	48,000	23,791
SUPPLIES/EQUIPT/NETWORK	93,400	71,150	73,064
OCCUPANCY/PHONE	150,000	146,500	145,417
TRAVEL & BD/STAFF MEETINGS	2,000	3,000	3,015
RETIREE BENEFITS	22,000	22,000	21,094
	<u>1,241,900</u>	<u>1,164,150</u>	<u>1,151,641</u>

	2023 DRAFT BUDGET	2022 BUDGET	2022 UNAUDITED
CORPORATE SPECIAL PROJECTS (RECORDS/IS/IT)			
TRANSFERS FROM RESERVES	-	43,000	-
	-	43,000	-
CONSULTING/OTHER	-	43,000	10,000
	-	43,000	10,000
RESERVES- MANDATORY PROGRAMS			
GENERAL LEVY	325,000	200,000	200,000
TRANSFER TO/FROM RESERVES	(325,000)	(200,000)	(200,000)
GAIN ON DISPOSAL OF ASSETS/OTHER INCOME	-	-	-
	-	-	-
SUMMARY CATEGORY 1 MANDATORY SERVICES - CORPORATE SERVICES			
GENERAL LEVY	865,500	702,550	692,550
RECOVERIES/CHARGEBACKS	596,400	631,600	632,808
INTEREST	105,000	30,000	86,268
OTHER	-	-	34,884
TRANSFER TO/FROM DEF REVENUES	-	-	(25,000)
TRANSFER TO/FROM RESERVES	(325,000)	(157,000)	(235,000)
	1,241,900	1,207,150	1,186,510
WAGES & BENEFITS	865,000	816,000	833,315
OTHER OPERATING/SUPPLIES/PROF SERVICES	376,900	391,150	328,326
	1,241,900	1,207,150	1,161,641
SURPLUS/(DEFICIT)	-	-	24,869
NON MANDATORY SERVICES- ESSEX REGION CONSERVATION GOVERNANCE & FINANCE SUPPORTS			
FOUNDATION SUPPORT GRANT	55,000	55,000	55,000
ERCF-RELATED WAGE SUPPORTS	55,000	55,000	56,123
NET FINANCIAL SUPPORT OF/(PROVIDED BY) ERCF	-	-	(1,123)
RESERVES- NON-MANDATORY PROGRAMS			
CWGS LEVY	500,000	-	-
TRANSFER TO/FROM RESERVES	(500,000)	-	-
	-	-	-

AUTHORITY FINANCIAL SUMMARY OF PROGRAMS & SERVICES BY CATEGORY

Programs & Services associated with Risks of Hazards, Conservation of Lands*, & Drinking Water Source Protection			
Total Municipal Levies associated with mandatory programs & services	2,895,123	2,499,388	2,486,422
Municipal special project	(163,200)	97,000	245,225
Other Government \$	505,317	391,917	182,976
Self-generated/Other grants	805,800	992,900	1,079,558
Shared services recoveries - Non-Mandatory Programs	311,500	328,000	378,822
Deferred Revenue Transfers	74,750	4,000	(24,946)
Reserve transfers	(106,000)	(94,000)	(284,585)
Total revenues associated with mandatory programs & services	4,323,290	4,219,205	4,063,471
Operational Expenses associated with mandatory services			
Wages & benefits -ERCA operations	2,968,650	2,858,300	2,711,292
Plant material, removals and landowner subsidies - ERCA operations	17,000	48,071	36,245
Site & operational supplies/services - Conservation Areas	60,550	53,415	56,214
Office supplies & expenses - other ERCA programs	25,865	14,480	12,954
Occupancy, taxes, utilities & waste removal	300,010	266,510	262,373
Maintenance, repairs & security-sites	111,750	86,700	38,849
Maintenance, repairs & supplies-fleet/equipment	119,400	94,500	121,129
Equipment, software/hardware & website- ERCA operations	91,415	68,800	68,051
Technical & sub-contracted services/consulting - ERCA operations	132,000	405,500	303,948
Insurance	138,700	80,150	125,661
Audit & Legal	34,000	33,000	28,510
Dues & memberships	45,300	50,229	45,502
Travel, training & professional development	11,250	14,950	6,901
Board ,committee & meeting expenses	20,600	20,000	17,760
Bank, credit card charges and interest	14,800	17,600	14,512
Fleet/Equipment replacement	210,000	85,000	86,193
Other	22,000	22,000	33,417
Total operational expenses -mandatory programs	4,323,290	4,219,205	3,969,511
Operating surplus/(Deficit) - mandatory programs/services	-	-	93,960

