

From: "Nicole Kupnicki" <NKupnicki@erca.org>

Cc: "Richard Wyma" <RWyma@erca.org>, "Shelley McMullen" <SMcMullen@erca.org>

Subject: Essex Region Conservation Authority (ERCA) 2020 Draft Budget - 30 Day Notice

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Good Day All:

Please find attached a letter from Mr. Richard Wyma, General Manager/Secretary-Treasurer and Ms. Shelley McMullen, Director of Finance and Corporate Services regarding the 2020 Draft Budget for the Essex Region Conservation Authority (ERCA).

Ontario Regulation 139/96 (as amended by O.R. 231/97) requires that affected municipal partners receive a minimum a 30-day notice for which a meeting where a weighted and recorded vote will be taken. The weighted vote will take place on Thursday, February 13, 2020 at the regular meeting of the ERCA Board of Directors.

Should you have any questions regarding this 2020 draft budget, please feel free to contact Mr. Richard Wyma, rwyma@erca.org or by phone 519-776-5209 ext. 353.

Thank you,

NICOLE KUPNICKI, (H)BA, B.Ed, CHRL

Executive Assistant

Essex Region Conservation Authority

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January 3, 2020

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360 Fairview Avenue West
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RE: ESSEX REGION CONSERVATION AUTHORITY 2020 DRAFT BUDGET: 30 DAY NOTICE TO MEMBER MUNICIPALITIES

At our December 12, 2019 meeting, the Essex Region Conservation Authority Board of Directors approved our Draft 2020 Budget for distribution to municipalities; and provide notice that a weighted vote will be held at the Board of Directors meeting on February 13, 2020. Ontario Regulation 139/96 (as amended by O.R. 231/97) requires that affected municipal partners receive a minimum a 30-day notice for which a meeting where a weighted and recorded vote will be taken. The Regulation also requires that the notice be accompanied by the financial information used to determine that levy.

As described in the Draft 2020 Budget (attached), the budget totals \$10,576,317 and includes a total levy contribution from member municipalities of approximately \$3,386,667. This levy totals \$10.49 for every person in our watershed, based on data compiled by MPAC and the Ministry of Natural Resources and Forestry, though the actual cost per household of \$250,000 decreased by \$0.12 to \$19.57.

ERCA was able to reduce the projected impact of the budget with confirmed funding related to the Windsor Essex Climate Change Collaborative (WEC3) and the development of a Regional Municipal Energy Plan, continued support from the province for the John R. Park Homestead Community Museum Operating Grant and confirmed funding related to Source Water Protection, Detroit River Canadian Cleanup, and watershed research that will partially offset permanent staff and associated shared costs.

We believe the 2020 Budget strives to strike a balance between meeting the sustainability needs of our region, while continuing to recognize the fiscal realities of our municipal partners. The expertise that ERCA provides is a cost effective way to manage regional environmental priorities. Uniquely, we provide a significant cash return on investment in addition to the programs and services we provide municipalities. ERCA continues to rank in the top 10 of all Conservation Authorities for the programs and services we provide our region, yet our combined levies fund less than 40% of our operations, placing ERCA in the bottom five of all Conservation Authorities and well below the provincial average.

Should you have any questions regarding our budget, please do not hesitate to contact me. I will also look forward to presenting our 2019 Annual Report to each municipality in the New Year.

Thank you,

Richard J.H. Wyma
General Manager/Secretary-Treasurer

Shelley McMullen
Director, Finance and Corporate Services

Attachments: Report BD44/19 – ERCA Draft 2020 Budget



Essex Region Conservation Authority Board of Directors BD44/19

From: Richard J.H. Wyma, General Manager/Secretary-Treasurer
Shelley McMullen, Director, Finance and Corporate Services

Date: December 6, 2019

Subject: 2020 DRAFT Budget

Strategic Action: All

Recommendation: THAT the 2020 Draft Budget be approved by the Board of Directors for review by and input from member municipalities; and further,

THAT the 2020 Draft Budget be forwarded to Municipalities for consideration and input as part of the process of formal approval; and further,

THAT notice be given that, in accordance with the *Conservation Authorities Act*, there will be a weighted vote on the 2020 Draft Budget at the Board of Directors Meeting on February 13, 2020.

Summary

- The 2020 Budget totals \$10,576,317, which includes a total levy contribution of \$3,386,667. This represents an increase of \$148,000, or \$0.49 per person (\$10.00 to \$10.49 per person) though the actual cost per household (\$250,000) decreased by \$0.12 to \$19.57.
- A robust suite of high priority projects and programs to protect and restore the natural environment of the region will be undertaken. These include programs to increase habitat and forest cover, maintain and expand conservation areas and trails, aid our member municipalities in protecting people and infrastructure from the dangers of flooding and erosion particularly in the era of a changing climate, and to provide meaningful education and engagement opportunities for our residents.
- The proposed levy increase amount is primarily a result of the decrease in provincial transfer payments relating to the Flood Forecasting program (\$98,000) and costs associated with human resources. However, no new FTEs are included in this budget and some staffing positions will remain unfilled due to consideration of municipal budgets and respective pressures.
- ERCA was able to minimize levy increase with confirmed funding related to the Windsor Essex Climate Change Collaborative (WEC3) and the development of a County Municipal Energy Plan, continued support from the province for the JRPH Community Museum Operating Grant and confirmed funding related to Source Water Protection, DRCC and watershed research that will partially offset permanent

staff and associated support and shared costs and reallocations from Land Acquisition as approved by the Finance and Audit Advisory Board.

- ERCA's Annual Revenues for programs and services ranks consistently in the top 10 of all 36 Conservation Authorities. At the same time, ERCA's operational levy funds less than 40% of its operations, placing ERCA in the bottom five of all Conservation Authorities, and well below the provincial average (approx. 50%).
- The expertise that ERCA provides is a cost effective way to manage regional environmental priorities. Uniquely, ERCA provides a significant cash return on investment in addition to the programs and services we provide municipalities.

Discussion

Each year, administration undertakes a comprehensive review of its programs and most pressing needs associated with annual budgets. These issues, challenges and opportunities were reported to the Board in September 2019 (BD23/18). At the time, due to uncertainties with provincial funding, Administration projected an operating deficit of between \$375,000 and \$560,000.

Since September, ERCA has confirmed continued provincial support for the Source Water Protection Program, Detroit River Canadian Cleanup, the Kingsville Leamington Nutrient Study, and the JRPH Community Museum Operating Grant. These are projected revenues into 2020, however there remains concerns regarding long term funding of these initiatives.

While the budget is represented as 'balanced', it was effected through a proposed levy increase of \$148,000 (primarily a result of the decrease in provincial transfer payments relating to the Flood Forecasting program (\$98,000) and costs associated with human resources) and reallocation of CW~GS land securement funding of almost \$69,000. The total operating deficit for 2020, before proposed levy increases and levy reallocations was reduced from a projected \$315,000 as identified in the 2020 Budget Pressures Report to ~\$217,000, significantly lower than the potential projected high of \$560,000.

To offset this deficit, and in attempting to strike an efficient balance between meeting the sustainability needs of our region and address our pressing organizational challenges to meet program delivery standards the ERCA Finance and Audit Advisory Board (FAAB) and Administration recommended an increase in levy of \$148,000, which brings total levy from \$3,238,667 to \$3,386,667. This is an increase of \$0.49 per person, though the actual cost per household (\$250,000) decreased by \$0.12 to \$19.57.

The remaining projected operating deficit of ~\$69,000 was addressed through a redirection of land securement funding as recommended by Administration and the FAAB. The CW-GS levy directed to land securement will be reduced from \$589,600 to \$420,780, inclusive of the \$69,000 as noted above plus \$50,000 will be directed to the insurance reserve (depleted due to wind storm damage deductibles) and \$50,000 to the

infrastructure reserve in anticipation of higher than expected HBCA workshop replacement costs.

Contributions and repayments to reserves will be \$324,250 and transfers from reserves are estimated to be \$803,500 for a projected net reduction of \$479,250 in reserve funds. Transfers to reserves include: infrastructure (\$250,000), replenishment of insurance reserve (\$50,000) and multi-year pledge payments from ERCF (\$14,250).

The 2020 Draft Budget continues to include a broad array of programs to: increase habitat and forest cover; maintain and expand conservation areas and trails; assist our member municipalities in protecting people and infrastructure from the dangers of flooding and erosion; lead the development of a Regional Climate Change Strategy and the Place for Life Policies; and provide meaningful education and engagement opportunities for our residents.

However, as funding programs change and evolve with changes in government priorities, and as new interests seek funding, it is harder to support key programs with external support – programs that are funded by levy in other conservation authorities. In addition, while this builds a strong case for support, it is only enough to maintain the 'status quo'. It is not enough to improve the health of our watersheds, keep beaches open more, deal with phosphorous and blue-green algae in our lakes, provide open spaces and trails that are accessible for people to use, connect and restore forests, wetlands and habitats. These are essential for sustainable communities to build resilience to climate change, and importantly, attracting and retaining the talent this region desires.

Administration is recommending approval of a draft 2020 Budget in the total of \$10,576,317, which includes a total levy contribution of \$3,386,667. This represents an increase of \$148,000, or \$0.49 per person (\$10.00 to \$10.49 per person) based on watershed population and Current Value Assessment data provided by the Ministry of Natural Resources and Forestry; and including information as determined by the Municipal Property Assessment Corporation (MPAC).

Once approved, the draft 2020 Budget will be circulated to member municipalities for approval, and a weighted vote will be undertaken in February.



Approved By:

A handwritten signature in black ink, appearing to read "Richard J.H. Wyma".

Richard J.H. Wyma, CSLA
General Manager/Secretary Treasurer

Attachments:

- 2020 Draft Essex Region Conservation Authority Budget



Essex Region Conservation
the *place* for life



Essex Region
Conservation Authority
sustaining the place for life



2020 DRAFT BUDGET

December 6, 2019

EXECUTIVE SUMMARY

- The 2020 Budget totals \$10,576,317, which includes a total levy contribution of \$3,386,667. This represents an increase of \$148,000, or \$0.49 per person (\$10.00 to \$10.49 per person) though the actual cost per household (\$250,000) decreased by \$0.12 to \$19.57 .
- The proposed levy increase amount is primarily a result of the decrease in provincial transfer payments relating to the Flood Forecasting program (\$98,000) and costs associated with human resources. However, no new FTEs are included in this budget and some staffing positions will remain unfilled due to consideration of municipal budgets and respective pressures.
- ERCA was able to minimize levy increase with confirmed funding related to the Windsor Essex Climate Change Collaborative (WEC3) and the development of a County Municipal Energy Plan, continued support from the province for the JRPH Community Museum Operating Grant and confirmed funding related to Source Water Protection, DRCC and watershed research that will partially offset permanent staff and associated support and shared costs.
- ERCA's Finance and Audit Advisory Board recommended a reallocation of \$168,820 from Land Securement to offset deficit, a redirection of \$50,000 to the insurance reserve which was depleted due to wind storm damages in 2019, and \$50,000 to the infrastructure reserve in anticipation of higher than expected HBCA Workshop replacement costs. If these funds are not required in 2020, they will remain in the Land Securement reserve.
- In 2020, ERCA will continue to deliver programs to increase habitat and forest cover, maintain and expand conservation areas and trails, assist our member municipalities in protecting people and infrastructure from the dangers of flooding and erosion, lead the development of a Regional Climate Change Strategy and Regional Municipal Energy Plan, the Place for Life Policies, and provide meaningful education and engagement opportunities for our residents.
- ERCA's Annual Revenues for programs and services ranks consistently in the top 10 of all 36 Conservation Authorities. At the same time, ERCA's operational levy funds less than 40% of its operations, placing ERCA in the bottom five of all Conservation Authorities, and well below the provincial average (approx. 50%).



ERCA At-A-Glance

ABOUT ERCA

ERCA is a local watershed management agency, incorporated under the *Conservation Authorities Act* (1946). Since our establishment in 1973, we have been dedicated to protecting, restoring, and managing the natural resources of the Essex Region. Today, as one of 36 conservation authorities in Ontario, ERCA is committed to the core founding principles of the *Conservation Authorities Act*: watershed jurisdiction, local decision-making, and funding partnerships.

ERCA works with residents and communities, our nine member municipalities, senior levels of government, and agencies to increase natural area coverage through tree planting and habitat restoration, improve water quality across our watersheds and our Great Lakes, protect people and property from flooding and erosion, and further our understanding of the environment through science and education. Our goal is a sustainable future which improves our local environment and helps create an enhanced community identity we can all be proud of, and a more vibrant economy that can set this region ahead of others - one where people will want to live, work, play, and invest in.

ERCA is governed by a 19-member Board of Directors appointed within a four-year cycle by its 9 Member Municipalities. The Board's Chair and Vice-Chair are elected for two year terms, alternating between City of Windsor, and the municipalities outside the City of Windsor.

OUR REGION

The Essex Region is an 1,841 square kilometre area of land that spans nine municipalities, including the City of Windsor, Township of Pelee Island, and the Towns of Amherstburg, Essex, Kingsville, Lakeshore, LaSalle, Leamington and Tecumseh. It is the southern-most part of the Carolinian Life Zone and contains some of Canada's most significant natural areas. Unlike most other Conservation Authorities, which generally focus on one large watershed, our region includes the watersheds of the Detroit River, Lake St. Clair, and western basin of Lake Erie. It is surrounded by almost 300km of Great Lakes shorelines, the largest freshwater system in the world. The region is blessed with a climate and geography that supports a rich agricultural and industrial tradition that has supported growth in our region. But, there are also significant challenges.

- Our landscape has been intensively developed. In 200 years, we've drained more than 95% of our wetlands, lost almost all of our tall grass prairie and cleared more than 90% of our forests. What's left is disconnected and fragmented. Few parts of Canada have been as extensively developed as Essex Region.
- Our Great Lakes watersheds are impacted by invasive species, nutrients, phosphorous and blue green algae. The water quality of our rivers and streams is degraded, which impacts aquatic wildlife, increases drinking water treatment costs, and negatively impacts recreational use such as swimming and boating.
- Changing and unpredictable climate patterns are causing significant flooding, impacting our shorelines, and creating erosion problems. And the frequency of these types of rainfall events are expected to increase.
- While the Windsor-Essex region is identified as a high growth area, our low lying landscape, flat topography and soils create unique development challenges. Planning for growth and resilient communities and climate change will require different strategies and a more integrated approach.

