



February 22, 2021

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

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360 Fairview Avenue West
Suite 311, Essex, ON N8M 1Y6

Attention: Municipal Council Clerks (for distribution)

**RE: ESSEX REGION CONSERVATION AUTHORITY 2021 DRAFT BUDGET
30 DAY NOTICE TO MEMBER MUNICIPALITIES**

Please find attached the 2021 Draft Budget for the Essex Region Conservation Authority (ERCA) as approved for circulation by the Board of Directors, on February 18th. The Board of Directors has approved a 2% increase in municipal levies totalling \$67,952, as detailed in the attached levy allocation schedule.

Ontario Regulation 139/96 (as amended by O.R. 231/97) requires that participating municipalities receive a minimum a 30-day notice for which a meeting where a weighted and recorded vote will be taken, respecting non-matching levies. The weighted vote will take place on Thursday, April 8, 2021 at the regular meeting of the ERCA Board of Directors.

Should you have any questions regarding this 2021 draft budget, please feel free to contact Mr. Tim Byrne, tbyrne@erca.org or by phone 519-776-5209 ext. 350.

Thank you,

Tim Byrne
CAO/Secretary-Treasurer

Shelley McMullen
Director, Finance and Corporate Services

Attachments: Report BD03/21 – 2021 Draft Budget Options and Levy Request

Essex Region Conservation

the place for life



DRAFT 2021 MUNICIPAL LEVY ALLOCATION

MUNICIPALITY	CVA %		GENERAL LEVY		CW~GS LEVY		TOTAL LEVY			
	2021 DRAFT	2020	2021 DRAFT	2020	2021 DRAFT	2020	2021 DRAFT	2020	2021-2020	%
			DRAFT \$2,485,204	APPROVED \$2,336,667	DRAFT \$969,415	APPROVED \$1,050,000	DRAFT \$3,454,619	APPROVED \$3,386,667	\$ 67,952 \$ Difference	CHANGE 2.0%
TOWN OF AMHERSTBURG	5.95%	5.95%	\$ 147,897	\$ 138,948	\$ 57,691	\$ 62,437	\$ 205,588	\$ 201,386	\$ 4,203	2.1%
TOWN OF ESSEX	4.76%	4.79%	\$ 118,222	\$ 111,810	\$ 46,115	\$ 50,243	\$ 164,337	\$ 162,052	\$ 2,284	1.4%
TOWN OF KINGSVILLE	6.24%	6.15%	\$ 154,982	\$ 143,820	\$ 60,455	\$ 64,626	\$ 215,437	\$ 208,446	\$ 6,991	3.4%
TOWN OF LAKESHORE	9.61%	9.45%	\$ 238,901	\$ 220,816	\$ 93,189	\$ 99,225	\$ 332,090	\$ 320,041	\$ 12,049	3.8%
TOWN OF LASALLE	8.83%	8.68%	\$ 219,360	\$ 202,898	\$ 85,567	\$ 91,174	\$ 304,927	\$ 294,072	\$ 10,856	3.7%
MUNICIPALITY LEAMINGTON	6.07%	5.95%	\$ 150,891	\$ 139,055	\$ 58,859	\$ 62,486	\$ 209,749	\$ 201,541	\$ 8,208	4.1%
TOWNSHIP OF PELEE	0.28%	0.29%	\$ 6,883	\$ 6,774	\$ 2,685	\$ 3,044	\$ 9,568	\$ 9,817	\$ (249)	-2.5%
TOWN OF TECUMSEH	8.33%	8.34%	\$ 206,947	\$ 194,990	\$ 80,725	\$ 87,620	\$ 287,672	\$ 282,610	\$ 5,061	1.8%
CITY OF WINDSOR	49.94%	50.39%	\$ 1,241,121	\$ 1,177,557	\$ 484,130	\$ 529,145	\$ 1,725,250	\$ 1,706,701	\$ 18,549	1.1%
TOTALS	100%	100%	\$ 2,485,204	\$ 2,336,667	\$ 969,415	\$ 1,050,000	\$ 3,454,619	\$ 3,386,667	\$ 67,952	2.0%

Essex Region Conservation Authority

BD 03/21

From: Shelley McMullen, Director of Finance & Corporate Services

Date: February 9, 2021

Subject: 2021 Draft Budget Options & Levy Request

Compliance Action: Conservation Authorities Act
Ontario Regulation 139/96 Municipal Levies

Recommendation: THAT the 2021 Draft Budget and Levy Options be received for members' review and approval; and further,

THAT the Board of Directors support Option #2, from the three (3) levy funding options presented and outlined herein, and as recommended by Administration and supported by the Finance and Audit Advisory Board; and further,

THAT Administration circulate Report 03/21, with the companion 2021 Budget Summary document, based on Option #2 (2%), to member municipalities for review; and further,

THAT Administration provide notice under the Conservation Authorities Act of a weighted vote, in accordance with Ontario Regulation 139/96, regarding the 2021 Draft Budget at the Board of Directors Meeting on April 8, 2021; and further,

THAT the 2019 accumulated unrestricted surplus of \$118,000, be directed to the partial replenishment of the Revenue Stabilization Reserve.

Summary & Highlights

- The Authority's budget includes expenses of \$9,655,284, including capital projects plus an additional \$371,000 in transfers to reserve funds, for a total of **\$10,026,284**. Total revenues of \$9,536,284, plus reserve transfers of \$490,000, are expected to provide the required funds of \$10,026,284 for operations and replacement/purchase of assets.
- The budgeted expenses include \$2.4 million of costs, attributable to municipal-owned projects/lands, for which the Authority secures partial funding for from government and NGO groups.
- Administration has drafted a hybrid budget, which reflects a construct for the new services and funding model for Conservation Authorities, as identified through recent

changes to the Conservation Authorities Act, including More Homes, More Choice Act, 2019 and Bill 229.