	2023 DRAFT BUDGET	2022 BUDGET	2022 UNAUDITED
Capital projects associated with conservation areas infrastructure			
Total Municipal Levies associated with capital projects/infrastructure	-	23,500	36,466
Transfers from Infrastructure Reserve	576,500	27,000	(173,200)
Grants from ERCF/Other funders	816,200	842,000	971,867
Total revenues associated with capital projects/infrastructure	1,392,700	892,500	835,133
Construction/engineering-ERCA capital projects (transferred to TCA at y/e)	1,368,450	878,500	806,416
Wages	24,250	14,000	36,299
Capitalized Infrastructure replacement			-
Total ERCA infrastructure investment	1,392,700	892,500	842,715
Surplus/(Deficit) - capital projects	-	-	(7,582)
TOTAL SURPLUS/(DEFICIT)-MANDATORY PROGRAMS/SVCS	-	-	86,378

CATEGORY 3 NON MANDATORY PROGRAMS & SERVICES			
On-going recurring core watershed programs & services			
Total Municipal Levies associated with NM programs & services	873,112	1,017,415	1,017,415
Municipal Special Project	-	-	549,793
Other Government \$	249,688	139,688	1,280,067
Self-generated/Other grants	895,100	874,950	2,216,904
Deferred Revenue Transfers	179,200	(447,400)	33,651
Reserve Transfers	(515,000)	(15,000)	(96,316)
Total revenues associated with ERCA-ongoing non-mandatory programs & services	1,682,100	1,569,653	5,001,514
Expenses associated with ERCA ongoing non-mandatory programs & services			
Wages & benefits -non mandatory operations	792,100	814,000	803,875
Construction& consulting engineering	80,500	13,700	84,404
Plants, removals and landowner subsidies	254,500	255,500	341,539
Supplies	96,807	53,215	90,484
Maintenance, repairs & security	32,200	22,272	27,219
Occupancy, taxes, utilities & waste removal	75,053	67,303	77,089
Equipment, software/hardware & website	16,400	13,723	13,869
Lab, data, technical & sub-contracted services	19,000	18,250	18,645
Insurance	42,350	34,500	46,925
Audit & legal	5,000	10,000	98,144
Dues & memberships	4,650	650	4,330
Travel, training & professional development	2,590	3,590	1,272
Bank, credit card charges and interest	11,700	10,700	11,081
In-kind supplies & services	30,000	20,000	5,845
Land acquisition & acquisition assistance	-	-	3,121,675
Shared services allocations	219,250	232,250	252,926
	1,682,100	1,569,653	4,999,439
Surplus/(Deficit) associated with ERCA-ongoing NM programs & services	-	-	2,075
Category 2 & 3 Municipal and Non Mandatory Term-limited projects with special grants and fixed terms			
Municipal Special Project/Fee For Service	17,100	1,015,500	1,990,955
Other Government \$	782,959	469,250	1,235,711
Self-generated/Other grants	100,000	82,250	105,722
Deferred Revenue Transfer	56,600	223,500	347,606
Total Revenues associated with term limited 3rd-party funded projects & services	956,659	1,790,500	3,679,994
Expenses associated with term limited 3rd-party funded projects & services			
Wages & benefits -special grant & municipal projects	323,534	435,050	501,902
Construction& consulting engineering-special grant & municipal	330,300	1,020,000	2,806,611
Plants, removals and landowner subsidies-special grant projects	99,500	101,000	139,473
Program supplies- special grant projects	46,000	16,150	34,888
Occupancy, taxes, utilities & waste removal	600	1,000	679
Equipment, software/hardware & website-special grant projects	58,400	20,000	43,889
Lab, data, technical & sub-contracted services -special grant	14,800	32,000	12,344
Insurance, audit & legal	5,500	3,500	4,392
Travel, training & professional development	500	-	2,167
Bank, credit card charges and interest	-	-	1,272
In-kind supplies & services	-	70,000	20,313
Shared services allocations	77,525	91,800	113,031
	956,659	1,790,500	3,680,961
Surplus/(Deficit) associated with term limited 3rd party funded projects &	-	-	(967)
SURPLUS/(DEFICIT) ASSOCIATED WITH ALL NMS & ACTIVITIES	-	-	1,108