OUR STRATEGIC DIRECTION

Defined by our mandate under the Conservation Authorities Act (1946), ERCA delivers a number of programs and services to municipalities and residents. Our Strategic Direction is set out in ERCA's 2016-2025 Strategic Plan: Sustaining the Place for Life, which provides the basis for our decision-making and



The **Place for Life** reinforces that all elements of a place are interconnected – our community, its environmental health, healthy lifestyles for our citizens and our economy. Life recognizes our living, thriving and sustainable natural systems. Life refers to the people of our community – their health and protection and our shared heritage. We embrace this place and make it our home. For life.

We **envision** Essex Region as a sustainable, resilient and vibrant place with healthy and thriving watersheds, Great Lakes and a green culture.

Our **mission** is to improve our environment to enrich our lives.

priorities over the decade in five key areas:

1. **The climate will continue to change.** Efforts to slow climate change must continue, but we need to help our partners prepare to adapt to its impacts.
2. **The Great Lakes are our most significant natural resource.** Our 2017 Watershed Report Card identified failing grades for surface water quality in virtually every watershed. More must be done to protect and improve water quality.
3. **Our habitats are among the most significant in Canada.** We have planted more than 6 million trees and achieved 8.5% natural area coverage. But more action is needed to reach our 12% target.
4. **Our urban areas will continue to grow and expand.** ERCA will need to continue to work with all partners to plan sustainable communities that reduce urban sprawl, are walkable, have a healthy food supply and incorporate green infrastructure.
5. **ERCA is a sustainable, resilient and valued agency.** Since 1973, ERCA has been striving to achieve a state of sustainability for the Essex Region. It is also important to consider the sustainability of ERCA as an organization

BUDGET CONSIDERATIONS

The Essex Region has seen first-hand the challenging and costly impacts of climate change, growth, loss of wetlands and habitats, pollution, impaired Great Lakes water quality, and many other stressors on our environment.

The health of our rivers and streams are poor, and our Great Lakes are enormously disrupted. The Leamington tributaries have been identified as Priority Watersheds under the Great Lakes Water Quality Agreement due to high levels of phosphorous, which is the leading cause of microcystins and harmful algal blooms in the western basin of Lake Erie. We are facing heightened challenges related to climate change and unpredictable weather patterns and severe storms that test our stormwater infrastructure resulting in both urban and overland flooding and, combined with record high water levels, have greatly impacted our shorelines and municipal infrastructure and require additional monitoring and flood advisories. Invasive species such as Phragmites threaten our wetlands and drainage systems, reduce biodiversity and habitats, and the overall health of our watersheds. New threats, such as Oak Wilt, have the potential to significantly damage our natural areas. These issues are integrated, and with greater urgency, a regional, coordinated effort is required.

Conservation Authorities are recognized for their efforts to address these challenges through integrated watershed planning and management. The recently updated *Conservation Authorities Act* changes the way conservation authorities deliver programs and services, but continues to recognize that Conservation Authorities' objects remain conservation, restoration, development and management of natural resources, which we do on a watershed basis. The 2018 Lake Erie Action Plan lays out 125 actions that includes opportunities for conservation authorities and other partners in the delivery of actions associated with reductions in phosphorous. The recently released Provincial Environment Plan: Preserving and Protecting our Environment for Future Generations commits to continue to work with Conservation Authorities on many different initiatives in order to help ensure the health of our lakes, rivers and greenspaces, protect important sources of drinking water and commits support for the important role of conservation authorities in protecting people and property from flooding and other natural hazards, and conserving natural resources.

BUDGET PRESSURES

The Draft 2020 Budget considers and responds to these challenges and reflects key priorities in the 2016-2025 Strategic Plan: Sustaining the Place for Life. While ERCA has been recognized as a leader in leveraging local funding to deliver key programs, changes in government and funding program priorities, increased competition for limited funding, and narrowing of program scope makes this increasingly challenging.

Legislative and Regulatory Change

Changes to Legislation and Regulation: Bill 108, the More Homes, More Choices Act, 2019 introduced changes to how Conservation Authorities structure their programs. Though the legislation did not change the objects of an Authority, which remain “to provide, in the area over which it has jurisdiction, programs and services designed to further the conservation, restoration, development and management of natural resources other than gas, oil, coal and minerals”, ERCA will work with other Conservation Authorities, Conservation Ontario, Municipalities and the Province on the regulations that will define the activities to be delivered as part of Provincially Mandatory Programs and Services (Risk of natural hazards, conservation and management of CA owned or controlled lands, drinking water source protection, and other programs or services as prescribed by regulation), and those Municipal and Conservation Authority led programs which are to be delivered through Agreements with municipalities. Once regulations are drafted, the legislation provides for a Transition period for conservation authorities and their member municipalities to restructure budgets to fully reflect provincial and municipal program delivery, develop agreements with municipalities and work through any other details. Until then, ERCA will continue delivering the important activities needed to address the issues in our region.

Provincial Transfer Payments

ERCA delivers its delegated Flood Protection and Source Water Protection programs through provincial transfer payments. In 2019, provincial support for flood protection was reduced by 50% and there was uncertainties regarding funding for Source Water Protection. These programs have been identified as mandatory programs, which raises some uncertainty regarding future provincial support.

Provincial Special Grants

ERCA receives provincial Special Grants to deliver provincial programs, including the Detroit River Canadian Cleanup (provincial funding is matched with federal funding for ERCA to coordinate the Detroit River Remedial Action Plan), projects under the Canada Ontario Agreement to monitor phosphorous in priority watersheds through the Kingsville Leamington Nutrient Study, and support for agricultural stewardship programs to help achieve targeted reductions of 40% in Lake Erie. ERCA also receives support from the Province through the Community Museum Operating Grant for the John R. Park Homestead. These provincial special grant programs were supported in 2019 and are confirmed for at least part of 2020, though future support continues to be a concern.

Landowner Incentives

Recent cuts to funding for restoration, tree-planting, and wetland and prairie restoration which ERCA received and directed to landowner incentive programs, will likely impact future restoration of the region's natural areas, in the absence of increased funding from other partners including the federal government. In addition to losses of provincial support for projects, the federal government funding for some aspects of our farm stewardship programs has diminished significantly. As a result, many of the farm related services such as the creation of buffer strips to improve water quality may be eliminated.

Overreliance on External Funding

Improving water quality and overall watershed health is critical to our region and requires support for positions that undertake the research, monitoring, and partnerships; and for managing and maintaining data information systems. The information collected and gathered is relevant to watershed management, and contributes to evidence-based decision-making.

However, ERCA is distinctly different from its municipal partners and other Conservation Authorities in how it has historically financed these programs, and its board-approved mandate. Unlike municipal operations, levy funding supports less than 40% of ERCA's operations and programs, with the other 60% funded through various Provincial grants, including the Drinking Source Water Protection program and the Section 39 Operating Grant and Federal grants are all identified as concerns.

This overreliance on external funding means these programs, which are core to improving and maintaining the health, safety and sustainability of our region are almost entirely funded through external grants. This also means that these programs, while producing beneficial outcomes, apply to areas where funding is available, not necessarily in those areas with greatest need or greatest priority. At the same time, reductions or eliminations in funding as identified above mean key initiatives are no longer supported or significantly reduced. While Administration continuously seeks additional resources through external funds, stable financial support is crucial in developing knowledge, so that the region's environmental problems can be addressed.

Capacity to Act and Respond.

ERCA, not unlike municipalities and other agencies, is facing numerous capacity pressures including: increased landowner/stakeholder interaction in a number of departments; increased volume of development and planning applications; compliance-based reporting and monitoring; increased visitation to conservation areas, and outreach and stewardship.

In addition, because of ERCA's expertise and knowledge of watersheds and hydrological conditions, municipalities are requesting that ERCA participate in, or coordinate resource studies, master drainage plans, Environmental Assessments, and other operational initiatives. ERCA's technical knowledge of our watersheds and the complex legislative and regulatory environment is both valued and necessary to ensure development is sustainable, responsible, and proactively addresses and anticipates issues. ERCA's involvement on these initiatives is primarily with municipalities, and as such, there is limited cost recovery mechanisms to support staff. As the focus of our corporate approach continues to shift to a more proactive planning process, additional staff capacity will be required in municipal plan input and review.

The 2020 Draft Budget addresses cuts to provincial supports that funded this capacity and has not provided for any additional capacity to review and issue permits and respond to planning applications, address ongoing compliance and best-practice initiatives relating to H&S, MFIPPA and general administration, HR, Finance & IT/IS. The lack of capacity will continue to place demands on watershed management staff, and administrative and support staff

Fixed Cost Increases

The current Collective Agreement with CUPE Local 3784 expires on December 31, 2019. ERCA will be negotiating a new Collective Agreement with its employees and has identified pressures associated with benefit premiums that will need to be negotiated along with salary increases and other proposals. In addition, upward movement on the grid for eligible positions is estimated to be more than \$130,000 in 2020. In 2019, ERCA did not fill vacant positions in Conservation Services and Corporate Services, which will remain unfilled in 2020. Other than those positions, ERCA also anticipates a full complement of program staff. ERCA must also fund fixed costs associated with leasing office space within the County of Essex Civic Centre, and costs for taxes, utilities and services at Conservation Areas. Because of ERCA's revenue structure, it is expected that only a portion of those increases will be levy-driven (ranging from 50%-70%), with the remainder absorbed in grant-funded special projects.

Corporate Recoveries

Special grants and third-party fee for service projects reduce the levy burden, as wages for permanent staff and corporate administration are often allowable expenses in the agreement or contract. When these revenues are reduced, a funding gap is created. High levels of special grants and fee for service contracts in recent years, have been a primary driver of the Authority's positive financial results.



FINANCIAL SUMMARY

While the budget is represented as 'balanced', it was effected through a proposed levy increase of \$148,000 and reallocation of CW~GS land securement funding of almost \$69,000. The total operating deficit for 2020, before proposed levy increases and levy reallocations was ~\$217,000, significantly lower than \$315,000, as initially identified as the potential deficit in the 2020 budget pressures report. The \$100k reduction was achieved through the addition of:

- expected 3rd party funding relating to the regional climate change collaborative;
- continuation of the JRPH Community Museum Operating transfer payment; and
- anticipated government grants related to Source Water Protection, DRCC and watershed research that will partially offset permanent staff and associated support and shared costs.

As recommended by the ERCA Finance and Audit Advisory Board (FAAB) and Administration, the increase in proposed levy is \$148,000 from \$3,238,667 to \$3,386,667. This is an increase of \$0.49 per person, though the actual cost per household (\$250,000) decreased by \$0.12 to \$19.57.

The proposed levy increase amount is primarily a result of the decrease in provincial transfer payments relating to the Flood Forecasting program (\$98,000) and costs associated with human resources. However, no new FTEs are included in this budget and some staffing positions will remain unfilled due to consideration of municipal budgets and respective pressures.

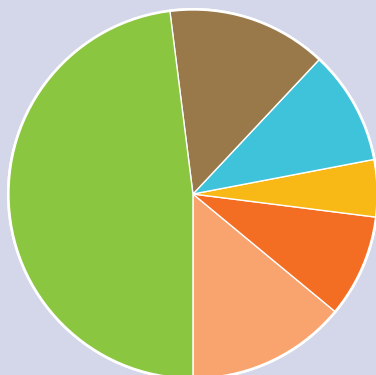
The remaining projected operating deficit of ~\$69,000 was addressed through a redirection of land securement funding as recommended by Administration and the FAAB. The CW-GS levy directed to land securement will be reduced from \$589,600 to \$420,780, inclusive of the \$69,000 as noted above plus \$50,000 will be directed to the insurance reserve (depleted due to wind storm damage deductibles) and \$50,000 to the infrastructure reserve in anticipation of higher than expected HBCA workshop replacement costs.

Contributions and repayments to reserves will be \$324,250 and transfers from reserves are estimated to be \$803,500 for a projected net reduction of \$479,250 in reserve funds. Transfers to reserves include: infrastructure (\$250,000), replenishment of insurance reserve (\$50,000) and multi-year pledge payments from ERCF (\$14,250).

2020 Draft Municipal Levy Allocation									
	CVA %		GENERAL LEVY		CW~GS LEVY		TOTAL LEVY		CHANGE
	2020	2019	2020 DRAFT	2019 APPROVED	2020 DRAFT	2019 APPROVED	2020 DRAFT	2019 APPROVED	\$ %
Amherstburg	5.95%	5.91%	\$138,948	\$129,412	\$62,437	\$62,084	\$201,386	\$191,496	\$9,890 5.2%
Essex	4.79%	4.82%	\$111,810	\$105,388	\$50,243	\$50,559	\$162,052	\$155,947	\$6,105 3.9%
Kingsville	6.15%	6.17%	\$143,820	\$134,969	\$64,626	\$64,750	\$208,446	\$199,719	\$8,727 4.4%
Lakeshore	9.45%	9.32%	\$220,816	\$203,945	\$99,225	\$97,841	\$320,041	\$301,786	\$18,255 6.0%
LaSalle	8.68%	8.46%	\$202,898	\$185,257	\$91,174	\$88,876	\$294,072	\$274,133	\$19,939 7.3%
Leamington	5.95%	5.92%	\$139,055	\$129,532	\$62,486	\$62,142	\$201,541	\$191,674	\$9,867 5.1%
Peleee Island	0.29%	0.29%	\$6,774	\$6,356	\$3,044	\$3,049	\$9,817	\$9,406	\$412 4.4%
Tecumseh	8.34%	8.38%	\$194,990	\$183,506	\$87,620	\$88,036	\$282,610	\$271,541	\$11,069 4.1%
Windsor	50.39%	50.73%	\$1,177,557	\$1,110,303	\$529,145	\$532,661	\$1,706,701	\$1,642,964	\$63,737 3.9%
Totals	100%	100%	\$2,336,667	\$2,188,667	\$1,050,000	\$1,050,000	\$3,386,667	\$3,238,667	\$148,000 4.6%

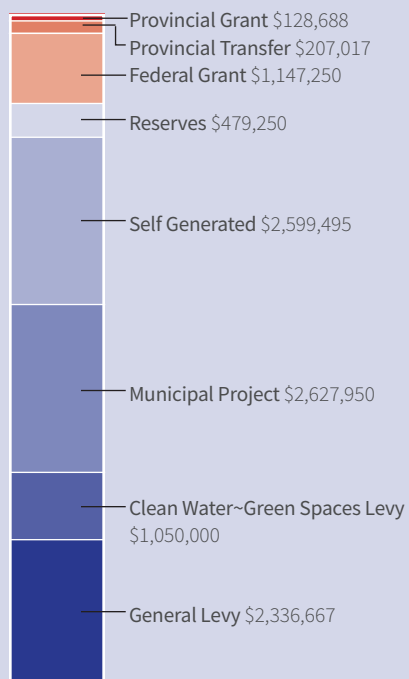


**2020 ERCA BUDGET:
\$10,576,317**

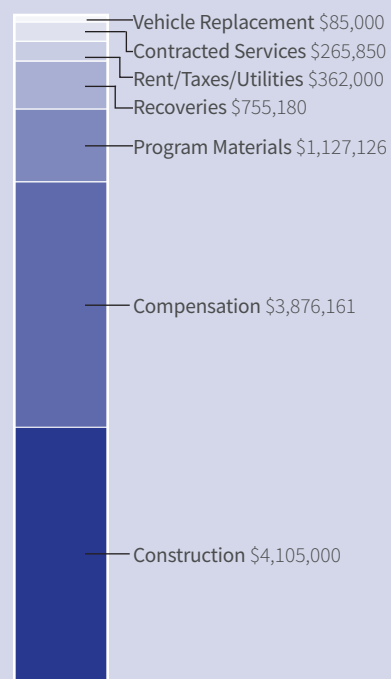


- Conservation Services \$5,106,848
- Watershed Management \$1,456,585
- Watershed Research \$1,071,050
- Community Outreach \$511,300
- Corporate Services \$978,534
- Capital \$1,452,000

**TOTAL REVENUES:
\$10,576,317**



**TOTAL EXPENDITURES:
\$10,576,317**



WHERE DOES YOUR \$10.49 GO?