- The Authority has been funded with two levies, since 2003, described as 'General Levy' and 'Clean Water ~Green Spaces (CW~GS) Levy'. Since 2013, the CW~GS levy has been supporting various operating requirements of the Authority's programs, beyond land acquisition and tree planting. Since 2003, the CW~GS levy has been fixed at \$1,050,000/year, with an allocation for land acquisition comprising 40-60% of CW~GS funding. Levy increases have been assigned to the General Levy funding stream.
- The Authority's programs have been segregated into mandatory and non-mandatory services, based on the information that is currently available and in the absence of detailed *Regulations*, or further guidance from the Province, the classification will likely be adopted. **Levy funding of \$2,514,204 is required to fulfil the Authority's mandated obligations in 2021**, consistent with the categories of mandated services, listed in the Conservation Authorities Act.
- **Three options are included for consideration, ranging from 0% increase to a 5.2% increase**, or \$177,537. Combined levies would be \$3,386,667 (2020), under Option 1, \$3,454,619 under Option 2, or \$3,564,204 under Option 3. **Administration, in consultation with the Finance and Audit Advisory Board on January 29, 2021, is supporting Option 2, resulting in a \$67,952 increase (2%) or 26 cents per person, in the watershed (\$10.75 per person).**
- Operating expenses, apart from land acquisition, are identical for each option and have been bifurcated between mandatory and non-mandatory services, as determined by the inventory of services.
- The draft budget includes a reallocation of funding from non-mandatory services, using Covid-19 service (staffing) reductions (non-mandatory services) as an opportunity to pivot and redirect levy from outreach/events/communications to mandated functions, primarily in watershed management and corporate services. Some continuation of global pandemic conditions is anticipated in the 2021 budget.
- 2021 expenses were projected to be \$178,000 higher without staffing/expense reductions in Community Outreach Services (~\$104,000) and with all vacant positions filled for the entire operating year. The Authority recently entered into a four year agreement with CUPE Local 3784, and this budget reflects negotiated changes to wages and benefits.
- **General (Mandatory) levy is projected to support 51% of mandatory services**, with the balance funded through fees and chargebacks/recoveries to various programs and projects. **Clean Water ~Green Spaces levy (Non-Mandatory) levy funds only 18% of non-mandatory programs and services**, which receive significant support from other levels of government, NGOs, including the Essex Region Conservation Foundation, and fees.

- Despite the low percentage of CW~GS support for non-mandatory programs, the allocation provides approximately \$1million in funding and as required by the Conservation Authorities Act, the approved non-mandatory services will need to be funded with either fees, grants, donations or where levy may still be required, municipal agreements will need to be in place by 2022.
- There is a confirmed accumulated surplus of \$118,000 as of 12/31/2019, and while not required in 2020 to address operating expenses, it could be utilized to partially replenish the Revenue Stabilization Reserve. **Administration, in consultation and discussion with the Finance and Audit Advisory Board, recommends a transfer of \$118,000 to the Revenue Stabilization Reserve.**

Background and Discussion

- As recently reported by Administration (BD 38/20), the anticipated changes to the Conservation Authorities Act have widespread and significant implications for operations and program delivery with the proposed narrowing of the *Objects* of Conservation Authorities. The Authority is currently developing a funding transition plan, in accordance with the legislated requirements of the revised Act and concurrently will develop an updated Sustainability/Strategic Plan, to align with provincial implementation timelines.
- The revised Conservation Authorities Act requires the Authority to undertake a transition plan, including the identification and inventorying of mandatory and non-mandatory services and to obtain funding agreements with participating municipalities where levy is needed to fund non-mandatory services.
- Covid-19 will continue to affect financial results in 2021, due to staffing reductions in Community Outreach Services and the financial savings are expected to exceed \$104,000.
- In response to the Provincial government's concerns, the More Homes, More Choice Act and Bill 229, the Authority is reallocating resources to the identified mandatory services.

Inventory of Services

Mandatory Services Section 21.1		
Risks of Natural Hazards	Conservation and Management of Lands Owned /Controlled	Duties, functions and responsibilities relating to obligations under other Acts
S 28 Regulations/Permits	CA Lands & Infrastructure Management (Forestry, Biology, Long Range Plans). Includes JRPH lands	General Corporate Administration & Governance
S39 Flood/Erosion Program	CA Lands & Infrastructure Maintenance (Operational day to day). Includes JRPH site maintenance	Finance
Watershed Engineering	CA Lands - Restoration of Natural Areas (Tree replacement, wetlands, etc.)	Human Resources
Planning - OP input hazards		Information Systems/ Records/Technology
Climate Change – hazards		Corporate Communications
		Drinking Water Source Protection Authority
ASSET REPLACEMENT & RESERVES		

Non-mandatory/Other Services Section		
Watershed Management Services	Conservation/Research Services	Outreach, Education & Other Services
Planning - Operational planning & natural heritage opinions/comments	Land Acquisition	JRPH Heritage Centre & Museum Operations
	Restoration - Non ERCA lands (fee for service or grant subsidized)	Educational programming - various CA locations
	Holiday Beach Management - Agreement 2001-2031	General outreach, events and partnership engagement
	Water Quality program, including special term limited research studies	ERCF supports
	Landowner Incentives & Grants - WQ/Erosion	Municipal Services provided through agreement (Risk Management Services Part IV CWA)
	ESCIA Supports Demonstration Farm	
	Climate Change - Biological Adaptation	

Human Resources Analysis

The budget for staffing identifies 42 permanent/Long-Term Contract staff positions, although some positions will likely be partially vacant during the year, due to ongoing recruitment challenges for specialized classifications resulting in approximately 41 Full-Time Equivalents (FTEs). Seasonal and short-term contract positions account for approximately 5.5 FTEs in this budget. Levy funding reallocations have been made between departments, due to reduced activity, primarily related to events, education and outreach and to respond to overwhelming demand for staffing capacity in development services. Additionally, the Authority has included new senior management capacity in the budget, related to technology, data/information management, and business-process transformation initiatives.

Compensation, including payroll taxes and benefits is the Authority's largest category of expense, comprising 41% of the budget and two-thirds of the compensation expense is associated with mandatory services.

Staff are engaged in the provision of mandatory services to a varying degree, with Watershed Management Services and Corporate Services having the highest percentage of staff engaged in mandatory functions as shown below.

COMPENSATION AS RELATED TO PROVISION OF MANDATORY SERVICES	
% of Watershed Management Services wages directed to mandatory service- Risks of Natural Hazards	91%
% of Conservation Services wages directed to mandatory service-Conservation Land Management	46%
% of Watershed Research Services wages directed to mandatory services-Drinking Water Source Protection Authority	18%
% of Community Outreach Services wages directed to mandatory services-Corporate Communications & Mandatory Service communications supports	63%
% of Corporate Services wages directed to mandatory services - Legislative Compliance and Mandatory Service supports	97%
% OF TOTAL COMPENSATION DIRECTED TO MANDATORY SERVICES	67%

Actual full-time staff equivalents (FTEs) are included in the draft budget as noted below.