Consolidated Surplus(Deficit)	-	-	87,486
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Municipal Levies associated with mandatory services	2,895,123	2,522,888	2,522,888
Municipal Levies associated with non-mandatory services	873,112	1,017,415	1,017,415
Total Municipal Levies	3,768,235	3,540,303	3,540,303

Levy - Operations	\$ 2,895,123	\$ 2,712,453	\$ 2,712,453
Levy - Clean Water-Green Spaces	873,112	827,850	827,850
Total Municipal Levy	3,768,235	3,540,303	3,540,303
Water & erosion control infrastructure and special projects	(163,200)	1,097,000	2,768,996
Risk management services	17,100	15,500	16,977
	3,622,135	4,652,803	6,326,276
Provincial			
Section 39 Flood/Erosion Program	104,417	104,417	104,417
Drinking Water Source Protection	96,900	95,500	70,258
Other (CMOG, SEO etc.)	536,672	806,188	704,778
	737,989	1,006,105	879,454
Federal			
	1,372,975	341,750	2,270,500
Total Government Transfer Payments & Fees-For-Services	5,733,099	6,000,658	9,476,230
Other revenues			
Permit and applicant fees - mandatory services	599,000	823,500	812,285
Admissions, program fees & other services	744,300	662,100	820,545
Leases & property rentals	83,100	85,500	88,125
Donations and other grants			
General	51,500	113,000	188,602
Essex Region Conservation Foundation grants	218,000	467,000	684,122
In-kind contributions	30,000	90,000	1,076,158
Interest income	105,000	30,000	89,518
Gain on sale of assets	-	-	-
Total other revenues	1,830,900	2,271,100	3,759,354
Transfers from/(to) deferred revenues	506,750	(45,900)	399,126
Interdepartmental recoveries	796,100	758,200	837,393
TOTAL REVENUES	\$ 8,866,849	\$ 8,984,058	\$ 14,472,103
EXPENSES BY CLASSIFICATION			
Wages & benefits -all programs	4,129,784	4,143,350	4,085,787
Construction-municipal projects	58,000	246,500	249,043
Construction-special grant projects	357,800	1,000,000	2,798,721
Construction-ERCA capital projects	1,328,300	835,200	754,349
Plant material, removals and landowner subsidies-special grant projects	352,000	343,571	455,829
Plant material, removals and landowner subsidies - ERCA operations	24,000	61,000	62,808
Program supplies- special grant projects	48,485	39,750	72,186
Site & operational supplies - Conservation Areas	133,450	92,273	121,257
Office supplies & expenses - other ERCA operations	63,487	23,737	23,323
Occupancy, taxes, utilities & waste removal	375,663	334,813	340,140
Maintenance, repairs & security-sites	103,950	108,972	55,909
Maintenance, repairs & supplies-fleet/equipment	119,400	94,500	121,129
Equipment, software/hardware & website-special grant projects	9,900	24,000	46,467
Equipment, software/hardware & website- ERCA operations	157,515	86,523	79,342
Lab, data, technical & sub-contracted services -special grant	57,800	66,750	33,788
Lab, data, technical & sub-contracted services - ERCA operations	74,500	42,500	69,875
Insurance	186,550	118,150	176,977
Audit, legal & consulting services	84,000	163,000	142,188
Dues & memberships	49,950	50,879	49,832
Travel, training & professional development	14,340	18,540	10,348
Board ,committee & meeting expenses	20,600	20,000	17,880
Bank, credit card charges and interest	26,500	28,300	26,864
In-kind supplies & services	30,000	90,000	26,158
Land acquisition & acquisition assistance	-	-	3,121,675
Amortization	375,500	317,500	-
Internal recoveries included in revenues	806,375	784,750	837,393
TOTAL EXPENSES	\$ 8,987,849	\$ 9,134,558	\$ 13,779,271

	2023	2022	2022
	DRAFT BUDGET	BUDGET	UNAUDITED
Total Revenues	8,866,849	8,984,058	14,506,987
Total Expenses	8,987,849	9,134,558	13,779,271
SURPLUS/(DEFICIT) (ACCRUAL BASIS)	(121,000)	(150,500)	727,716
ADD/SUBTRACT: NON CASH ITEMS			
Donation of land to ERCA	-	-	-
Gain/loss on asset disposal	-	-	-
Amortization	375,500	317,500	-
Transfers from Reserves (Per Schedule)	-	-	-
DEDUCT: CAPITAL ITEMS			
Land acquisition	-	-	-
Purchased fleet/equipment	(210,000)	(85,000)	(86,193)
Infrastructure additions	-	-	-
(DECREASE)/INCREASE IN NET SURPLUS (prior to reserve transfers)	44,500	82,000	641,523
TRANSFER (TO)/FROM RESERVES (Per Schedule)	(44,500)	(82,000)	(554,101)
FUND SURPLUS	\$ -	\$ -	\$ 87,422