KEY ASSUMPTIONS

- That fee-for-service revenues relating to Watershed Management Services will stabilize at 2019 levels;
- That revenues of \$546,000 for development applications and surveying fees will continue;
- That the revenues that were impacted by storms/floods will return to pre-2019 levels (hunting/camping/farm leases);
- That grants will be available to support the new climate change regional initiative (~\$46,000);
- The Provincial Section 39 Flood Forecasting & Warning program transfer payment will be maintained/capped at \$104,417
- That the Drinking Water Source Protection activities will be funded at 100% of projected program costs (~\$96,000)
- That municipal transfer payments of \$2.5M will be contributed for the Peche Island project
- That significant watershed science and research grants will be approved (\$473,000)
- That provincial transfer payments for DRCC activities will continue to October 2020
- That revenues for the new JRPH Heritage Centre will begin in 2021 and construction will somewhat impact 2020 revenues.
- That CW~GS restoration revenues will continue to be impacted by loss of provincial special grant programs for tree planting and wetlands but 2020 operations will be funded with remaining deferred revenues but expected to be depleted in 2021.
- That fee-for-service work for invasive species removal at Spring Garden will be negligible for 2020.

SUSTAINING THE PLACE FOR LIFE

As an integrated watershed management agency, our business is built on programs and services that support our region's ecological, social, and economic health.

ERCA employs 38 full-time and long-term contract staff across numerous professional fields, supported by shorter term and seasonal staff, led by a six person management team with over 100 years of experience and knowledge of the Essex Region.

Our watershed management and conservation services programs have recognized experts in water resources and watershed engineering, watershed planning, forestry, biologists, ecologists, agronomists, water quality scientist, and experts in conservation, restoration and natural resource management.

Our education and outreach team includes professional staff who are trained in delivering formal curriculum-based education programs to children, and youth; and in delivering programs and events to engage citizens of all ages in making a meaningful and lasting connection with Lake Erie, Lake St. Clair and Detroit River watersheds.

These teams are championed and supported internally by an equally broad range of experts delivering strategic leadership and essential services including human resource management, financial planning and management, geographic information systems and information technology, corporate communications, public and media relations, graphic design, event planning and marketing.

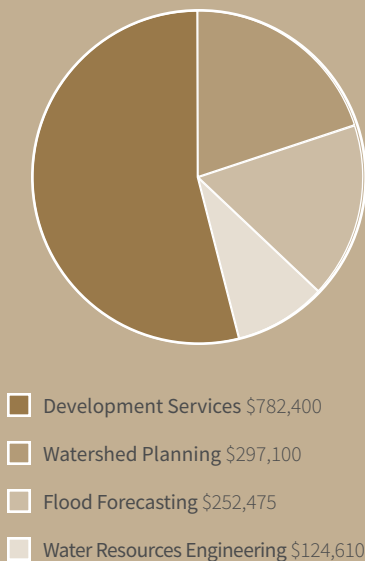
While we have a long and accomplished history as expert practitioners, we don't do it alone. We are continually establishing and reaffirming partnerships at every level, and within all of our communities to support our vision and mission, which we deliver through five Service Areas:

- Watershed Management Services
- Conservation Services
- Watershed Research Services
- Community Outreach Services
- Corporate Services

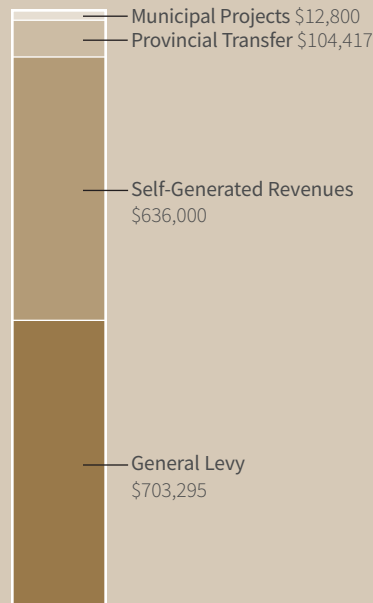


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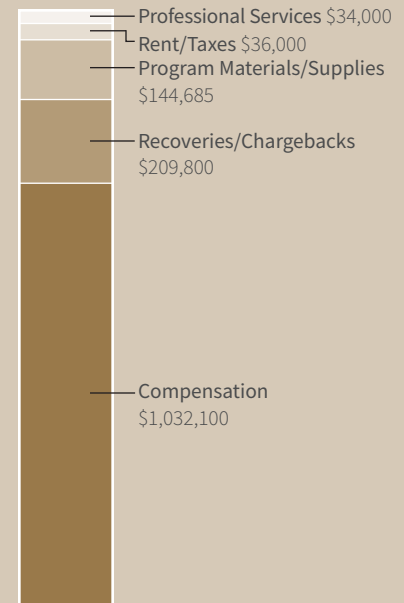
WATERSHED MANAGEMENT SERVICES



PROGRAM REVENUES: \$1,456,512



PROGRAM EXPENSES: \$1,456,585



Watershed Management Services ensures that development in the Region progresses in a sustainable manner, is directed away from natural hazards, protects natural heritage features, and protects our water resources.

We are working towards a planning first principle which ensures that planning permissions are in place before we consider any approvals under the Conservation Authorities Act.

Watershed Management Services are delivered through four programs:

- Watershed Planning
- Development Services
- Water Resources Engineering
- Flood Management

WATERSHED PLANNING

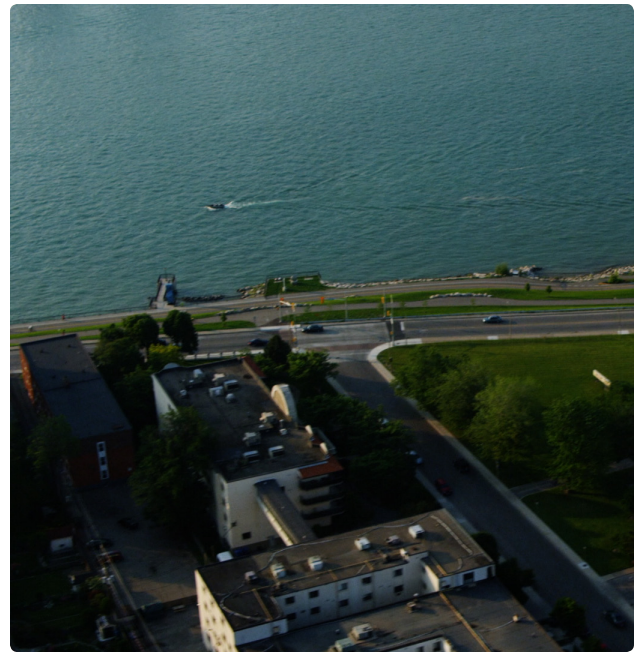
ERCA assists municipalities in watershed planning to meet Planning Act/Provincial Policy Statement responsibilities by identifying natural hazard and natural heritage features and providing policy support and advice related to natural heritage systems, development and stormwater servicing, water quality and natural resource planning concerns.

2019 Achievements

- Over 900 planning applications were submitted to ERCA under the *Planning Act* (Zoning By-Law amendments, minor variances, consents, etc.). ERCA's review assists landowners and municipalities in reducing risks associated with flooding and erosion and protecting natural heritage, and ensures best practices for sustainable communities are being incorporated in planning and development.
- ERCA staff reviewed 13 Official Plans and secondary plans to ensure local planning decisions address ERCA provincial delegated authority responsibilities relative to natural hazards and to continue to advise local municipalities on natural heritage matters.
- ERCA responses to Province of Environmental Registry of Ontario policy consultations including the Made-in-Ontario Environment Plan, 10-Year Review of Endangered Species Act, Bill 66 (Restoring Ontario's Competitiveness Act, 2018), Conservation Authority permitting, and programs and services under Bill 108 (More Homes, More Choice Act, 2019), updates to the Canada Ontario Agreement, and changes to the Provincial Policy Statement among others.

2020 Actions

- Undertake consultations and finalize ERCA's Place for Life Policies related to plan review and permitting processes in the region, and integrate related policies associated with other ERCA programs and services and to ensure consistency with recent changes to the Conservation Authorities Act (2017, 2019) and current provincial direction and best practices.
- Negotiate Memorandum of Understanding for Planning Services with municipalities to provide clarity around ERCA's involvement in plan input and review of planning applications under the Planning Act as an agency with provincially delegated responsibility for the natural hazards; as a municipal technical advisor; as a public body and as a landowner.



2020 Pressures

- Uncertainty around legislative amendments and provincial review of conservation authority permitting processes and how that will impact delivery
- Capacity to become fully engaged in Municipal Official Plan processes to ensure natural hazards/heritage reflected in long-range planning while continuing to support operational planning and applications with same capacity
- Challenges with taking a proactive approach to planning to address urban growth, climate change, environmental degradation and the relationships between growth and resilience.

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 control 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. Our goal is to reduce risk to life, prevent damage to property, and reduce social disruptions resulting from natural hazards.

2019 Achievements

- Received and issued more than 1,300 permits, including over 300 for shoreline maintenance as a result of record high water levels in Lake St. Clair and Lake Erie. This is an increase of over 750 applications from 2015.
- Responded to over 1,300 Miscellaneous Development (MD) inquiries related to a questions about property matters, or from prospective purchasers with questions concerning a potential property purchase.
- Implemented new Client Centric service standards for high growth area Conservation Authorities and reaffirmed ERCAs Client Services Standards Policy to align with Conservation Ontario Client Services Standards guidelines.
- ERCA consistently meets and reports annually on Ministry service level standards of a 20-day turnaround for permit reviews and will update its reporting standards to also reflect new, more timely, Conservation Ontario standards and processes.

2020 Actions

- Undertake a 3rd party Fee Analysis for planning and development services including consultation engagement and with municipalities, Windsor Heavy Construction Association and the Windsor Construction Association, and Windsor Essex Economic Development Corporation in review and recommendations for program delivery
- Continue to improve excellence in client services by seeking ways to reduce review timelines in keeping with Conservation Ontario Client Services Standards guidelines.
- ERCA anticipates permit numbers to remain high as a result of sustained damages to existing protection systems through 4 years of increasingly high water levels and storm events.

2020 Pressures

- Increasing growth and development in the region.
- Increased demand on compliance staff as it relates to legal action
- Development services review operates at a 65-70% cost recovery basis. Currently, ERCA does not charge fees for miscellaneous development inquiries, making higher or full cost recovery difficult to achieve.

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*. We fulfill this role 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.

2019 Achievements

- Finalized Stormwater Management Guidelines with municipalities to ensure a consistent set of standards for managing stormwater designs and submissions.
- Reviewed with municipalities the status of current WECl projects (Lakeshore and Windsor) and pursued potential opportunities for future funding of WECl projects with municipalities (Amherstburg and Essex)

2020 Actions

- Coordinate regional Hazard Mapping Scoping and Prioritization program with Municipalities, City of Windsor and County of Essex
- Assist in the development of Shoreline Management Plans in Lakeshore, Leamington and continue to lead the Little River Hazard Mapping study at the request of the City of Windsor
- Work with partners to develop short- and long-term plans to address the existing and expected impacts to our region as a result of current and future water levels, flood and erosion hazards, and climate change.
- Explore opportunities to build Green Infrastructure Design Guidelines into Regional Stormwater Management Guidelines.
- Work with Kingsville to ensure Greenhouse policies and greenhouse developments address stormwater and drainage as part of the overall municipal drainage scheme and watershe.

2020 Pressures

- Increasing growth and development in the region.
- Increasing involvement and leadership of special studies with limited capacity

FLOOD MANAGEMENT

We recognize 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. We follow the five pillars of flood management: prevention, mitigation, preparedness, response and recovery.

2019 Achievements

- ERCA hosted four High Water Information Workshops in Lakeshore, Windsor, Kingsville and LaSalle, to raise awareness of impacts of high water to 1,500 attendees
- Monitored 30 Climate Stations, including 18 within the City of Windsor. ERCA staff initiated discussions with Lakeshore and Essex regarding siting and integrating 6 additional stations.
- Met with Provincial Flood Advisor, and participated in SW Ontario Regional CAOs meetings regarding flood management, flood protection and emergency response. Flood Advisor's report includes recommendation that ERCA and Lower Thames Valley CA work with Windsor-Essex municipalities, Chatham-Kent, Province and Federal Government to develop a short- and long-term plan to address flooding and shoreline/infrastructure issues in Lake Erie/Lake St. Clair/Detroit River.