Watershed Management Services FTEs associated with Mandatory Services	11.8
Conservation Services FTEs associated with Mandatory Services	7.0
Drinking Water Source Protection	0.9
Community Outreach Services FTEs associated with Mandatory Services	1.8
Corporate Services FTEs associated with Mandatory Services	6.9
Total FTEs associated with provision of mandatory services	28.3

Watershed Management Services FTEs associated with NMS	1.0
Conservation Services FTEs associated with NMS	8.0
Watershed Research FTEs associated with NMS	7.9
Community Outreach Services FTEs associated with NMS	1.2
Corporate Services FTEs associated with NMS	0.2
Total FTEs associated with provision of non mandatory services	18.2

Department Highlights

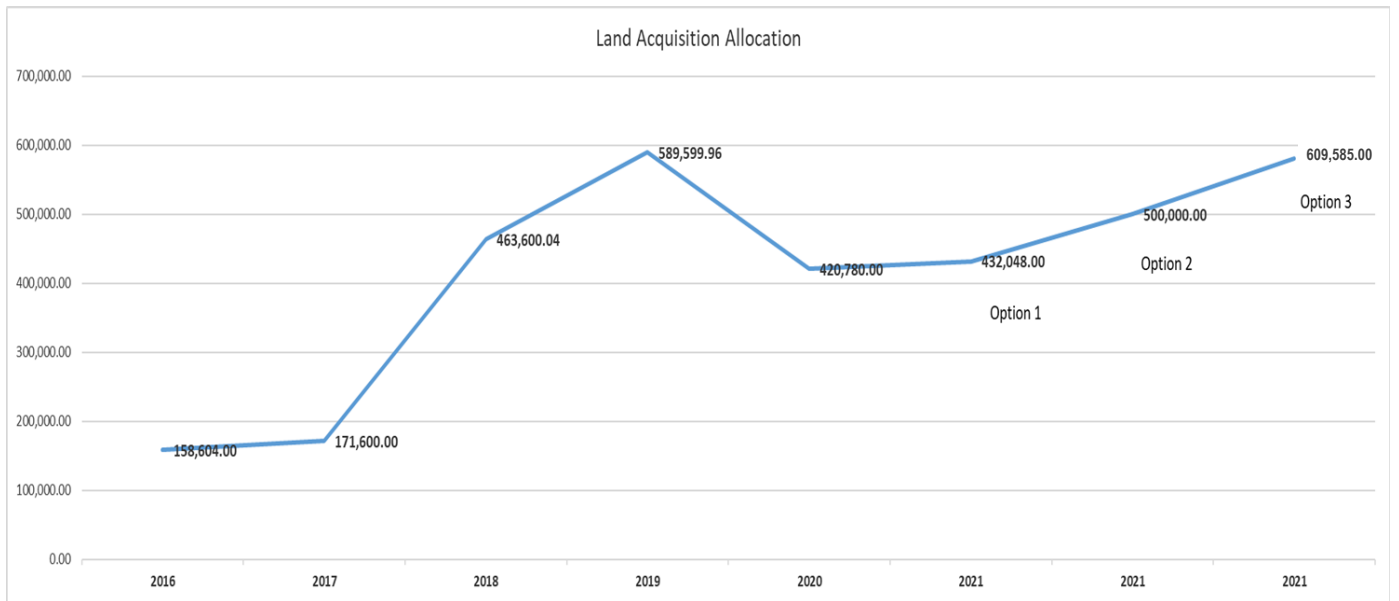
The detailed program narratives for each department appear in the 2021 Budget Summary companion document and program financial details are outlined in **Appendix A-Detailed Draft Projected Statement of Activities**.

Reserve Funds

The Authority maintains several reserve funds and this budget includes transfers of \$371,000 to several reserve funds and transfers from reserves, of \$490,000, as identified in **Appendix C**, for a net transfer to operating accounts, of \$119,000. A transfer of \$300,000 is budgeted to the infrastructure reserve, slightly higher than in previous years (2020-\$250,000), due to an anticipated funding requirement, relating to the JRPH Heritage Centre and as outlined in BD 34/20. A budgeted transfer of \$64,000 to the HR/Administrative reserve is included to address exposures related to pay equity, contractual obligations relating to employment agreements and taxes, primarily WSIB and HST audits.

Levies Analysis & Proposed Allocation

The Authority has been funded with two levies, since 2003, described as 'General Levy' and 'Clean Water ~Green Spaces (CW~GS) Levy' respectively. As of 2013, the CW~GS levy has been supporting various operating requirements of the Authority's programs, beyond land acquisition and tree planting, as directed through strategic and sustainability plans. Since 2003, the CW~GS levy has been fixed at \$1,050,000/year and levy increases have been assigned to the General Levy funding stream, with the CW~GS allocation remaining stable. The CW~GS levy allocates roughly 40-60% to land acquisition and more recently, the allocation for land acquisition has fluctuated between \$421,000 and \$590,000, The 2020 land acquisition allocation was reduced by \$170,000 from the 2019 allocation, due to uncertainties surrounding potential provincial cutbacks and to minimize the levy increase for 2020.



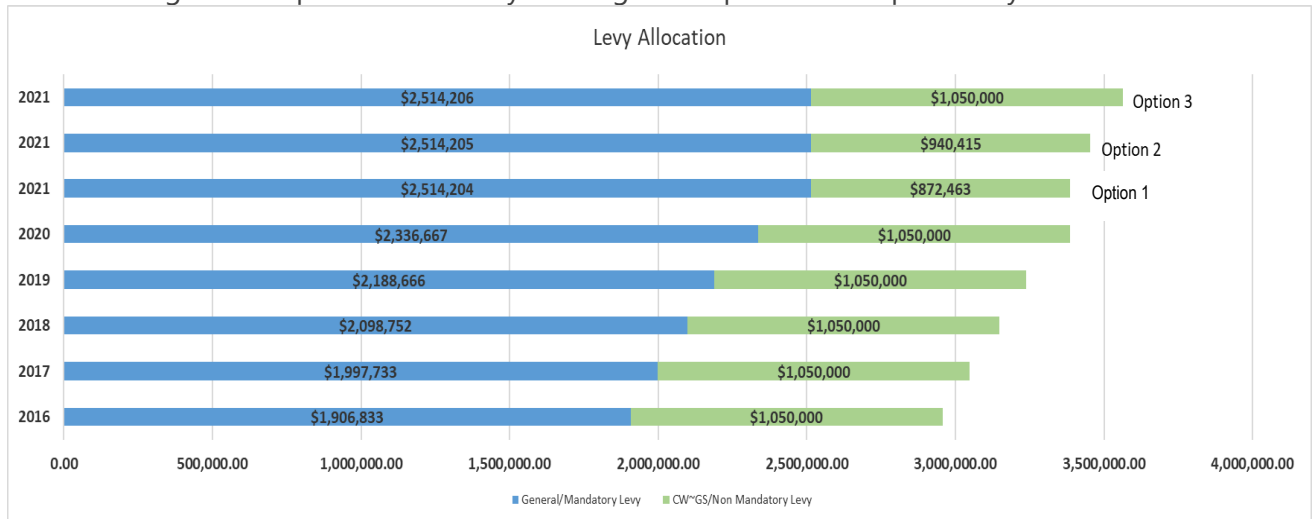
Based on the 2021 Draft Operating Budget (**Appendix A**), the amount available for land acquisition specifically, would range between a low of \$432,000 to a maximum of \$609,585, depending on the chosen option for the CW~GS levy request.