APPENDIX B: MUNICIPAL LEVIES

MUNICIPAL LEVIES

MUNICIPALITY	CVA %	CVA %	GENERAL LEVY		CW~SP LEVY		TOTAL LEVIES			%
	2023 DRAFT	2022	2023 DRAFT	2022	2023 DRAFT	2022	2023 DRAFT	2022	2023-2022	
			DRAFT	APPROVED	DRAFT	APPROVED	DRAFT	APPROVED	\$ 227,932	CHANGE
			\$ 2,895,123	\$ 2,712,453	\$ 873,112	\$ 827,850	\$ 3,768,235	\$ 3,540,303	\$ Difference	6.4%
TOWN OF AMHERSTBURG	6.07%	6.00%	\$ 175,773	\$ 162,713	\$ 53,010	\$ 49,660	\$ 228,783	\$ 212,373	\$ 16,410	7.7%
TOWN OF ESSEX	4.86%	4.76%	140,591	129,173	42,400	39,424	182,991	168,597	14,394	8.5%
TOWN OF KINGSVILLE	6.44%	6.34%	186,474	171,975	56,237	52,487	242,711	224,462	18,249	8.1%
MUNICIPALITY OF LAKESHORE	9.77%	9.69%	282,974	262,878	85,339	80,231	368,313	343,109	25,204	7.3%
TOWN OF LASALLE	9.03%	8.95%	261,314	242,710	78,807	74,076	340,121	316,785	23,335	7.4%
MUNICIPALITY LEAMINGTON	6.21%	6.17%	179,796	167,404	54,223	51,092	234,019	218,497	15,523	7.1%
TOWNSHIP OF PELEE	0.27%	0.28%	7,910	7,490	2,385	2,286	10,295	9,776	519	5.3%
TOWN OF TECUMSEH	8.22%	8.27%	238,054	224,440	71,792	68,500	309,846	292,940	16,906	5.8%
CITY OF WINDSOR	49.13%	49.54%	1,422,238	1,343,671	428,919	410,093	1,851,156	1,753,764	97,393	5.6%
TOTALS	100%	100%	\$ 2,895,123	\$ 2,712,453	\$ 873,112	\$ 827,850	\$ 3,768,235	\$ 3,540,303	\$ 227,932	6.4%

Appendix C: Schedule of Projected Reserves

ESSEX REGION CONSERVATION AUTHORITY											
2023 PROJECTED RESERVES	INFRASTRUCTURE / MAJOR MAINTENANCE	REVENUE STABILIZATION	GRANT MATCHING	VEHICLE / CA EQUIP'T	SUITE/F&F/IT/IS	HUMAN RESOURCES / ADMIN	LEGAL / INSURANCE	HISTORIC PROPERTIES RESERVE	TREE WARRANTY & SELF INSURANCE	OTHER WATERSHED	TOTAL RESERVES
PROJECTED OPENING BALANCE -01/01/2023	\$ 512,124	\$ 148,342	\$ 100,000	\$ 187,287	\$ 274,508	\$ 139,685	\$ 50,000	\$ 225,469	\$ 90,000	\$ 47,857	\$ 1,775,271
Transfers to reserves	325,000	-	-	-	-	-	-	515,000	-	-	840,000
Interest	-	-	-	-	-	-	-	-	-	-	-
AVAILABLE BALANCE	\$ 837,124	\$ 148,342	\$ 100,000	\$ 187,287	\$ 274,508	\$ 139,685	\$ 50,000	\$ 740,469	\$ 90,000	\$ 47,857	\$ 2,615,271
RESERVE FUND EXPENSES/TRANSFERS											
JRPH Museum repairs	-							157,000			157,000
JRPH Connectivity								22,000			22,000
Greenways culvert/bridge remediation	242,500										242,500
Parking lot(s) resurfacing	100,000										100,000
Emergency infrastructure repair contingency	30,000										30,000
Conservation Areas signage	25,000										25,000
Train Station maintenance & repairs								20,000			20,000
Fleet/Equipment replacement & maintenance				153,000							153,000
Cloud development (S28) permitting system					46,000						46,000
TOTAL EXPENSES	397,500	-	-	153,000	46,000	-	-	199,000	-	-	795,500
PROJECTED CLOSING BALANCE 12/31/2023	\$ 439,624	\$ 148,342	\$ 100,000	\$ 34,287	\$ 228,508	\$ 139,685	\$ 50,000	\$ 541,469	\$ 90,000	\$ 47,857	\$ 1,819,771
											\$ 44,500