2020 Actions

- Implement upgrades and expansions to the Essex Region Watershed Monitoring network including ERCA and municipal Climate Stations to assist in providing flood response, monitoring and reporting
- Further refinement of the ERCA Flood Contingency Plan to include additional flood forecasting stations and additional weather and lake level sources.
- Mentor junior staff on systems operations and train on advisory roles

2020 Pressures

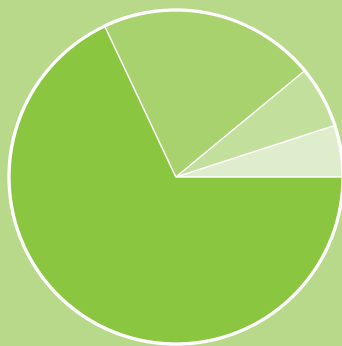
- All-time Record High Water Levels for Lake Erie and Lake St. Clair (and Detroit River). As a result of high water levels, since the beginning of 2019, Essex Region was under Watershed Condition (48 days)/ Flood Watch (147 days) or Flood Warning (25 days) more than days with no warning in effect. Extreme weather events increases pressure on staff and resources. This is expected to continue in 2020.
- Change in winter weather patterns means more rains/less snow, likely to continue with more early to mid-winter floods, loss of ice cover, and erosion.
- Provincial funding for ERCA's Section 39 Eligible Natural Hazard Management Grant (flooding and erosion programs), which has been \$202,000 since the mid 1990s, was reduced to \$104,000 in 2019. Despite CA appeals to not reduce or eliminate any further transfer payments, continued funding is uncertain.





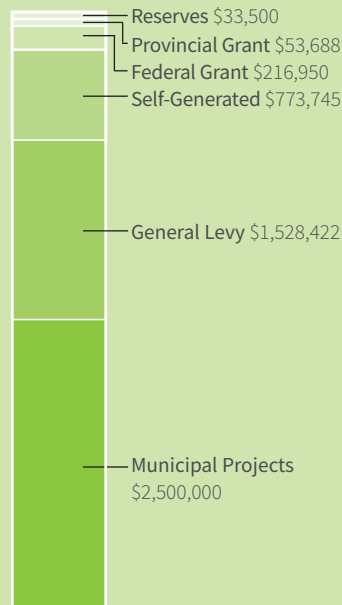
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CONSERVATION SERVICES

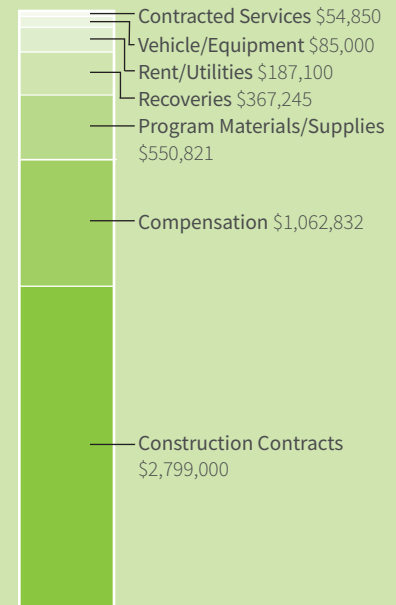


CW~GS Restoration	\$3,449,820
Public Conservation Areas	\$1,053,611
Holiday Beach CA	\$296,150
John R. Park Homestead	\$286,267

PROGRAM REVENUES: \$5,106,305



PROGRAM EXPENSES: \$5,106,848



The goals of ERCA's Conservation Services programs are to protect, restore, and manage natural heritage areas and systems within ERCA's watersheds. We do this through management of a system of Conservation lands, strategic and leveraged investment in land securement, and by identifying and implementing restoration projects.

Conservation Services are delivered through three programs:

- Public Conservation Areas
- Management of Natural Spaces
- Clean Water~Green Spaces Restoration

PUBLIC CONSERVATION AREAS

Since 1974, ERCA has been acquiring lands to ensure the protection and conservation of their significant natural and cultural heritage features. Our Conservation Areas ensure that valuable greenspace is protected and that recreational opportunities are provided in safe, well maintained natural settings so that our watershed residents can enjoy a high quality of life and build greater awareness and appreciation for the landscapes around them.

These goals, as well as support for regional trails and trail networks, were originally identified in ERCA's first program and policy recommendations for the same reasons as today. By allowing for the enjoyment of our properties, we generate grass roots support for environmental protection and cultural appreciation. As a result, many of our properties serve two functions - protection and recreation.

2019 Achievements

- Responded to high water and clean up after severe storm events at Holiday Beach that additionally required closure of Tremblay Beach CA, and areas within HBCA, HMCA and ERCA's Greenways. This included the removal of over 500 hazardous trees.
- Holiday Beach (30,000), John R. Park Homestead (18,000) and Hillman Marsh (8,000) visitors enjoyed the kinds of outdoor natural and cultural experiences known to contribute to community-wide health and well-being
- \$432,000 investment in Conservation Areas resulted in new boardwalks and road resurfacing at Holiday Beach Conservation Area as well as the Enbridge Natural Playground and the University of Windsor Alumni Association Outdoor Classroom
- Undertook shoreline engineering study to identify options to protect the historic John R. Park Homestead buildings.

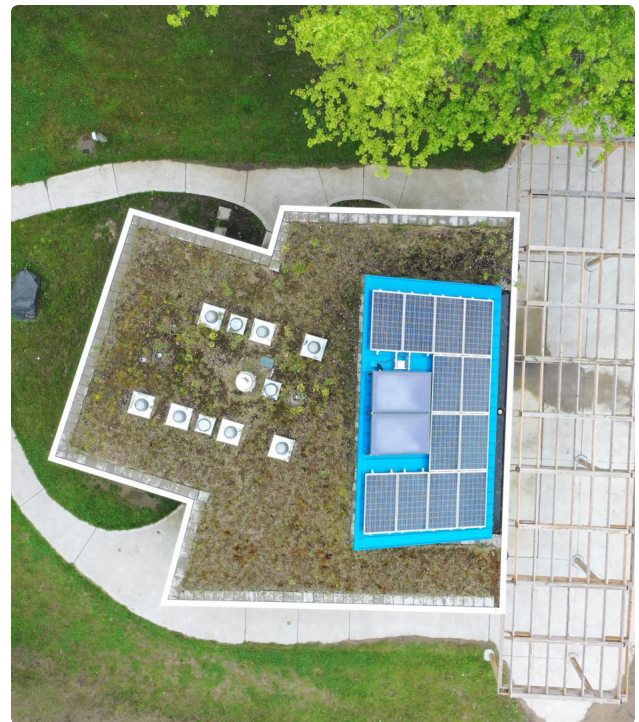
2020 Actions

- Construct new pedestrian bridge over a municipal drain on the Cypher Systems Group Greenway to improve trail safety and not impact aquatic habitat.
- Complete road, parking lot, and facilities improvements at Holiday Beach and develop and build a new single track cycling facility at Holiday Beach (with Amherstburg Community Foundation)

- Finalize design and construct new Heritage Centre and shoreline protection to protect the historic buildings at the John R. Park Homestead
- Continue to replace entrance signs and directional signs leading to our Conservation Areas and explore opportunities for new or leveraged investment in capital facilities and infrastructure

2020 Pressures

- New ERCF supported investment in Greenways along with increased visitation and use of conservation areas but available funds to support trail and conservation area operations has not kept pace
- Funding to maintain infrastructure to the levels recommended in Tangible Capital Asset Management Plan and infrastructure replacement reserve funds and consider new capital investment and programming to meet changes in visitor use and expectations.
- Unexpected costs related to increasingly unpredictable storm events and high water levels that are having significant financial implications related to clean up from storm and erosion damage (over \$50,000 in 2019), and revenue losses due to flooded campgrounds and temporary closure of Conservation Areas
- Managing risk at CAs in light of increasing liability and costs to maintain lands



MANAGEMENT OF NATURAL SPACES

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. Our Conservation Areas are managed to protect this natural heritage, preserve human and cultural heritage, and support active and healthy living, outdoor education, and increase awareness and appreciation of our natural and cultural heritage.

2019 Achievements

- Completion of the Collavino Wetland controlled water wetland project
- Finalized the Peche Island permitting processes with regulatory agencies
- Initiated the Cedar Creek Management plan
- Continued control of invasive species at Spring Garden Natural Area

2020 Actions

- Complete management plans for Cedar Creek and John R. Park Homestead
- Facilitate the donation of the Collavino wetland to ERCA and the initiation of a management plan to allow the public to enjoy this site
- Initiate the construction of the Peche Island erosion protection and fish habitat project with partners (City of Windsor, SwimDrinkFish, Environment Canada)
- Continue to explore opportunities for new or leveraged investment in natural resource management
- Complete the Peche Island Habitat/Shoreline, and Canard River wetland projects

2020 Pressures

- Invasive species continue to threaten our natural spaces and the work we do to restore our natural spaces. The cost to control invasive species such as Phragmites continues to grow
- ERCA has limited resources to undertake compliance of our regulations in natural areas to deal with issues such as poaching
- Erosion of our natural coastlines continues to deplete unique habitat and species
- Detroit River AOC funding is uncertain after 2020

CLEAN WATER~GREEN SPACES RESTORATION

Of all the Great Lakes, the western basin of Lake Erie is exposed to the greatest stress due to urbanization, industrialization, and rural land use and is exhibiting signs of degradation including nutrient and phosphorus enrichment, the emergence of harmful algal blooms, and other water quality issues that impact aquatic habitat, drinking water, and ultimately the health and economy of the Essex Region. These challenges are inter-related, and solutions must be as well.

ERCA's Clean Water ~ Green Spaces (CW~GS) program was designed to address two of ERCA's highest priorities; protecting and enhancing water quality, and protecting and restoring natural areas by providing local funding to leverage support from provincial, federal, landowner and other partners to collectively improve water quality and enhance protection and restoration of natural areas. We leverage local funding through this program to support land securement, restoration (stream/drain, natural channel design, shoreline and fish habitat improvement, prairie/forest/wetland) soil and water actions such as providing in-field and in-stream conservation planning and delivery of agricultural stewardship, demonstrating innovative water and soil conservation (e.g. demonstration farm/projects) are included in Watershed Research Services.



2019 Achievements

- ERCA planted almost 60,000 trees on public and private lands, creating an additional 13.5 hectares (35 acres) of new canopy and monitored 50 restoration sites showing 85% tree survival rates
- Continued monitoring of Oak Wilt Disease
- Represented our region on the Forest Gene Conservation Association Board of Directors which is creating a forest focused climate change adaptation plan for the Essex Region

2020 Actions

- Work with municipalities to develop a report related to Habitat Compensation/Mitigation, and opportunities for implementation of Essex Region Natural Heritage System Strategy
- Continue to target high priority restoration sites to help meet our goal of 12% natural area cover
- Plant 28 hectares of new forest and plant 80,000 trees
- Research and provide a report regarding carbon sequestration related to restoration efforts

2020 Pressures

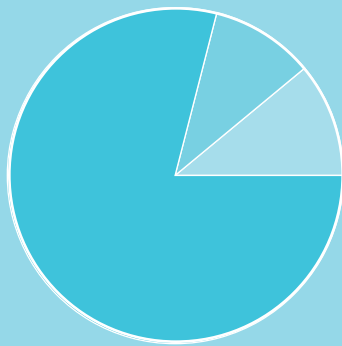
- Cuts to the 50 Million Tree Program may have led to a shortage of trees from nurseries across Ontario
- Barriers to restoration makes it increasingly difficult to secure landowner projects, for instance, restoration of agricultural lands removes land from agriculture designation, resulting in higher taxes, makes it increasingly challenging to implement private landowner projects. Opportunity for municipalities to offset increased taxes through incentives or other tax benefits to support restoration efforts.
- 2019 Spring season was significantly impacted by weather resulting in many projects being postponed or abandoned. Continued above average spring rain will have an impact on the number of projects ERCA is able to achieve each year.
- Increasing changes (budget reductions or geographic priorities) to federal and provincial restoration grant opportunities is making it very challenging to match CW~GS restoration and acquisition leveraging opportunities.





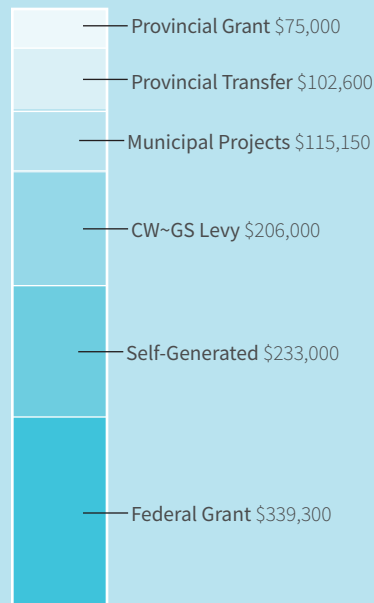
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WATERSHED RESEARCH SERVICES

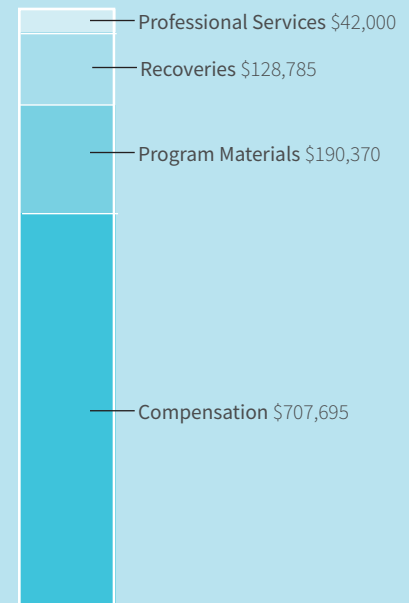


- Watershed Science \$850,950
- Source Water Protection \$102,600
- Climate Change \$117,500

PROGRAM REVENUES: \$1,071,050



PROGRAM EXPENSES: \$1,068,850



ERCA's Watershed Research Services programs aim to protect our local watercourses and sources of drinking water through increased uptake up of agricultural Best Management Practices, enhanced monitoring and policy implementation. We have strengthened our relationship with the University of Windsor, and are active participants in several ongoing research programs that will improve our understanding and allow us to tailor solutions that are best suited to our unique ecosystem.

Watershed Research Services are delivered through three programs:

- Source Water Protection
- Watershed Science
- Climate Change



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 our sources of municipal drinking water are safe and abundant.