In order to determine the amount of levy that would be required to fund the mandatory activities of the Authority, programs and departmental sub-units were segregated into mandatory and non-mandatory services, as shown in the included charts above. After determining wage obligations and operating costs, Administration calculated a **required Levy funding of \$2,514,204 to fulfil the Authority's mandated obligations**, as shown below. Note that in 2019, there was comingling of levies, in that General levy was allocated to what is now classified as a non-mandatory service and CW~GS levy was allocated to mandatory services. The 2021 budget aligns mandatory (General) levy with mandatory functions and CW~GS levy is now associated with non-mandatory services.

	Audited 2019	Approved Budget	Option #1	Option #2	Option #3
GENERAL LEVY					
CA Lands & Infrastructure Maintenance	492,742	578,642	635,226	635,226	635,226
Corporate Services & Compliance	237,025	287,050	456,750	456,750	456,750
Transfer to reserves	200,000	300,000	300,000	300,000	300,000
Development Services	229,915	234,915	234,650	234,650	234,650
CA Lands & Infrastructure Management	130,000	133,100	179,215	179,215	179,215
Corporate Communications	150,150	160,150	177,700	177,700	177,700
Flood Forecasting & Warning	131,520	148,000	144,263	144,263	144,263
Watershed Engineering	9,400	111,800	94,150	94,150	94,150
John R Park Homestead- lands/infrastructure	160,000	114,130	90,000	90,000	90,000
Planning-risks of natural hazards	110,484	208,580	89,550	89,550	89,550
CA Lands -Restoration Natural Areas	-	-	58,700	58,700	58,700
Climate Change -hazards	-	-	25,000	25,000	25,000
Holiday Beach - lands management	96,680	60,300	-	-	-
Water Quality	23,000	-	-	-	-
Demonstration farm	24,000	-	-	-	-
Climate Change - regional strategy	50,000	-	-	-	-
Outreach & Engagement	115,750	-	-	-	-
Conservation Education	28,000	-	-	-	-
Transfer to other reserves	-	-	-	-	-
	2,188,666	2,336,667	2,485,204	2,485,204	2,485,204
CLEAN WATER~GREEN SPACES LEVY					
Land securement and acquisition	582,600	420,780	432,048	500,000	580,585
John R Park Homestead-Museum ops/school pgm	-	61,470	97,065	97,065	97,065
Regional Water Quality Science	88,000	89,000	72,750	72,750	72,750
Transfer to HR/Admin reserve	-	-	64,000	64,000	64,000
Outreach & Public Engagement	10,000	139,750	62,600	62,600	62,600
Restoration - ERCA owned/non owned properties	160,000	160,000	60,000	60,000	60,000
Landowner incentive program-WQ /Erosion	38,000	26,000	35,000	35,000	35,000
Demonstration farm	-	41,000	35,000	35,000	35,000
Holiday Beach - Campground Ops	-	-	27,000	27,000	27,000
Conservation Education	-	36,000	16,000	16,000	16,000
Watershed Engineering	60,000	-	-	-	-
Planning-risks of natural hazards	54,400	-	-	-	-
Climate Change- regional strategy	-	50,000	-	-	-
CA Lands & Infrastructure Management	7,000	-	-	-	-
Corporate Communications	25,000	26,000	-	-	-
Corporate Services & Compliance	25,000	-	-	-	-
Transfer to other reserves	-	-	-	-	-
	1,050,000	1,050,000	901,463	969,415	1,050,000
TOTAL LEVIES	3,238,666	3,386,667	3,386,667	3,454,619	3,535,204