APPENDIX D: FUNDING SOURCES BY SERVICE DELIVERY AREA



2023
 CVA in the watershed 46,471,165,642
 Population in the watershed 327,543

FUNDING SOURCES BY SERVICE DELIVERY AREA

Dept/Category of Program	Program Sub-Unit	Budgeted Expenses/Transfers	General Levy	CW~GS Levy	Municipal Special	Provincial Transfer Payments	Other Provincial	Federal	Fees/Grants/Def Rev	(To/From) Reserves	Total	Levy %	Levy Per Household (\$300k)
Watershed Management Programs & Services													
Cat 1 - Risks of Natural Hazards	Development Services	\$ 932,800	\$ 413,800	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 519,000	\$ -	\$ 932,800	44%	\$ 2.67
Cat 1 - Risks of Natural Hazards	Planning- Hazards	244,850	164,850	-	-	-	-	-	80,000	-	244,850	67%	\$ 1.06
Cat 1 - Risks of Natural Hazards	Flood Forecasting & Warning	211,080	106,663	-	-	104,417	-	-	-	-	211,080	51%	\$ 0.69
Cat 1 - Risks of Natural Hazards	Watershed Resources Management Strategies/Policies	119,000	48,500	-	-	-	-	-	24,500	46,000	119,000	41%	\$ 0.31
Cat 1 - Risks of Natural Hazards	WECI/Municipal Special Projects	54,050	-	-	(163,200)	-	182,000	-	35,250	-	54,050	0%	\$ -
Watershed Management Summary		1,561,780	733,813	-	(163,200)	104,417	182,000	-	658,750	46,000	1,561,780	47%	\$ 4.74
Conservation Programs & Services													
Cat 1 - Conservation of Lands	Conservation Areas Infrastructure Projects	1,392,700	-	-	-	-	-	573,000	243,200	576,500	1,392,700	0%	\$ -
Cat 1 - Conservation of Lands	Conservation Areas & Infrastructure Maintenance	876,910	775,110	-	-	-	-	-	81,800	20,000	876,910	88%	\$ 5.00
Cat 1 - Conservation of Lands	Transfer to Infrastructure Reserve - Cons Areas/Greenways	325,000	325,000	-	-	-	-	-	-	-	325,000	100%	\$ 2.10
Cat 1 - Conservation of Lands	Cons Areas Management Plans, Land Strategies and Operations Oversight	296,715	204,715	-	-	-	-	92,000	-	-	296,715	69%	\$ 1.32
Cat 1 - Conservation of Lands	Tree Planting & Restoration - Conservation Areas	158,100	113,100	-	-	-	30,000	-	15,000	-	158,100	72%	\$ 0.73
Cat 1 - Conservation of Lands	Fleet/Equipment	352,700	-	-	-	-	-	-	199,700	153,000	352,700	0%	\$ -
Cat 3 - Non Mandatory Services	Land Acquisition (Property surveys-CASO)/Legal)	40,000	-	40,000	-	-	-	-	-	-	40,000	100%	\$ 0.26
Cat 3 - Non Mandatory Services	Tree planting/Restoration- Non ERCA Properties	607,000	-	75,000	-	-	150,000	40,000	342,000	-	607,000	12%	\$ 0.48
Cat 3 - Non Mandatory Services	Holiday Beach Recreation/Camping	352,600	-	-	-	-	-	-	352,600	-	352,600	0%	\$ -
Cat 3 - Fee for Service/ Contracts	Special Term Projects (Muni/Other)	162,000	-	-	-	-	24,000	75,000	63,000	-	162,000	0%	\$ -
Cat 3 - Fee for Service/ Contracts	Fee For Service Property Maintenance	12,000	-	-	-	-	-	-	12,000	-	12,000	0%	\$ -
Conservation/Lands Summary		4,575,725	1,417,925	115,000	-	-	204,000	780,000	1,309,300	749,500	4,575,725	34%	\$ 9.90