2019 Achievements

- Began required updates to the Essex Region Source Protection Plan and Assessment Report to ensure that our sources of drinking water are protected using the most current information available
- Worked with municipal and provincial implementing bodies to implement 50 policies designed to protect our sources of drinking water
- Completed 28 Risk Management Plans to address Significant Drinking Water Threats on behalf of municipalities

2020 Actions

- 45 Risk Management Plans to address Significant Drinking Water Threats on behalf of municipalities to be completed in 2020
- Continue updates to the Essex Region Source Protection, Section 36 Assessment Report and Annual Report.

2020 Pressures

- Source Water Protection identified as a Mandatory Program and Service in the Conservation Authorities Act, though continued funding remains uncertain

WATERSHED SCIENCE

Healthy watersheds are key element to the Place for Life. Our ability to track and report on changes to our 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, and manage, protect or enhance watershed resources. ERCA undertakes its watershed science programs through partnerships with the Provincial Water Quality Monitoring Network, Ontario Benthos Biomonitoring Network and the Provincial Groundwater Monitoring Network. We also work with GLIER at the University of Windsor, Soil and Crop Associations and industry to encourage and monitor environmentally sustainable farming practices, and to support environmental stewardship, knowledge transfer, CW~GS incentive grants and collaborations.

2019 Achievements

- Monitored surface water quality at 50 sites and groundwater quality at 8 sites around the region. In total, ERCA staff collected more than 2,500 water quality samples to evaluate watershed health
- Monitored phosphorous levels getting into Lake Erie at the innovative 10 acre University of Windsor Alumni Association Wetland at Hillman Marsh with University of Windsor Biochemistry department.
- Initiated development of a Phosphorous Management Plan with support from Environment and Climate Change Canada
- Completed over 25 agricultural best management (e.g. cover crops, nutrient management plans, buffer strips) on over 500 hectares of land with support from Environment and Climate Change Canada as part of the implementation of the Lake Erie Action Plan.

2020 Actions

- Continue development of a regional Phosphorus Management Plan and calculation of phosphorous loading in Leamington tributaries
- Expand water quality monitoring program with support from the OSCIA through the ONFarm program and MECP.
- Initiate a new partnership with Agriculture Canada as part of Canada's Living Lab program
- Develop and implement over 50 nutrient and soil health projects with the farming community.

2020 Pressures

- Collection of the environmental data, analysis and calculation of the phosphorus concentrations to Lake Erie and the Leamington Tributaries are supported through provincial funding under the Canada-Ontario Agreement (COA). The continuation of this funding is uncertain after October 2020
- Traditional Environment Canada and Ministry of Agriculture and Rural Affairs funding to further applied research and innovative projects related to water quality has ceased

CLIMATE CHANGE

The Essex Region has experienced the impacts of changes to our landscapes over the last decade. We are experiencing hotter summers, warming Great Lakes, rising lake levels, warmer winters, increased rain events and more frequent, severe storms. These changes affect every part of our lives. While efforts to slow this change must continue, we also need to help our region adapt to its impacts. To most efficiently and effectively undertake and advance this, we need to work together to improve knowledge and advance the understanding of climate change, identify risks and vulnerabilities, enhance regional preparedness; and gaps in knowledge; policy and programming related to terrestrial, aquatic and nearshore systems, infrastructure, water quality and quantity, agriculture and communities in the Essex Region.

2019 Achievements

- Initiated the Windsor Essex Climate Change Collaborative (WEC3), which includes sector-based Implementation Teams, including Human Health, the Built Environment, Natural Hazards, Agriculture, Nature & Ecosystems, and Energy. Developed a framework for assessing impacts for these sectors.
- Secured funding and commitments from Ministry of Energy, Northern Development and Mines, County of Essex and municipalities for a county-wide Community Energy Plan to help advance regional priorities around energy conservation to achieve lower emissions.
- Created a Climate Change Communications Strategy to help stakeholders at all levels understand local impacts of climate change and actions that can be taken toward mitigation and adaptation
- Hosted municipal Climate Action Symposium with University of Windsor

2020 Actions

- Host a 2020 WEC3 workshop series, which will include sessions such as Corporate Energy Planning, Asset Management, and Stormwater Financing, to help municipalities prepare and plan for climate change.
- Initiate County-wide Community Energy Plan with County of Essex, county municipalities, residents and industry.
- Sector engagement by framework, with focus on Nature & Ecosystems and Agriculture.
- Continue to develop outreach and education actions on climate mitigation and adaptation

2020 Pressures

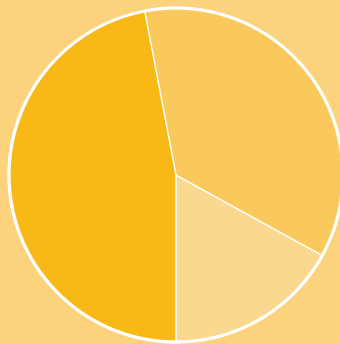
- As awareness increases, there may be an increased interest and requests for support from agencies and municipalities
- Increased demand for education and outreach (general) and public consultation (for the CEP)
- Capacity issues with need to support development of Climate Change Plan and County Municipal Energy Plan with municipalities and partners





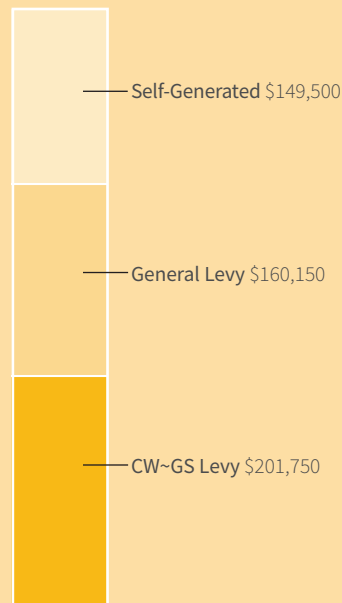
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COMMUNITY OUTREACH SERVICES

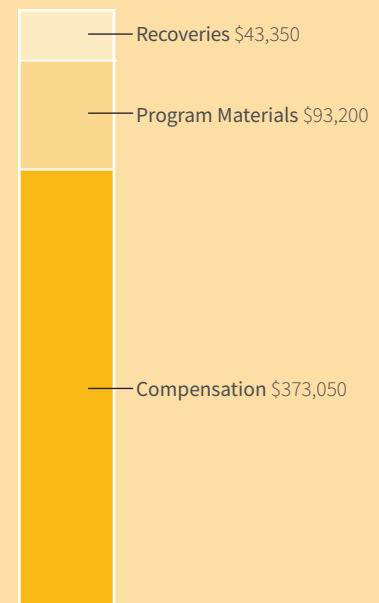


- Outreach and Engagement \$239,950
- Communications \$186,050
- Outdoor Education \$85,300

PROGRAM REVENUES: \$511,400



PROGRAM EXPENSES: \$509,600



Community Outreach Services are critical to engaging regional partners in conservation practices toward climate action and a sustainable environment. Communications and outreach services support all business units of the Authority, including engaging landowners in conservation practices, 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.

Community Outreach Services are delivered through three programs:

- Outdoor Education
- Outreach and Engagement
- Communications

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 and engaging environmental programs and services for kindergarten to grade 12 students and teachers, meeting the objectives of the provincial curriculum.

2019 Achievements

- Provided curriculum-based outdoor education for nearly 15,000 students, including delivery of Special High Skills Major Certifications
- Expanded French-language human and natural heritage history programs, and introduced a new interpretive Monarch Life Cycle education program
- Introduced new Indigenous Education program which was profiled amongst Conservation Authority educations across the Province.

2020 Actions

- Scaling up the pilot Indigenous Education Program to all school boards in partnership with local First Nations
- Expand school-based program offerings during shoulder season to broaden impact while responding to increasing bussing cost pressures.

2020 Pressures

- Costs of bussing costs makes travel to conservation areas to access our outdoor education programs difficult for some schools – usually the schools who would derive the most benefit from these programs due to geographic and socio-economic conditions.
- Aging facilities and accessibility issues remain at Hillman and Holiday Beach
- Uncertainty surrounding provincial support for operations of JRPH as a community museum

OUTREACH AND ENGAGEMENT

Community programming (tree planting, cleanups, native gardens, workshops, events, tours, etc.) provides unique grass-roots learning opportunities for residents, stakeholders such as farmers, developers and others to engage in initiatives that promote sustainable communities, increase awareness of our impact on our landscape, inspire stewardship action, and connect people to our landscapes and the health of our watersheds.

2019 Achievements

- 32 outreach events engaged more than 4,200 regional residents in conservation programs and activities, including creating the Rotary Legacy Forest, the Solcz Family Foundation Forest, and Climate Action Symposium
- Enhanced Citizen Science Programs included Project Purple, Seed Collection, Garlic Mustard Pulls and Tree Monitoring and Assessment
- Youth Engagement Ambassador (YEA) Team and How-To Crews were revitalized, providing community volunteers with an advanced level of training to assist with proper tree planting techniques during large scale outreach events

2020 Actions

- Undertake a comprehensive cross-sectoral engagement review and develop strategies to meet gaps
- Continued enhancements to Citizen Science programs to meet regional environmental objectives
- Continue to streamline schoolyard greening and corporate engagement events
- Continue to improve nature and heritage event implementation to engage more participants

2020 Pressures

- Uncertainties around shared funding supports with Detroit River Canadian Cleanup
- Increasing requests for engagement opportunities and delivery of donor-related opportunities compete for capacity due to shared position
- Increased need for seed collection capacity support during fall outreach season

COMMUNICATIONS

Corporate Communications provides strategic guidance, tools and tactics designed to inform, inspire, influence and motivate municipal, provincial, federal partners, stakeholders and people of all ages in our watershed communities to take action towards creating a sustainable environmental future for our region.

2019 Achievements

- Collaborated provincially on a communications strategy demonstrating the critical importance of Conservation Authorities in protecting the people of Ontario from the impacts of our changing climate.
- Implemented significant improvements to our digital media platforms to streamline customer service for a variety of business units, including permit applications
- Engaged 35 staff in Indigenous Relationship Building training to improve consultation, collaboration and partnerships with Indigenous communities

2020 Actions

- Develop metrics and tools to better evaluate engagement strategies and initiatives.
- Create the range of tools and implement actions identified in the Climate Change Communications Strategy for shared use amongst all municipalities.
- Continue to evaluate, innovate and implement improvements across our digital platforms for streamlined and enhanced customer service.

2020 Pressures

- Increasing demand for program-related Communications strategies and support from all service areas.
- Increasing demand for customer service and engagement through a growing number of platforms.
- Increasing requirements to meet AODA standards





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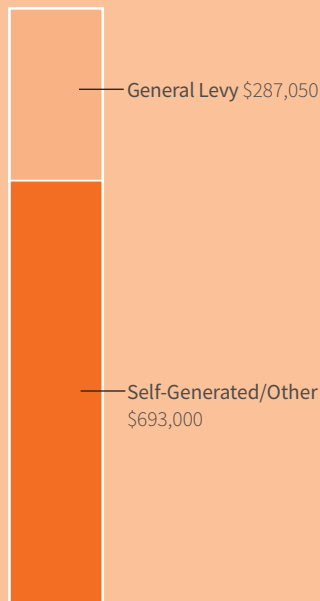
CORPORATE SERVICES



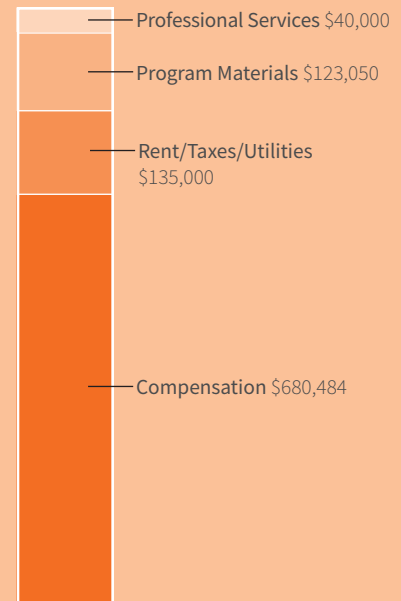
Corporate Services \$978,534

ERCA's Corporate Administration, Financial Services, Human Resources and Information Management Systems are integrated within the Corporate Services budget.

PROGRAM REVENUES: \$980,050



PROGRAM EXPENSES: \$978,534



Corporate Services provides leadership and management in the delivery of services central to the successful functioning of the entire organization. Corporate services is an enabling service.

Corporate Services supports the other Program areas in the organization through four program areas.

- Corporate Administration
- Financial Services
- Human Resources
- Information Management

CORPORATE ADMINISTRATION

ERCA's Corporate Administration office, led by the CAO, provides expert knowledge, strategic advice and recommendations to the Board of Directors with regard to policy, program and budget decisions. The CAO also provides operational leadership to ERCA staff, and influences processes, decisions and implementation with the goal of advancing our vision and mission and the objects of the Authority. Administration also ensures broad corporate compliance with multiple pieces of legislation.

2019 Achievements

- Implemented new comprehensive Corporate Administration By-Laws as legislated under the 2017 Amendments to the Conservation Authorities Act.
- Met with municipal, City and County CAOs to provide updates on shared initiatives, and identify opportunities for future partnerships

2020 Actions

- Consultation towards the development of new regulations pursuant to the Conservation Authorities Act to ensure CAs and municipalities can find the best local solutions to support community resilience
- Encourage the province to adopt a fourth mandatory program that helps to achieve the Made-in-Ontario Environmental Plan actions for clean water, climate change resiliency, and conserving land & greenspaces
- Continue to lead the Essex Region Conservation Foundation
- Cultivate partnerships/Municipal and Regional CAOs

2020 Pressures

- Changes in delivery of programs and services through Conservation Authorities Act, the identification of activities related to provincial and local programs and services and the development of municipal Agreements and transition periods uncertain.

FINANCIAL SERVICES

Solid financial management is the hallmark of strong and sustainable organizations. Understanding business processes and how they affect financial outcomes, along with the ability to make necessary changes successfully is paramount for a modern organization. ERCA's Financial Services group supports

Conservation Authority and Foundation staff, members and programs through budgeting, financial controls, accounting, procurement, and administration of payroll and benefits to ensure financial accountability to municipalities, funding partners, senior levels of government and other stakeholders.