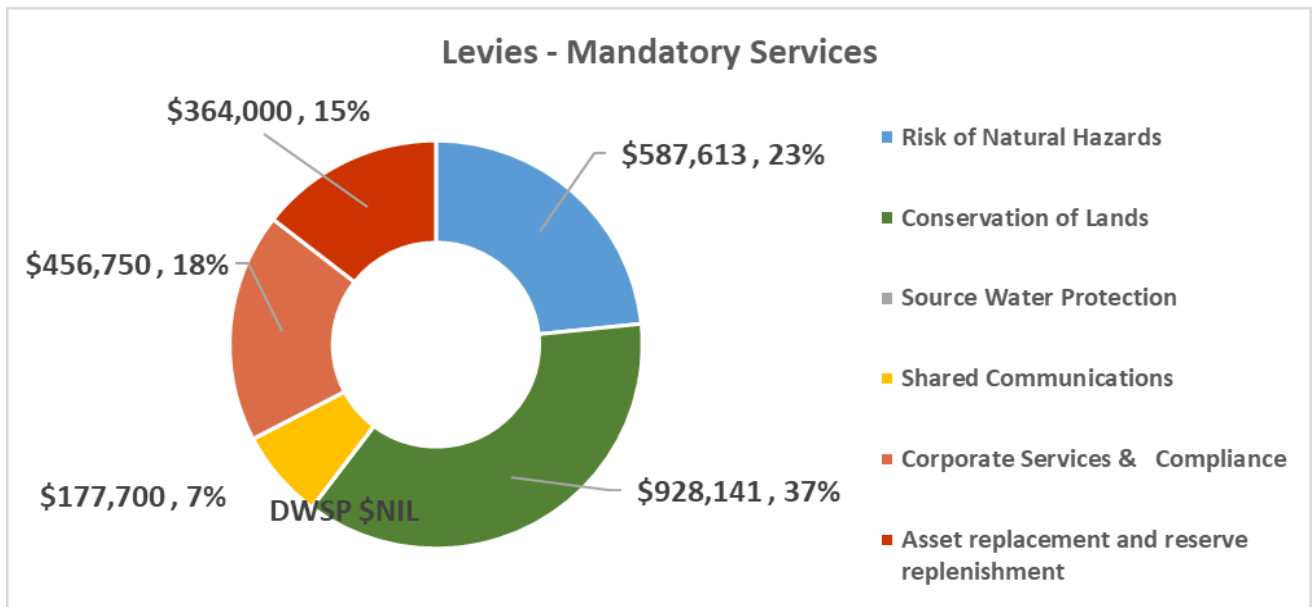
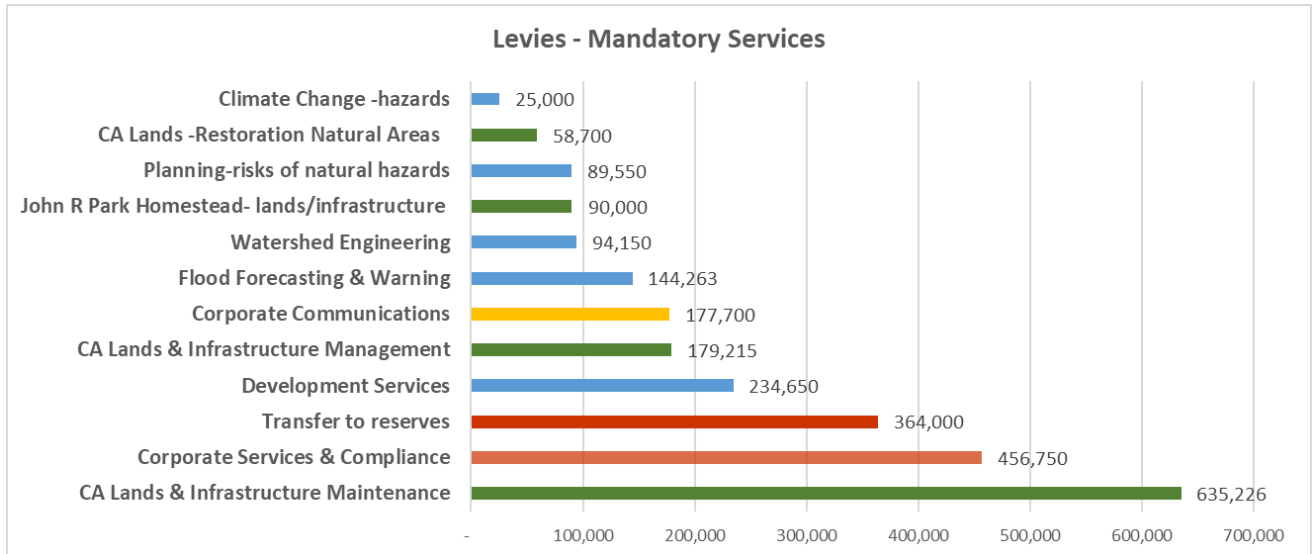
LEVIES- MANDATORY PROGRAMS					
Risk of Natural Hazards	595,719	703,295	587,613	\$ 587,613	587,613
Conservation of Lands	886,422	886,172	928,141	\$ 928,141	928,141
Source Water Protection	-	-	0	\$ 0	0
Shared Communications	175,150	186,150	177,700	\$ 177,700	177,700
Corporate Services & Compliance	262,025	287,050	456,750	\$ 456,750	456,750
Asset replacement and reserve replenishment	200,000	300,000	364,000	\$ 364,000	364,000
	2,119,316	2,362,667	2,514,204	2,514,204	2,514,204
LEVIES-NON MANDATORY PROGRAMS					
Land securement and acquisition- Option #2	582,600	420,780	432,048	500,000	609,585
Land securement required management plans			35,000	35,000	35,000
John R Park Homestead-Heritage	-	61,470	97,065	97,065	97,065
Regional Water Quality Science	111,000	89,000	72,750	72,750	72,750
Outreach & Public Engagement	125,750	139,750	62,600	62,600	62,600
Restoration -3rd party properties	160,000	160,000	60,000	60,000	60,000
Non Point Source program-water quality/erosion landowner	38,000	26,000	35,000	35,000	35,000
Demonstration farm	24,000	41,000	35,000	35,000	35,000
Holiday Beach	-	-	27,000	27,000	27,000
Conservation Education	28,000	36,000	16,000	16,000	16,000
Planning - operational & natural heritage inputs	-	-	-	-	-
Climate Change - Regional Strategy	50,000	50,000	-	-	-
	1,119,350	1,024,000	872,463	940,415	1,050,000
TOTAL LEVIES	3,238,666	3,386,667	3,386,667	3,454,619	3,564,204
Levy Increase \$			0	67,952	177,537
Levy Increase %			0%	2.0%	5.2%

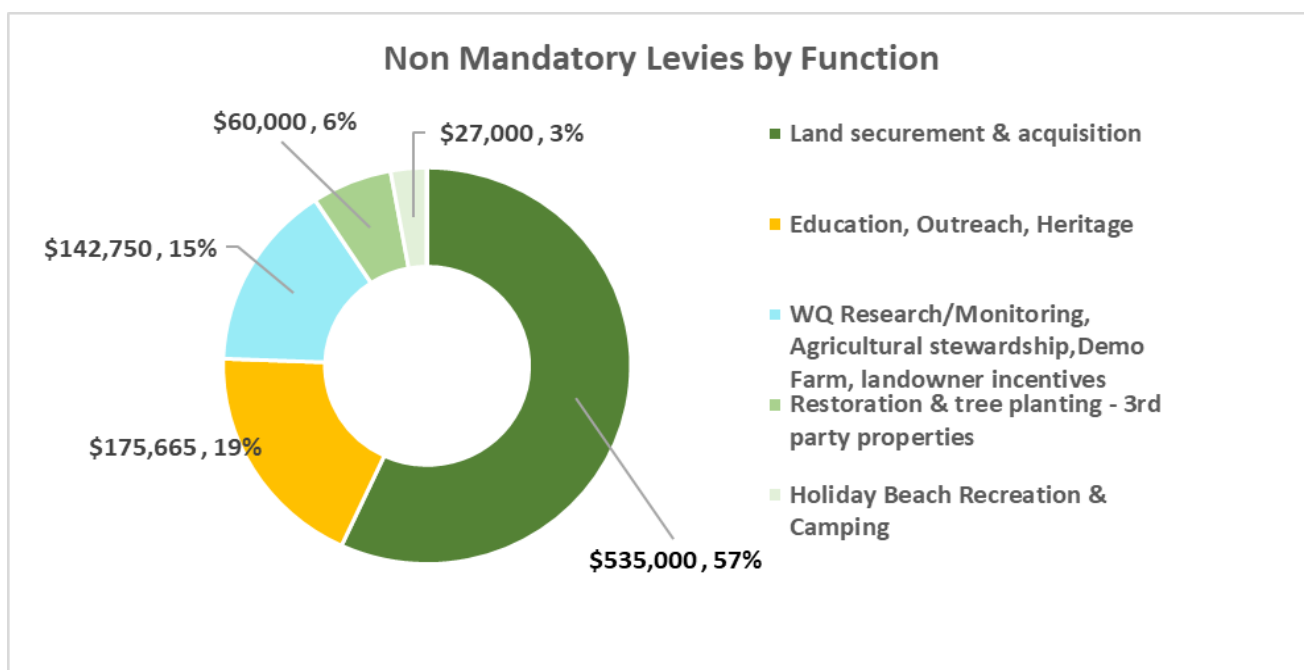
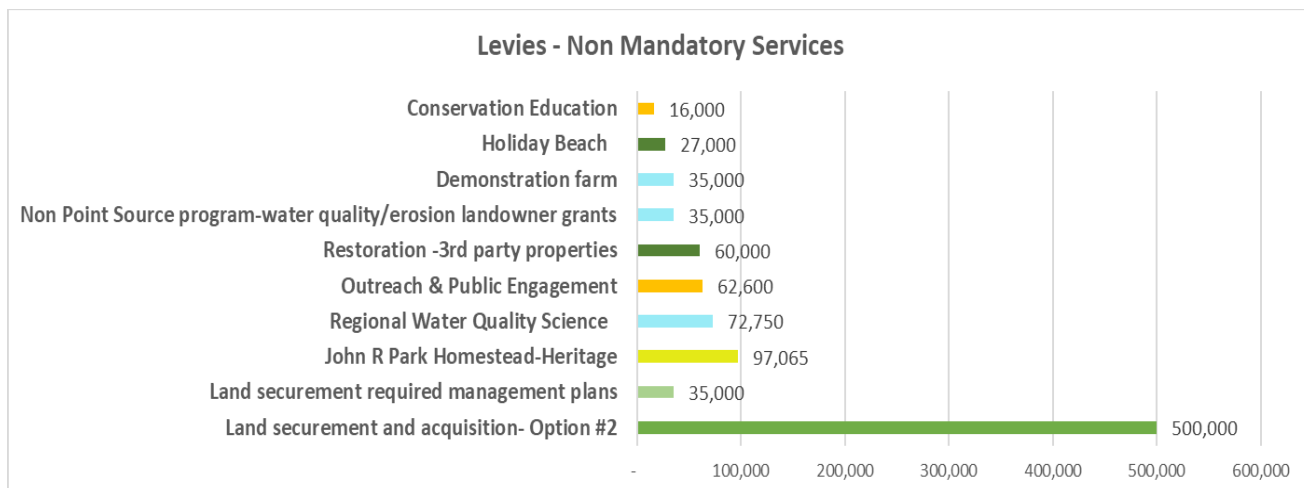
The following chart depicts the two levy funding envelopes over the past five years:



As required by the Conservation Authorities Act, the approved non-mandatory services will need to be funded with either fees, grants, donations or where levy may still be required, municipal agreements will need to be in place by 2022. As shown above, there is a potential significant funding gap for 2022, ranging between ~\$900k and ~\$1M, albeit 50% relates to the historical funding for land acquisition.

Levies are allocated between mandatory and non-mandatory services as identified in the following graphs.





General (Mandatory) levy is projected to support 51% of mandatory services, with the balance funded through fees and chargebacks/recoveries to various programs and projects. **Clean Water ~Green Spaces levy (Non-Mandatory) levy funds only 18% of non-mandatory programs and services**, which receive significant support from other levels of government, NGOs, including the Essex Region Conservation Foundation, and fees. Details of departmental funding sources, by subunit, are provided in Appendix D.

Levy Options

Also, it should be noted that included in the three options for a levy funding increase, is a **zero increase option (Option 1)**. Even if a zero increase were contemplated, it is estimated that \$432,000 would be available for land acquisition, slightly more than the 2020 allocation.

Currently the land acquisition fund exceeds \$1.5 million. The suggestion of a zero levy increase is only realistic in 2021 (with maintaining land acquisition funding at \$432k) due to the fact that \$104,000 of expenses relating to the provision of non-mandatory outreach and education services, have been eliminated from the budget and service reductions due to Covid-19 restrictions is the driving factor. One staff member has been placed on indefinite layoff and several other Community Outreach Services staff are on reduced hours, likely until the latter part of the year.

Option 2 has no changes for the projected expenses, but increases the allocation to the land acquisition fund to \$500,000, closer to the historic average and **results in a modest levy increase of \$67,952 or 2%.** While the additional levy funds are allocated to land acquisition, funds could be redirected to the infrastructure reserve, should pressure continue to be exerted on that fund. Under Option 2, the maximum municipal levy increase would be \$18,549 to the City of Windsor and the Township of Pelee would have a decrease of \$249 in assessed levy.

Population in the watershed has decreased from 322,715 to 321,341 and the associated Levies, on a per person(pp) basis will increase from \$10.49 pp to \$10.75 pp, or only 26 cents, under Option #2. The majority of the levy (72%), or \$7.78 pp, is tied to delivery of mandatory services.

Option 3 also has no projected differences in expenses but proposed to maintain the baseline total CW~GS funding envelope at \$1,050,000. **Option 3 highlights the fact that additional levy of \$177,537 is required to fund mandatory functions.** The levy requirement would be approximately \$230,000, if all positions were to be filled throughout the year.

While a 0% increase can be achieved and does demonstrate that the Authority is responding to provincial concerns and has pivoted quickly to redirect funds to mandatory services, it provides for the lowest allocation for land acquisition.

Either Option 2 or Option 3 would also result in a reasonable land acquisition fund amount, exceeding \$2 million, which would be available for future strategic acquisitions and a factor to consider if future funds are at risk (i.e. land acquisition is a non-mandatory service). The additional levy under Option 2 also provides a buffer with respect to the infrastructure reserve fund.

Administration, in consultation with the Finance and Audit Advisory Board, is recommending a 2% increase to levy, or \$67,952 and that the 2019 accumulated unrestricted surplus of ~\$118,000, be directed to the partial replenishment of the Revenue Stabilization Reserve.



Approved By:

A handwritten signature in black ink, appearing to read "Tim Byrne".