Dept/Category of Program	Program Sub-Unit	Budgeted Expenses/Transfers	General Levy	CW~GS Levy	Municipal Special	Provincial Transfer Payments	Other Provincial	Federal	Fees/Grants/ Def Rev	(To/From) Reserves	Total	Levy %	Levy Per Household (\$300k)
Water Quality Programs & Services													
Cat 1 - Drinking Water Source Protection	Mandatory Drinking Water Source Protection (SPA)	96,900	-	-	-	96,900	-	-	-	-	96,900	0%	\$ -
Cat 1 - Provincial Ground and Source Water Monitoring PGM	Mandatory Provincial Ground and Source Water Monitoring PGM	21,285	21,285	-	-	-	-	-	-	-	21,285	100%	\$ 0.14
Cat 2 - Municipal Services	Risk Management Services	17,100	-	-	17,100	-	-	-	-	-	17,100	0%	\$ -
Cat 3 - Non Mandatory Services	ERCA Water Quality Program/Site Monitoring	35,200	-	-	-	-	-	-	35,200	-	35,200	0%	\$ -
Cat 3 - Non Mandatory Services	Demo/ Research Farm	53,000	-	-	-	-	30,000	-	23,000	-	53,000	0%	\$ -
Cat 3 - Non Mandatory Services	Agricultural Stewardship/Extension Services	93,000	-	73,000	-	-	-	-	20,000	-	93,000	78%	\$ 0.47
Cat 3 - Special/Term Projects	Detroit River CDN Coalition	169,300	-	-	-	-	73,500	70,000	25,800	-	169,300	0%	\$ -
Cat 3 - Special/Term Projects	Water Quality Research Studies	214,284	-	-	-	-	23,484	145,000	45,800	-	214,284	0%	\$ -
Cat 3 - Special/Term Projects	Fee for Service WQ Monitoring/Sampling	42,975	-	-	-	-	42,975	-	-	-	42,975	0%	\$ -
Water Quality Summary		743,044	21,285	73,000	17,100	96,900	169,959	215,000	149,800	-	743,044	13%	\$ 0.61
Community Outreach/Heritage Programs & Services													
Cat 1 - General Programs/Services	Mandatory Corporate Communications	201,600	181,600	-	-	-	-	-	20,000	-	201,600	90%	\$ 1.17
Cat 3 - Non Mandatory Services	John R Park Homestead-Museum Operations/Education Program	301,150	-	135,962	-	-	23,688	6,000	135,500	-	301,150	45%	\$ 0.88
Cat 3 - Non Mandatory Services	Transfer to John R Park Homestead Preservation Reserve Fund	515,000	-	515,000	-	-	-	-	-	-	515,000	100%	\$ 3.32
Cat 3 - Non Mandatory Services	Outreach & Partnerships	64,150	-	34,150	-	-	-	-	30,000	-	64,150	53%	\$ 0.22
Cat 3 - Non Mandatory Services	Outdoor & Conservation Education	64,000	-	-	-	-	-	-	64,000	-	64,000	0%	\$ -
Cat 3 - Non Mandatory Projects	Grant -funded Projects/Events	339,000	-	-	-	-	-	329,000	10,000	-	339,000	0%	\$ -
Community Outreach Summary		1,484,900	181,600	685,112	-	-	23,688	335,000	259,500	-	1,484,900	58%	\$ 5.60
Administration & Corporate Services													
Mandatory	Corporate Services	1,241,900	540,500	-	-	-	-	-	701,400	-	1,241,900	44%	\$ 3.49
Non Mandatory Services	Essex Region Conservation Foundation (grant-funded) Supports	55,000	-	-	-	-	-	-	55,000	-	55,000	0%	\$ -
Administration & Corporate Services Summary		1,296,900	540,500	-	-	-	-	-	756,400	-	1,296,900	42%	\$ 3.49
		\$ 9,662,349	\$ 2,895,123	\$ 873,112	\$ (146,100)	\$ 201,317	\$ 579,647	\$ 1,330,000	\$ 3,133,750	\$ 795,500	\$ 9,662,349	39%	\$ 24.33
Mandatory Services (BOLDED)		\$ 6,525,590	\$ 2,895,123	\$ -	\$ (163,200)	\$ 201,317	\$ 212,000	\$ 665,000	\$ 1,919,850	\$ 795,500	\$ 6,525,590	44%	\$ 18.69
Non Mandatory Services		\$ 3,136,759	\$ -	\$ 873,112	\$ 17,100	\$ -	\$ 367,647	\$ 665,000	\$ 1,213,900	\$ -	\$ 3,136,759	28%	\$ 5.64

Appendix E: Where Does Your Levy Go?