2019 Achievements

- implemented a number of mechanisms to ensure that its activities are transparent to member municipalities and watershed residents to ensure that program and services aligns well with the proposed provincial mandatory programs and services and with the expectations of our member municipalities
- Upgraded financial software

2020 Actions

- Finalize a comprehensive procurement policy to address changing needs and support fair and transparent procurement. Develop and implement an e-procurement tool to improve the internal workflow
- Update the asset management plan, with long term financial strategy, to ensure a sustainable approach to asset replacement
- Enhance focus on internal controls and business processes, to effect savings, minimize asset/resource losses and streamline operations.
- Develop new 5-Year Sustainability Plan to support initiatives identified in the Strategic Plan and to ensure that ERCA has the appropriate resources, managed in the most effective and efficient way, to support the watershed and its municipal members' requirements.
- Promote ways to create awareness and support the authority's financial pressures and sustainability goals through staff and board training and information sharing.

2020 Pressures

- Budget pressures to minimize the tax levy requirements from funding partners, while still achieving strategic plan activities

HUMAN RESOURCES

Responsible for the effective management of people in the organization through the provision of services such as staff recruitment, health and safety, diversity, inclusion and accessibility, employee learning and development, benefit and insurance administration and performance management. ERCA's HR program works within an increasingly complex environment and a need to reflect and respond to changes in legislation, regulation, and business practices and works with management and staff to create and maintain a healthy and supportive culture and build staff morale.

2019 Achievements

- Recruited and hired two permanent positions - Multimedia Specialist and Administrative Associate, Corporate Services and the DRCC Remedial Action Plan Coordinator (Special Grant Employee)
- Completed Employee Engagement Survey, identified and implemented actions including enhanced internal communications, formalized staff meeting schedules, and re-introduced and empowered internal Green Team
- Introduced Annual Work Plan/Performance Review and Professional Development standards for all staff and updated several key HR policies and related programs.

2020 Actions

- Develop a succession planning program to identify, develop and evaluate upcoming organizational needs
- Continue development of priority Policies and Procedures/Employee Handbook
- Develop internship and volunteer program
- Refine employee/term/SGE onboarding/recruitment
- Finalize negotiations towards new Collective Agreement

2020 Pressures

- ERCA will need to replace key positions in the coming years. Succession planning and staff development are challenging with limited resources.
- Finding talent within a competitive environment
- Challenge with supporting needed organizational capacity in context of budget pressures and changes in programs and services and funding expectations

INFORMATION MANAGEMENT

Information Management is responsible for providing and managing secure, reliable and integrated information technology solutions in alignment with our business and strategic goals. ERCA has 40+ years of data and information collected through its programs and projects. This data is an important and valuable resource for ERCA and its University and research partners in helping to understand and address changes and challenges that our region faces.

2019 Achievements

- Updated Geocortex with 2019 Aerial photography in partnership with County of Essex and municipalities
- Acquired Lidar-derived DEM from Provincial open data source and corrected its vertical datum to CGVD28:78 to align with ERCA's operational datum.
- Installed Filehold enterprise-content-management software in preparation of beta-test records scanning.
- Optimized the new to make it more usable

2020 Actions

- Beta-test Filehold ECMS with finance records and permanent records of Watershed Management Services
- Launch an Open Data portal for public access to spatial data holdings.
- Launch a self-service purpose driven GeoCortex property explorer to aid landowners to determine if their property is subject to ERCA regulations.
- Additional servers to be migrated and virtualized (includes some server-based software to be upgraded). Other new virtual servers to be created as well.

2020 Pressures

- There has been a significant increase in provincial, municipal and public expectations for information, analysis tools, and predictive modeling
- The need for maintaining larger and more complex data holdings for continuing program support and analysis continues to increase
- As storage space requirements continue to grow, enterprise grade storage solution may be required



Summary

Capital and Operational Reserves

The 2020 Budget includes the continued management of the following reserve accounts (see attached Reserves Schedule).

Infrastructure Replacement

The Infrastructure Replacement reserve provides for expenses associated with the replacement or rehabilitation of existing capital infrastructure as well as specific new assets, when restricted donor or grants are available.

For 2020, the infrastructure budget accounts for a \$250,000 transfer to the infrastructure reserve, \$10,000 in anticipated interest revenues and \$14,250 in transfers from the Foundation, relating to multi-year funding agreements. The 2020 capital plan directs significant investment in Holiday Beach infrastructure, and the John R. Park Homestead consistent with the asset management plan (AMP) but also incorporates new assets, funded entirely from funds raised by the Foundation. Specifically, the proposed \$1,452,000 of capital investments for 2020, are as follows:

- **John R. Park Homestead Break Wall reconstruction (\$250,000).** With the record high water levels seen in Lake Erie this year in combination with expected deterioration, the John R. Park Homestead will be upgrading its break wall to ensure the ongoing and long term protection of this historic site. The project will also include some safe public access areas and seating for the public to enjoy a view of the lake. Administration will also be making a Water Erosion Control Infrastructure (WECI) application to extend the shoreline protection to the mouth of Fox Creek.
- **John R. Park Homestead Heritage Centre (\$691,000).** ERCA received \$600,000 for construction of a new Heritage Centre to meet demands of its outdoor education program that its existing 40-year old facility (a converted grain barn) does not provide. The facility will also serve as a welcoming/tourism space with adequate washroom facilities and office spaces to improve student and visitor experiences. The ERCF has launched a campaign to match funding received from the Federal Grant. Architects were hired in 2019 and construction is to be completed by December 2020.
- **Holiday Beach Conservation Area Workshop (\$300,000).** A new workshop was scheduled to be built in 2019; however, the tendered prices were not within our budget. ERCA is now working with an engineering firm to reduce the construction fees. The new building will most likely involve a complete renovation of the existing building instead of building in a new location, which will substantially reduce servicing costs and reduce our environmental footprint by reusing building materials.
- **Holiday Beach Playground and Classroom (\$35,000).** ERCA in partnership with our Foundation has begun the construction of the Enbridge Natural Playground and the University of Windsor Alumni

Association Outdoor Classroom. Both of these projects will be competed and opened in spring 2020.

- **Holiday Beach Road and Parking Lot Resurfacing (\$121,000)**. Phase 2 of resurfacing the roadways will be implemented in 2020. In addition to the roads receiving their final treatment, the parking areas that are currently closed to traffic due to their deteriorated condition will be upgraded and opened.
- **Greenway Bridge (\$30,000)**. ERCA is working the Town of Essex through the *Drainage Act* process to building a pedestrian bridge over outer drain, which runs alongside the Town of Essex Sewage Treatment Plant. The new design will include a precast concrete slab and railing to span the drain instead of a traditional culvert. This will result in a crossing that does not interfere with drainage or remove habitat for aquatic species.
- **Conservation Area Signage (\$15,000)**. Many of ERCA's entrance signs are beyond their useful lifespan and in need of replacement. In addition, there is a need to work with municipal partners to install replacement and new way finding signage so visitors can navigate to our conservation areas.

Operational Reserves

- **Revenue Stabilization** – As municipal levy accounts for slightly less than 40% of the Authority's 2020 operating expenses, the majority of revenues are from sources that may fluctuate in any given year due to economic conditions, changes in government agendas and mandates, and adverse weather. Given the instability surrounding Provincial commitments and transfer payment agreements, Administration is recommending a maintenance strategy to preserve existing balance of \$178,000.
- **Suite, Network, Office Equipment & Furnishings** – to provide for expenses related to the Authority's office equipment and furnishings, computers, servers and related software in accordance with useful life and functionality. In keeping with board direction, funds from the sale of ERCA's share of the Civic Centre are now included in this reserve. This reserve will be utilized in 2020 to support the records digitization project (software/scanners) and hardware replacement,
- **Human Resources** – to buffer against potential WSIB/NEER impacts, OMERS restatements, discretionary benefit fluctuations and unanticipated employment. No increase or utilization is proposed.

- **Legal & Insurance** – to buffer against unexpected insurance deductibles and claims below policy deductibles as well as unexpected legal expenses outside of the annual budget process. Replenishment of \$50,000 is included as this reserve was depleted due to two wind events not covered by insurance.
- **Vehicle/Field Equipment Replacement** – Vehicle and equipment expenses are recovered from accounts with outside funding, through a usage rate system, but most usage is associated with servicing conservation areas and core operations. Administration will continue to manage ERCA's fleet and equipment in an environmentally responsible manner in keeping with Board direction, however the significant additional costs associated with a greener fleet contributes to budget pressures and with the elimination of a provincial rebate program, this policy may need to be revisited.
- **Historic Properties Preservation/Maintenance** – to provide for major expenses related to preservation and maintenance of two historic properties that are to be preserved in perpetuity, specifically the John R. Park Homestead and the Kingsville Train Station. Due to the infrastructure replacement and major repairs required at the Homestead, the annual allocation has been utilized for several budget cycles. The 2020 budget includes a provision for replacement of the Train Station windows.
- **Tree Warranty and Self-Insurance (\$90,000 target achieved)** – to buffer against potential warranty claims for seedlings covered through the warranty program, and deterioration of seedlings related to weather related planting delays and which is cost prohibitive to insure.
- **Clean Water~Green Spaces Land Acquisition** (\$1.2 million balance: \$400,000 budgeted contribution in 2019 for an available total of \$1.6 million) – to support land acquisition efforts in keeping with ERCA's Land Securement Strategy, and as leverage for lands acquired with support from partners including senior levels of government.
- **Capital Reserve**. The Sustainability Plan identified that beginning in 2018, ERCA needs to contribute \$200,000 annually representing asset replacement values (historic cost basis) to fund capital reserves, consistent with the TCA report. Due to higher than anticipated costs for workshop replacement, an additional \$50,000 is to be contributed.

2020 Projected Reserves and Capital Plan											
	Capital Reserve	Revenue Stabilization	Grant Matching	Vehicle/Equipment	Suite/IT	Human Resources	Legal /Ins.	Historic Properties	Tree Warranty	Other Watersehd	Total Reserves
	Opening Balance (01/01/2019)	\$607,789	\$177,342	\$100,000	\$88,787	\$247,508	\$22,280	\$54,374	\$90,000	\$47,857	\$1,435,937
	Transfers to Reserve	250,000	-	-	-	-	50,000	-	-		300,000
	Interest	10,000									10,000
	Repayments	14,250	-								14,250
	Available Balance	\$882,039	\$177,342	\$100,000	\$88,787	\$247,508	\$22,280	\$54,374	\$90,000	\$47,857	\$1,760,187
	Reserve Fund Transfers										
	HBCA Workshop	300,000									300,000
	HBCA Roads	121,000									121,000
	CSG Pedestrian Bridge	30,000									30,000
	JRPH Shoreline	250,000									250,000
	Capital R&M - Greenways	10,000									10,000
	HBCA outdoor classroom	10,000									10,000
	HBCA educational play-ground	25,000									25,000
	Entry Signs	15,000									15,000
	Train station windows							15,000			15,000
	Vehicle/equip't replacement			18,500							18,500
	Computers/software				9,000						9,000
	Total Expenses	761,000	-	-	18,500	9,000	-	15,000	-	-	803,500
	Projected Closing Balance	\$121,039	\$177,342	\$100,000	\$70,287	\$238,508	\$22,280	\$39,374	\$90,000	\$47,857	\$956,687



Essex Region Conservation
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Conservation Authority
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BUDGET WORKSHEETS

December 6, 2019

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
WATERSHED MANAGEMENT SERVICES				
WATERSHED PLANNING				
General Levy	208,580	66,180	94,180	78,480
Clean Water~Green Spaces Levy	-	54,400	54,400	48,500
Municipal Projects	-	-	4,100	2,180
Provincial Grants	-	61,763	16,659	65,221
Other Grants/User Fees/Recoveries	90,000	90,000	90,000	92,525
TOTAL REVENUES	298,580	272,343	259,339	286,906
Wages	250,000	241,500	245,100	251,667
Consulting	-	500	-	982
Supplies/Office/Janitorial	1,300	-	5,300	1,561
Vehicle/Travel/Equipment Usage	2,300	350	2,300	521
Corporate Support/Shared Services	38,000	33,000	38,500	35,568
Rent/Insurance/Tax/Utilities	4,000	4,000	4,000	3,500
Dues/Membership	1,000	900	1,600	876
Capital Maintenance/Low Value Assets	500	-	1,000	-
Small Miscellaneous	-	-	-	-
TOTAL EXPENSES	297,100	280,250	297,800	294,675
DEVELOPMENT SERVICES				
General Levy	234,915	229,915	229,915	185,995
Provincial Transfers	-	-	-	2,000
Other Grants/User Fees/Recoveries	546,000	450,000	548,000	459,321
TOTAL REVENUES	780,915	679,915	777,915	647,317
Wages	616,600	555,000	631,320	514,394
Consulting	1,000	2,000	2,600	3,237
Supplies/Office/Janitorial	16,000	10,100	17,140	21,789
Vehicle/Travel/Equipment Usage	19,000	14,000	19,000	16,691
Corporate Support/Shared Services	95,000	86,000	95,000	78,200
Rent/Insurance/Tax/Utilities	23,000	12,000	18,000	12,500
Dues/Membership	800	200	671	220
Audit and Legal	10,000	5,000	7,500	-
Capital Maintenance/Low Value Assets	1,000	-	3,200	-
Small Miscellaneous	-	-	-	-
TOTAL EXPENSES	782,400	684,300	794,431	647,031

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
WATERSHED ENGINEERING				
General Levy	111,800	-	23,000	7,547
Clean Water~Green Spaces Levy	-	60,000	60,000	53,800
Municipal Projects	12,800	-	5,000	32,944
Provincial Grants	-	12,000	2,600	16,229
Transfers (To)/From Deferred Revenues	-	-	-	(666)
TOTAL REVENUES	124,600	72,000	90,600	109,854
Wages	104,000	85,000	88,000	62,183
Consulting	-	-	-	33,677
Supplies/Office/Janitorial	2,550	1,650	3,650	1,830
Vehicle/Travel/Equipment Usage	1,700	1,000	1,700	2,104
Corporate Support/Shared Services	15,800	8,790	12,000	9,502
Dues/Membership	560	560	560	560
Small Miscellaneous	-	-	-	-
TOTAL EXPENSES	124,610	97,000	105,910	109,856
FLOOD FORECASTING & WARNING				
General Levy	148,000	128,500	130,500	164,257
Provincial Transfers	104,417	128,500	108,870	120,814
Other Grants/User Fees/Recoveries	-	-	-	(31,765)
TOTAL REVENUES	252,417	257,000	239,370	253,306
Wages	165,500	173,500	166,050	167,908
Consulting	33,000	31,300	32,800	32,521
Supplies/Office/Janitorial	6,975	7,550	9,175	10,856
Vehicle/Travel/Equipment Usage	6,000	6,650	6,000	4,036
Corporate Support/Shared Services	32,000	30,000	32,000	31,000
Rent/Insurance/Tax/Utilities	9,000	8,000	9,000	7,000
Small Miscellaneous	-	-	-	-
TOTAL EXPENSES	252,475	257,000	255,025	253,321