Tim Byrne
CAO/Secretary Treasurer

Attachments:

- Appendix A – Detailed Draft Projected Statement of Activities
- Appendix B – Draft Municipal Levies Schedule (Three Options)
- Appendix C – Reserves Continuity Schedule
- Appendix D – Detailed Sources of Funding by Program Subunit
- Appendix E – 2021 Draft Budget Companion

Appendix A: Detailed Draft Projected Statement of Activities

Option 1 2021	2% 2021	Option 3 2021	2020 BUDGET	2020 PROJECTION	2019 AUDITED
DRAFT BUDGET	DRAFT BUDGET	DRAFT BUDGET			

WATERSHED MANAGEMENT SERVICES

DEVELOPMENT SERVICES

GENERAL LEVY	234,650	234,650	234,650	234,915	234,915	229,915
OTHER GRANTS/USER FEES/RECOVERIES	620,000	620,000	620,000	546,000	624,000	620,357
	<u>854,650</u>	<u>854,650</u>	<u>854,650</u>	<u>780,915</u>	<u>858,915</u>	<u>850,272</u>
WAGES	661,000	661,000	661,000	616,600	646,500	670,609
CONSULTING	1,000	1,000	1,000	1,000	5,000	2,646
SUPPLIES/OFFICE/JANITORIAL	17,000	17,000	17,000	16,000	17,000	17,996
VEHICLE/TRAVEL/EQUIP'T USAGE	20,500	20,500	20,500	19,000	18,200	21,471
CORP SUPPORT/SHARED SVCS	119,000	119,000	119,000	95,000	95,000	104,700
RENT/INS/TAXES/UTILITIES	23,000	23,000	23,000	23,000	23,000	17,422
DUES/MEMBERSHIPS	650	650	650	800	800	940
AUDIT AND LEGAL	10,000	10,000	10,000	10,000	20,000	8,857
CAP MAINT/LOW VALUE ASSETS	2,500	2,500	2,500	1,000	-	3,259
SMALL MISC	-	-	-	-	-	-
	<u>854,650</u>	<u>854,650</u>	<u>854,650</u>	<u>782,400</u>	<u>825,500</u>	<u>847,901</u>

WATERSHED PLANNING

GENERAL LEVY	89,550	89,550	89,550	208,580	208,580	110,484
CW-GS LEVY	-	-	-	-	-	54,400
MUNICIPAL	-	-	-	-	-	4,099
PROVINCIAL GRANTS	-	-	-	-	-	17,459
OTHER GRANTS/USER FEES/RECOVERIES	101,000	101,000	101,000	90,000	75,000	95,070
	<u>190,550</u>	<u>190,550</u>	<u>190,550</u>	<u>298,580</u>	<u>283,580</u>	<u>281,512</u>
WAGES	160,500	160,500	160,500	250,000	217,500	243,437
CONSULTING	-	-	-	-	-	255
SUPPLIES/OFFICE/JANITORIAL	1,550	1,550	1,550	1,300	1,100	4,332
VEHICLE/TRAVEL/EQUIP'T USAGE	500	500	500	2,300	300	4,903
CORP SUPPORT/SHARED SVCS	25,000	25,000	25,000	38,000	32,000	38,600
RENT/INS/TAXES/UTILITIES	3,000	3,000	3,000	4,000	4,000	3,000
DUES/MEMBERSHIPS	-	-	-	1,000	500	2,352
CAP MAINT/LOW VALUE ASSETS	-	-	-	500	-	914
SMALL MISC	-	-	-	-	-	-
	<u>190,550</u>	<u>190,550</u>	<u>190,550</u>	<u>297,100</u>	<u>255,400</u>	<u>297,793</u>

FLOOD FORECASTING & WARNING

GENERAL LEVY	144,263	144,263	144,263	148,000	136,000	131,520
PROVINCIAL GRANTS	104,417	104,417	104,417	104,417	104,417	83,609
OTHER GRANTS/USER FEES/RECOVERIES	-	-	-	-	-	25,081
	<u>248,680</u>	<u>248,680</u>	<u>248,680</u>	<u>252,417</u>	<u>240,417</u>	<u>240,210</u>
WAGES	156,500	156,500	156,500	165,500	155,800	158,632
CONSULTING/INFO'N/DATA SVCS	35,500	35,500	35,500	33,000	33,000	33,223
SUPPLIES/OFFICE/JANITORIAL	8,680	8,680	8,680	6,975	7,637	6,633
VEHICLE/TRAVEL/EQUIP'T USAGE	6,000	6,000	6,000	6,000	6,000	6,722
CORP SUPPORT/SHARED SVCS	32,000	32,000	32,000	32,000	32,000	30,000
RENT/INS/TAXES/UTILITIES	10,000	10,000	10,000	9,000	9,000	5,000
SMALL MISC	-	-	-	-	-	-
	<u>248,680</u>	<u>248,680</u>	<u>248,680</u>	<u>252,475</u>	<u>243,437</u>	<u>240,210</u>

	Option 1 2021 DRAFT BUDGET	2% 2021 DRAFT BUDGET	Option 3 2021 DRAFT BUDGET	2020 BUDGET	2020 PROJECTION	2019 AUDITED
WATERSHED ENGINEERING						
GENERAL LEVY	94,150	94,150	94,150	111,800	111,800	9,400
CW~GS LEVY	-	-	-	-	-	60,000
PROVINCIAL GRANTS	-	-	-	-	-	2,600
	94,150	94,150	94,150	111,800	111,800	72,000
WAGES	75,000	75,000	75,000	93,000	92,000	74,539
SUPPLIES/OFFICE/JANITORIAL	1,550	1,550	1,550	2,550	950	5,461
VEHICLE/TRAVEL/EQUIP'T USAGE	1,100	1,100	1,100	1,700	550	2,323
CORP SUPPORT/SHARED SVCS	15,000	15,000	15,000	14,000	14,000	12,300
RENT/INS/TAXES/UTILITIES	1,000	1,000	1,000	-	1,500	1,500
DUES/MEMBERSHIPS	500	500	500	560	560	560
SMALL MISC	-	-	-	35,000	-	-
	94,150	94,150	94,150	146,810	109,560	96,683
CLIMATE CHANGE - HAZARDS MITIGATION						
GENERAL LEVY	25,000	25,000	25,000	-	-	-
	25,000	25,000	25,000	-	-	-
WAGES	21,500	21,500	21,500	-	-	-
CORP SUPPORT/SHARED SVCS	3,500	3,500	3,500	-	-	-
SMALL MISC	-	-	-	-	-	-
	25,000	25,000	25,000	-	-	-
MUNICIPAL AND PROVINCIAL FEE FOR SERVICE/WECI PROJECTS						
MUNICIPAL	425,500	425,500	425,500	12,800	109,575	14,700
PROVINCIAL GRANTS	17,625	17,625	17,625	-	52,875	1,250
TRANSFERS (TO)/FROM DEFERRED REVENUES	67,575	67,575	67,575	-	-	7,500
	510,700	510,700	510,700	12,800	162,450	23,450
DIRECT WAGES	20,750	20,750	20,750	11,000	9,750	1,480
CONSULTING/OUTSIDE ENGINEERING	384,750	384,750	384,750	-	77,400	15,524
CONSTRUCTION	96,000	96,000	96,000	-	69,000	-
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	9,200	9,200	9,200	1,800	6,300	7,231
	510,700	510,700	510,700	12,800	162,450	24,235
WATERSHED MANAGEMENT SERVICES						
REVENUES						
GENERAL LEVY	587,613	587,613	587,613	703,295	691,295	481,319
CW~GS LEVY	-	-	-	-	-	114,400
MUNICIPAL	425,500	425,500	425,500	12,800	109,575	18,799
PROVINCIAL GRANTS	122,042	122,042	122,042	104,417	157,292	104,917
FEDERAL GRANTS	-	-	-	-	-	-
OTHER GRANTS/USER FEES	721,000	721,000	721,000	636,000	699,000	740,508
IN-KIND	-	-	-	-	-	-
TRANSFER TO/FROM DEF REVENUES & RESERVES	67,575	67,575	67,575	-	-	7,500
	1,923,730	1,923,730	1,923,730	1,456,512	1,657,162	1,467,444
Wages & Benefits	1,095,250	1,095,250	1,095,250	1,136,100	1,121,550	1,148,697
Non-Wage Expenses	597,680	597,680	597,680	113,385	271,047	139,259
Allocated corp svcs and fleet/equip't usage	230,800	230,800	230,800	207,100	203,750	218,866
SURPLUS/(DEFICIT)	-	-	-	(73)	60,815	(39,378)