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
WECI/MUNICIPAL WATER AND EROSION CONTROL INFRASTRUCTURE PROJECTS				
Municipal Projects	-	300,000	763	2,613,160
Provincial Grants	-	-	-	21,500
Transfers (To)/From Deferred Revenues	-	-	6,000	78,188
TOTAL REVENUES	-	300,000	6,763	2,712,847
Wages	-	5,000	713	13,731
Consulting	-	-	6,000	41,232
Construction	-	293,000	-	2,650,202
Travel/Vehicle/Administration/Overhead	-	2,000	-	9,081
TOTAL EXPENSES	-	300,000	6,713	2,714,246

WATERSHED MANAGEMENT SERVICES				
REVENUES				
General Levy	703,295	424,595	477,595	436,280
Clean Water~Green Spaces Levy	-	114,400	114,400	102,300
Municipal Projects	12,800	300,000	9,863	2,648,283
Provincial Transfer	104,417	202,263	128,129	225,763
Federal Projects	-	-	-	-
Other Grants/User Fees	636,000	540,000	638,000	520,081
In-Kind	-	-	-	-
Transfers (To)/From Deferred Revenues and Reserves	-	-	6,000	77,522
TOTAL REVENUES	1,456,512	1,581,258	1,373,987	4,010,230
TOTAL EXPENSES	#REF!	#REF!	#REF!	#REF!
SURPLUS/(DEFICIT)	(73)	(37,292)	(85,892)	(8,900)

CONSERVATION SERVICES

GENERAL PROGRAM/LAND MANAGEMENT, OPERATIONS, AND DEVELOPMENT

General Levy	133,100	141,000	141,000	141,000
Other Grants/User Fees	-	-	-	36
TOTAL REVENUE	133,100	141,000	141,000	141,036
Wages	111,000	127,600	114,000	125,032
Supplies/Office/Janitorial	3,100	2,700	2,500	4,103
Vehicle/Travel/Equipment usage	1,000	1,500	1,000	1,150
Corporate Support/Shared Services	18,000	20,000	18,000	18,500
TOTAL EXPENSES	133,100	151,800	135,500	148,786

LAND SECUREMENT/MANAGEMENT PLANNING

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
Clean Water~Green Spaces Levy	420,780	589,600	589,600	463,600
Other	-	-	25,000	550,000
Transfers (To)/From Deferred Revenues	(399,780)	(567,600)	(597,000)	(421,378)
TOTAL REVENUE	21,000	22,000	17,600	592,222

Wages	12,500	7,500	7,000	19,023
Legal, Surveying, Consulting	6,500	12,500	8,600	19,245
Supplies/Office/Janitorial	-	-	-	322
Corporate Support/Shared Services	2,000	2,000	2,000	3,600
TOTAL EXPENSES	21,000	22,000	17,600	42,190

TREE PLANTING AND RESTORATION

Clean Water~Green Spaces Levy	160,000	160,000	160,000	110,000
Provincial Grants	30,000	35,000	15,000	125,476
Federal Grants	50,000	210,000	30,000	488,383
Other Grants/User Fees	185,000	317,163	197,867	361,650
In-Kind	13,000	3,500	13,000	3,444
Transfers (To)/From Deferred Revenues	165,000	120,000	178,000	(140,000)
TOTAL REVENUES	603,000	845,663	593,867	948,952

Wages	280,220	357,000	251,086	330,472
Construction	-	-	20,000	125,418
Engineering/Consulting/Sub-Contracting	2,400	31,500	2,400	38,296
Supplies/Office/Janitorial	16,600	38,000	18,600	32,110
Vehicle/Travel/Equipment Usage	35,500	64,200	52,000	59,996
Plant Materials/Landowner Grants	187,100	275,750	163,100	268,638
Corporate Services/Shared Services	60,000	70,000	65,000	69,500
Rent/Insurance/Tax/Utilities	7,000	5,500	7,000	7,000
In Kind Services/Supplies	13,000	3,500	13,000	3,444
Capital Maintenance/Low Value Assets	1,000	-	1,000	1,435
Small Miscellaneous	-	-	400	289
TOTAL EXPENSES	602,820	845,450	593,586	936,598

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
SPECIAL GRANT RESTORATION PROJECTS				
Municipal Projects	2,500,000	-	-	-
Federal Grants	139,000	350,000	223,100	514,895
Other Grants/User Fees	-	294,000	328,750	390,368
Transfers (To)/From Deferred Revenues	208,000	-	(94,000)	(113,150)
TOTAL REVENUES	2,847,000	644,000	457,850	792,113

Wages	23,000	71,000	125,573	164,415
Construction	2,789,000	470,000	188,500	447,706
Engineering/Consulting/Sub-Contracting	24,000	80,000	66,305	24,015
Supplies/Office/Janitorial	-	1,000	12,876	31,339
Vehicle/Travel/Equipment Usage	-	9,500	29,760	34,227
Plant Materials/Landowner Grants	-	-	-	23,000
Corporate Services/Shared Services	11,000	10,000	30,250	37,500
Rent/Insurance/Tax/Utilities	-	500	-	1,000
Capital Maintenance/Low Value Assets	-	2,000	1,000	2,452
Small Miscellaneous	-	-	-	6,646
TOTAL EXPENSES	2,847,000	644,000	454,264	772,302

GENERAL CONSERVATION AREAS (16 active maintenance sites /2 greenways)

General Levy	553,642	471,742	471,742	442,019
Federal Grants	34,750	36,600	36,240	39,267
Other Grants/User Fees	105,310	125,100	114,590	117,439
Transfers (To)/From Deferred Revenues	-	-	6,994	-
Transfers (To)/From Reserves	15,000	(7,000)	(7,000)	(18,000)
TOTAL REVENUES	708,702	626,442	622,566	580,724

Wages	296,660	272,150	251,511	218,845
Construction	-	-	6,900	557
Engineering/Consulting/Sub-Contracting	15,500	1,000	18,500	5,373
Supplies/Office/Janitorial	49,706	50,850	49,996	64,712
Vehicle/Travel/Equipment Usage	83,463	95,000	86,313	97,390
Plant Materials/Landowner Grants	9,500	35,000	2,200	12,258
Corporate Services/Shared Services	79,932	70,050	77,880	70,571
Rent/Insurance/Tax/Utilities	126,450	88,350	125,450	92,415
Audit and Legal	2,050	-	1,300	-
Capital Maintenance/Low Value Assets	44,800	25,500	29,750	33,406
Small Miscellaneous	750	-	1,250	1,088
TOTAL EXPENSES	708,811	637,900	651,050	596,615

HOLIDAY BEACH CONSERVATION AREA

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
General Levy	60,300	96,680	96,680	96,680
Other Grants/User Fees	235,850	228,850	220,000	243,009
Fund Transfers	-	2,450	4,000	2,100
Transfers (To)/From Reserves	-	(12,000)	(12,000)	(31,000)
TOTAL REVENUES	296,150	315,980	308,680	310,789

Wages	147,500	144,200	162,693	142,987
Engineering/Consulting/Sub-Contracting	2,500	2,800	2,700	3,845
Supplies/Office/Janitorial	43,100	39,200	41,350	52,059
Vehicle/Travel/Equipment Usage	15,600	22,500	15,100	16,472
Corporate Services/Shared Services	29,000	30,000	30,000	22,000
Rent/Insurance/Tax/Utilities	36,950	31,500	38,950	35,065
Major Maintenance/Roads/Vegetation	21,500	26,500	23,450	34,298
Small Miscellaneous	-	200	-	706
TOTAL EXPENSES	296,150	296,900	314,243	307,432

JOHN R PARK HOMESTEAD

General Levy	114,130	160,000	160,000	160,000
Clean Water~Green Spaces Levy	61,470	-	-	-
Provincial Grants	23,688	23,688	-	23,688
Federal Grants	-	-	-	-
Other Grants/User Fees	86,900	91,400	113,481	103,319
Transfers (To)/From Reserves	-	-	-	(10,000)
TOTAL REVENUES	286,188	275,088	273,481	277,007

Wages	191,952	194,600	190,229	177,540
Construction	10,000	17,500	17,500	12,564
Engineering/Consulting/Sub-Contracting	1,900	-	1,811	4,823
Supplies/Office/Janitorial	31,765	24,950	34,460	26,771
Vehicle/Travel/Equipment Usage	3,750	1,550	3,575	4,140
Plant Material/Landowner Grants	-	-	-	1,908
Corporate Services/Shared Services	28,000	25,000	25,000	20,000
Rent/Insurance/Tax/Utilities	16,700	19,300	15,700	19,340
Capital Maintenance/Low Value Assets	1,500	500	3,000	4,452
Small Miscellaneous	700	200	319	1,150
TOTAL EXPENSES	286,267	283,600	291,594	272,688

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
CAPITAL OR MAJOR MAINTENANCE/IMPROVEMENT PROJECTS				
Clean Water~Green Spaces Levy	-	-	-	60,000
Federal Grants	591,000	-	9,000	63,000
Other Grants/User Fees	114,250	140,885	316,620	51,825
Transfers (To)/From Reserves	746,750	434,115	97,450	334,669
TOTAL REVENUES	1,452,000	575,000	423,070	509,494
Wages	20,000	35,000	40,066	2,135
Lands and Construction	1,306,000	495,000	223,070	35,165
Engineering/Consulting/Sub-Contracting	95,000	25,000	96,300	2,400
Supplies/Office/Janitorial	10,000	-	26,016	-
Vehicle/Travel/Equipment Usage	-	-	10,650	12,817
Corporate Services/Shared Services	6,000	4,000	8,600	17,425
Audit and Legal	-	-	2,500	-
Capital Maintenance/Low Value Assets	15,000	16,000	16,000	5,854
Small Miscellaneous	-	-	-	-
TOTAL EXPENSES	1,452,000	575,000	423,202	75,797
FLEET & FIELD EQUIPMENT				
General Levy	25,000	-	-	-
Other Grants/User Fees	167,665	199,000	217,500	227,916
Transfers (To)/From Reserves	18,500	-	(43,000)	15,000
TOTAL REVENUES	211,165	199,000	174,500	242,916
Maintenance/Repairs	66,500	65,700	65,500	77,842
Fuel	35,000	36,500	30,500	39,462
Licenses/Miscellaneous/Small Tools	24,700	19,150	15,750	21,535
Amortization	85,000	83,000	85,000	86,281
TOTAL EXPENSES	211,200	204,350	196,750	225,120

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
WATERSHED RESEARCH				
WATERSHED SCIENCE				
General Levy	-	47,000	47,000	47,000
Clean Water~Green Spaces Levy	156,000	126,000	126,000	100,000
Municipal Projects	69,650	65,750	72,445	38,398
Provincial Grants	75,000	72,500	20,000	184,050
Federal Grants	332,500	177,681	179,200	423,394
Other Grants/User Fees	233,000	15,700	32,500	33,090
In-Kind	-	16,000	25,000	454
Transfers (To)/From Deferred Revenues	(15,200)	184,150	169,400	(17,528)
TOTAL REVENUES	850,950	704,781	671,545	808,859
Wages	521,695	410,795	368,754	417,364
Consulting/Sub-Consulting	42,000	17,000	27,528	62,069
Supplies/Office/Janitorial	40,470	30,350	16,714	47,874
Vehicle/Travel/Equipment Usage	20,515	14,700	20,503	26,581
Plant Material/Landowner Grants	144,000	139,886	138,687	89,107
Corporate Services/Shared Services	80,770	72,400	66,842	75,030
Rent/Insurance/Tax/Utilities	1,100	3,300	2,500	1,950
Dues/Memberships	300	400	4,300	639
In-Kind Services and Supplies	-	16,000	25,000	454
Audit and Legal	-	-	-	1,139
Technical Equipment	100	-	100	88,713
TOTAL EXPENSES	850,950	704,831	671,265	811,098
DRINKING WATER SOURCE PROTECTION PROGRAM				
Provincial Transfer	102,600	103,350	87,097	92,752
Transfers (To)/From Deferred Revenues	-	18,000	23,196	25,346
TOTAL REVENUES	102,600	121,350	110,293	118,098
Wages	86,500	103,000	87,100	89,585
Supplies/Office/Janitorial	-	3,950	2,850	6,272
Vehicle/Travel/Equipment Usage	-	1,800	243	1,816
Corporate Services/Shared Services	12,000	9,000	13,000	13,750
Rent/Insurance/Tax/Utilities	1,100	1,100	1,100	1,100
Per Diems/Miscellaneous	3,000	2,500	6,000	5,575
TOTAL EXPENSES	102,600	121,350	110,293	118,098

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
WINDSOR ESSEX CLIMATE CHANGE CONSORTIUM (WEC3)				
General Levy	-	50,000	50,000	-
Clean Water~Green Spaces Levy	50,000	-	-	7,100
Municipal Projects	45,500	-	-	-
Other Grants/User Fees	-	-	-	5,000
Transfers (To)/From Deferred Revenues	22,000	53,500	46,000	15,625
TOTAL REVENUES	117,500	103,500	96,000	27,725
Wages	99,500	90,500	76,482	8,957
Engineering/Consulting	-	-	5,400	16,268
Supplies/Office/Janitorial	2,500	-	618	394
Vehicle/Travel/Equipment Usage	500	-	500	110
Corporate Services/Shared Services	15,000	13,000	13,000	1,996
TOTAL EXPENSES	117,500	103,500	96,000	27,726

CONSERVATION SERVICES				
REVENUES				
General Levy	886,172	966,422	966,422	886,699
Clean Water~Green Spaces Levy	848,250	875,600	875,600	777,700
Municipal Project	2,615,150	65,750	72,445	38,398
Provincial Grants	231,288	234,538	122,097	425,966
Federal Grants	1,147,250	774,281	477,540	1,528,939
Other Grants	264,000	196,400	43,500	261,363
ERCF Grants	150,250	394,385	478,700	199,620
Fee for Service/Other/Recoveries	713,725	843,263	1,026,238	1,085,338
In-Kind	13,000	19,500	38,000	578,259
Transfers (To)/From Deferred Revenues	(19,980)	(191,950)	(245,540)	(622,321)
TOTAL REVENUES	6,849,105	4,178,189	3,855,002	5,159,961
TOTAL EXPENSES(Includes Fleet/Equipment Amortization)	7,629,398	4,590,681	3,955,347	4,435,610
SURPLUS/(DEFICIT)	(780,293)	(412,492)	(100,345)	724,351
TRANSFER (TO)/FROM RESERVES	780,250	395,615	35,450	290,669

2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
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COMMUNITY SERVICES

OUTDOOR & CONSERVATION EDUCATION

General Levy	-	18,000	28,000	28,000
Clean Water~Green Spaces Levy	36,000	-	-	-
Other Grants/User Fees	49,000	52,000	49,000	55,802
TOTAL REVENUES	85,000	70,000	77,000	83,802

Wages	68,000	63,000	70,400	63,847
Consulting	-	750	-	1,077
Supplies/Office/Janitorial	4,100	3,540	4,100	6,635
Vehicle/Travel/Equipment Usage	1,950	2,450	2,000	1,560
Plant Material/Landowner Grants	500	1,000	500	500
Corporate Services/Shared Services	10,000	9,500	10,000	9,400
Rent/Insurance/Tax/Utilities	750	-	750	750
TOTAL EXPENSES	85,300	80,240	87,750	83,892

OUTREACH & ENGAGEMENT

General Levy	-	115,750	115,750	100,750
Clean Water~Green Spaces Levy	139,750	10,000	10,000	-
Other Grants/User Fees	10,000	3,000	20,000	15,376
Transfers (To)/From Deferred Revenues	-	-	-	2,700
TOTAL REVENUES	149,750	128,750	145,750	118,826

Wages	106,500	103,000	96,196	74,286
Supplies/Office/Janitorial	6,850	8,350	6,450	12,616
Vehicle/Travel/Equipment Usage	4,900	4,250	4,900	5,719
Partner Grants/Volunteers	7,500	-	20,000	9,769
Corporate Services/Shared Services	22,000	17,000	17,000	12,500
Rent/Insurance/Tax/Utilities	950	750	950	950
Capital Maintenance/Low Value Assets	500	1,000	1,000	-
TOTAL EXPENSES	149,400	134,350	146,696	116,143

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
COMMUNICATIONS				
General Levy	160,150	160,150	150,150	155,150
Clean Water~Green Spaces Levy	26,000	25,000	25,000	25,000
TOTAL REVENUES	186,150	185,150	175,150	180,150
Wages	178,000	181,000	161,000	184,257
Supplies/Office/Janitorial	6,050	5,350	6,550	(5,097)
Vehicle/Travel/Equipment Usage	1,000	650	700	42
Capital Maintenance/Low Value Assets	1,000	2,000	1,000	845
TOTAL EXPENSES	186,050	189,000	169,250	180,047

OUTREACH EVENTS AND SHORT-TERM GRANT FUNDED INITIATIVES

Provincial Grants	-	-	-	1,500
Federal Grants	-	-	800	7,200
Other Grants/User Fees	91,250	76,500	106,974	82,025
Transfers (To)/From Deferred Revenues	(750)	(1,000)	3,547	(11,272)
TOTAL REVENUES	90,500	75,500	111,321	79,453
Wages	20,550	10,850	23,796	18,675
Trees/Supplies	70,000	64,650	88,006	60,814
TOTAL EXPENSES	90,550	75,500	111,802	79,489

COMMUNITY SERVICES

REVENUES

General Levy	160,150	293,900	293,900	283,900
Clean Water~Green Spaces Levy	201,750	35,000	35,000	25,000
Municipal Projects	-	-	-	-
Provincail Grants	-	-	-	1,500
Federal Grants	-	-	800	7,200
Other Grants/User Fees	150,250	131,500	175,974	153,203
In-Kind	-	-	-	-
Transfers (To)/From Deferred Revenues	(750)	(1,000)	3,547	(8,572)
TOTAL REVENUES	511,400	459,400	509,221	462,231
EXPENSES	511,800	479,590	515,943	469,182
SURPLUS/(DEFICIT)	(400)	(20,190)	(6,722)	2,060

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
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CORPORATE SERVICES

ADMIN/FINANCE/IT/HR

General Levy	287,050	303,750	250,750	291,873
Clean Water~Green Spaces Levy	-	25,000	25,000	25,000
Municipal Projects	-	-	1,200	-
Provincial Grants	-	-	750	-
Other Grants/User Fees/Recoveries	658,000	610,000	667,485	630,816
Transfers (To)/From Deferred Revenues	-	10,000	-	-
TOTAL REVENUES	945,050	948,750	945,185	947,688

Wages	572,484	587,000	538,500	585,574
ERCF Support	66,000	50,000	60,000	50,260
Member Expenses/Conservation Ontario Dues	56,700	54,000	56,200	53,137
Audit/Legal/Consulting	32,500	30,000	23,000	44,865
Supplies/Equipment/Network	55,350	73,250	77,345	48,825
Occupancy/Phone	135,000	132,000	132,700	132,484
Travel and Board/Staff Meetings	9,500	7,500	9,500	6,988
Retiree Benefits	16,000	13,000	14,000	12,320
TOTAL EXPENSES	943,534	946,750	911,245	934,454

CORPORATE SPECIAL PROJECTS (RECORDS/IS/IT)

Transfers (To)/From Deferred Revenues	35,000	20,000	-	-
TOTAL REVENUES	35,000	20,000	-	-
Wages	26,000	15,000	-	-
Hardware/Software	1,500	26,000	26,000	-
Consulting	7,500	5,000	-	-
TOTAL EXPENSES	35,000	46,000	26,000	-

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
CORPORATE SERVICES				
REVENUES				
General Levy	287,050	303,750	250,750	291,873
Clean Water~Green Spaces Levy	-	25,000	25,000	25,000
Municipal Projects	-	-	1,200	-
Provincail Grants	-	-	750	-
Federal Grants	-	-	-	-
Other Grants/User Fees/Recoveries	658,000	610,000	667,485	630,816
In-Kind	-	-	-	-
Transfers (To)/From Deferred Revenues	35,000	30,000	-	-
TOTAL REVENUES	980,050	968,750	945,185	947,688
EXPENSES	978,534	992,750	937,245	934,454
SURPLUS/(DEFICIT)	1,516	(24,000)	7,940	13,235
TRANSFERS (TO)/FROM DEFERRED REVENUES	(1,000)	25,000	23,000	(12,700)
TANGIBLE ASSET REPLACEMENT				
General Levy	300,000	200,000	200,000	200,000
Clean Water~Green Spaces Levy	-	-	-	120,000
Transfers (To)/From Reserves	(300,000)	(200,000)	(200,000)	(320,000)
TOTAL TANGIBLE CAPITAL ASSET REPLACEMENT	-	-	-	(0)

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
CORPORATE SUMMARY				
REVENUES				
Municipal				
Levy - Operations	\$ 2,336,667	\$ 2,188,667	\$ 2,188,667	\$ 2,098,752
Levy - Clean Water-Green Spaces	1,050,000	1,050,000	1,050,000	1,050,000
Total Municipal Levy	3,386,667	3,238,667	3,238,667	3,148,752
Water & erosion control infrastructure and special projects	2,558,300	300,000	11,063	2,648,283
Risk management services	69,650	65,750	72,445	38,398
TOTAL MUNICIPAL	6,014,617	3,604,417	3,322,175	5,835,434
Provincial				
Section 39 Flood/Erosion Program	104,417	202,263	128,879	202,263
Drinking Water Source Protection	102,600	103,350	87,097	92,752
WECl	-	-	-	21,500
Other (CMOG, SEO etc)	132,188	140,688	39,000	375,612
TOTAL PROVINCIAL	339,205	446,301	254,976	692,127
Federal				
	1,147,250	774,281	478,340	1,536,139
TOTAL GOVERNMENT TRANSFER/GRANT PAYMENTS & FEE FOR SERVICE	7,501,072	4,824,999	4,055,491	8,063,700
Other Revenues				
Permits, services & program fees	1,149,960	1,168,563	1,433,797	1,389,888
Leases & property rentals	77,600	68,700	77,200	78,085
Donations and other grants				
General	303,000	228,400	96,850	302,104
Essex Region Conservation Foundation grants	262,500	461,385	585,950	270,120
In-kind contributions	13,000	19,500	38,000	578,259
Interest income	50,000	60,000	73,000	44,782
Gain on sale of assets	-	5,000	4,000	3,166
TOTAL OTHER REVENUES	1,856,060	2,011,548	2,308,797	2,666,403
Transfers from/(to) deferred revenues	14,270	(162,950)	(235,993)	(601,436)
Interdepartmental recoveries	725,665	704,000	741,600	764,401
TOTAL REVENUES	\$ 10,097,067	\$ 7,377,597	\$ 6,869,895	\$ 10,893,068

	2020	2019	YEAR END	2018
	DRAFT BUDGET	BUDGET	PROJECTION	AUDITED
EXPENSES				
Wages & benefits -ERCA operations	\$ 3,346,216	\$ 3,353,300	\$ 3,210,314	\$ 3,131,358
Wages & benefits -special grant projects	639,945	538,795	552,496	578,640
Construction-ERCA capital projects	1,432,900	566,550	342,222	105,565
Construction-special grant/fee-for-service	2,821,500	881,500	264,500	3,367,789
Plant material, removals and landowner subsidies - ERCA operations	48,000	46,450	61,300	40,435
Plant material, removals and landowner subsidies-special grant/fee-for-s	331,100	415,636	301,787	428,325
Supplies - capital projects ERCA	38,840	25,250	41,941	14,657
Program supplies- special grant/fee-for-service	42,370	72,800	59,572	128,283
Site & operational supplies - Conservation Areas	74,856	72,850	79,606	82,397
Office supplies & expenses - other ERCA operations	83,425	86,140	88,960	88,512
Occupany, taxes,utilities & waste removal	314,490	276,250	312,530	284,140
Maintenance,repairs & security-sites	71,950	58,800	86,025	95,730
Maintenance,repairs & supplies-fleet/equipment	104,000	103,000	97,550	118,513
Equipment, software/hardware & website- ERCA operations	58,975	95,150	99,945	61,672
Equipment, software/hardware & website-special grant/fee-for-service	13,750	11,250	7,784	108,144
Lab,data, technical & sub-contracted services - ERCA operations	54,500	41,800	78,911	56,629
Lab,data, technical & sub-contracted services -special grant/fee-for-servi	40,900	13,000	50,733	58,272
Insurance, audit & legal	127,550	103,250	118,500	112,689
Dues & memberships	45,010	43,810	51,981	45,267
Travel, training & professional development	27,100	27,200	32,639	32,603
Board ,committee & meeting expenses	22,500	19,000	25,500	22,792
Bank, credit card charges and interest	13,060	9,100	14,137	10,391
In-kind supplies & services	13,000	19,500	38,000	28,259
Amortization	309,500	294,500	309,500	306,480
Other	-	10,000	13,500	16,053
Internal recoveries included in revenues	725,380	708,190	752,980	754,979
TOTAL EXPENSES	\$ 10,800,817	\$ 7,893,071	\$ 7,092,914	\$ 10,078,575

	2020 DRAFT BUDGET	2019 BUDGET	YEAR END PROJECTION	2018 AUDITED
TOTAL CORPORATE				
Total Revenues	10,097,067	7,387,597	6,883,395	10,909,121
Total Expenses	10,800,817	7,893,071	7,092,914	10,078,575
SURPLUS/(DEFICIT) (ACCRUAL BASIS)	(703,750)	(505,474)	(209,519)	830,546
ADD/SUBTRACT: NON CASH ITEMS				
Donation of land to ERCA	-	-	-	(550,000)
Gain/loss on asset disposal	-	-	-	(3,166)
Amortization	309,500	294,500	309,500	306,480
DEDUCT: CAPITAL ITEMS				
Land acquisition		-	-	(92,006)
Purchased fleet/equipment	(85,000)	(110,000)	(78,000)	(111,405)
Infrastructure additions (1)		-	-	(356,101)
(DECREASE)/INCREASE IN NET SURPLUS	(479,250)	(320,974)	21,981	24,348
TRANSFER (TO)/FROM RESERVES	479,250	220,615	(141,550)	(42,031)
UNRESTRICTED SURPLUS/(DEFICIT) (DECREASES/(INCREASES))	\$ -	\$ (100,359)	\$ (119,569)	\$ (17,683)
OPERATING FUND DEFICIT (2)				

Note 1: The actual numbers shown for capital items for 2019 and 2020 will change once the assets under consideration are removed from the operating accounts and capitalized as tangible assets. Those accounting entries will not impact the estimated changes in the reserve funds or the unrestricted surplus.

Note 1: The 2019 operating deficit, estimated at ~\$119,000, will utilize the available accumulated surplus, as calculated on 12/31/2018.

KEY ASSUMPTIONS

That fee-for-service revenues relating to Watershed Management Services will stabilize at 2019 levels;

That revenues of \$546,000 for development applications and surveying fees will continue

That the revenues that were impacted by storms/floods will return to pre-2019 levels (hunting/camping/farm leases);

That grants will be available to support the new climate change regional initiative (~\$46,000)

The Provincial Section 39 Flood Forecasting & Warning program transfer payment will be maintained/capped at \$104,417

That the Drinking Water Source Protection activities will be funded at 100% of projected program costs (~\$96,000)

That municipal transfer payments of \$2.5M will be contributed for the Peche Island project

That significant watershed science and research grants will be approved (\$473,000)

That provincial transfer payments for DRCC activities will continue to October 2020





That revenues for the new JRP Heritage Centre will begin in 2021 and construction will somewhat impact 2020 revenues.

That CW~GS restoration revenues will continue to be impacted by loss of provincial special grant programs for tree planting and wetlands but 2020 operations will be funded with remaining deferred revenues but expected to be depleted in 2021.

That fee-for-service work for invasive species removal at Spring Garden will be negligible for 2020.

WHERE DOES YOUR \$10.49 GO?



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