	Option 1 2021	2% 2021	Option 3 2021	2020 BUDGET	2020 PROJECTION	2019 AUDITED
	DRAFT BUDGET	DRAFT BUDGET	DRAFT BUDGET			

CONSERVATION SERVICES

GENERAL PROGRAM/LAND MANAGEMENT, OPERATIONS, AND DEVELOPMENT

GENERAL LEVY	144,215	144,215	144,215	133,100	126,600	130,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	-	-	11,000
	144,215	144,215	144,215	133,100	126,600	141,000
WAGES	123,000	123,000	123,000	111,000	100,000	120,036
ENGINEERING/CONSULTING	-	-	-	-	150	-
SUPPLIES/OFFICE/JANITORIAL	4,215	4,215	4,215	3,100	1,878	2,150
VEHICLE/TRAVEL/EQUIP'T USAGE	2,000	2,000	2,000	1,000	750	1,900
CORP SUPPORT/SHARED SVCS	15,000	15,000	15,000	18,000	16,000	17,000
	144,215	144,215	144,215	133,100	118,778	141,086

LAND SECUREMENT

GENERAL LEVY	35,000	35,000	35,000	-	-	-
CW~GS LEVY	432,048	500,000	580,585	420,780	462,780	589,600
FEDERAL GRANTS	25,000	25,000	25,000	-	-	-
OTHER	-	-	-	-	-	38,401
TRANSFERS (TO)/FROM DEFERRED REVENUES	(385,048)	(453,000)	(533,585)	(399,780)	(315,000)	(576,200)
	107,000	107,000	107,000	21,000	147,780	51,801
WAGES	69,000	69,000	69,000	12,500	17,580	16,444
PROPERTY	-	-	-	-	113,000	-
LEGAL, SURVEYING,CONSULTNG	25,000	25,000	25,000	6,500	13,500	17,035
SUPPLIES/OFFICE/JANITORIAL	-	-	-	-	-	-
CORP SUPPORT/SHARED SVCS	13,000	13,000	13,000	2,000	2,800	4,921
	107,000	107,000	107,000	21,000	146,880	38,400

CONSERVATION AREAS TREE PLANTING AND RESTORATION

GENERAL LEVY	58,700	58,700	58,700	-	-	-
PROVINCIAL GRANTS	10,000	10,000	10,000	-	-	-
OTHER GRANTS/USER FEES	51,000	51,000	51,000	-	-	-
	119,700	119,700	119,700	-	-	-
WAGES	64,000	64,000	64,000	-	-	-
SUPPLIES/OFFICE/JANITORIAL	9,079	9,079	9,079	-	-	-
VEHICLE/TRAVEL/EQUIP'T USAGE	13,550	13,550	13,550	-	-	-
PLANT MAT/LANDOWNER GRANTS	14,071	14,071	14,071	-	-	-
CORP SUPPORT/SHARED SVCS	17,000	17,000	17,000	-	-	-
RENT/INS/TAXES/UTILITIES	2,000	2,000	2,000	-	-	-
SMALL MISC	-	-	-	-	-	-
	119,700	119,700	119,700	-	-	-

SPECIAL GRANT/FEE FOR SERVICE RESTORATION PROJECTS

CW~GS LEVY	60,000	60,000	60,000	160,000	154,000	160,000
MUNICIPAL	1,507,000	1,507,000	1,507,000	2,500,000	1,000,000	-
PROVINCIAL GRANTS	137,500	137,500	137,500	30,000	-	33,993
FEDERAL GRANTS	308,000	308,000	308,000	189,000	91,250	433,821
OTHER GRANTS/USER FEES	347,300	347,300	347,300	185,000	180,600	572,900
IN-KIND	-	-	-	13,000	7,300	11,702
TRANSFERS (TO)/FROM DEFERRED REVENUES	82,975	82,975	82,975	373,000	206,550	30,318
	2,442,775	2,442,775	2,442,775	3,450,000	1,639,700	1,242,733
WAGES	217,500	217,500	217,500	303,220	237,351	395,449
CONSTRUCTION	1,765,000	1,765,000	1,765,000	2,789,000	1,200,000	306,934
ENGINEERING/CONSULTING/SUB-CONTRACTING	125,000	125,000	125,000	26,400	7,000	71,563
SUPPLIES/OFFICE/JANITORIAL	15,700	15,700	15,700	16,600	10,250	30,791
VEHICLE/TRAVEL/EQUIP'T USAGE	37,100	37,100	37,100	35,500	9,300	109,096
PLANT MAT/LANDOWNER GRANTS	205,500	205,500	205,500	187,100	110,918	206,770
CORP SUPPORT/SHARED SVCS	69,475	69,475	69,475	71,000	57,000	98,700
RENT/INS/TAXES/UTILITIES	6,000	6,000	6,000	7,000	5,000	8,000
IN KIND SVCS SUPPLIES	-	-	-	13,000	7,300	11,702
CAP MAINT/LOW VALUE ASSETS	1,000	1,000	1,000	1,000	-	2,063
SMALL MISC	500	500	500	-	3,100	406
	2,442,775	2,442,775	2,442,775	3,449,820	1,647,219	1,241,474

	Option 1 2021 DRAFT BUDGET	2% 2021 DRAFT BUDGET	Option 3 2021 DRAFT BUDGET	2020 BUDGET	2020 PROJECTION	2019 AUDITED
CONSERVATION AREAS - OPERATIONS, MAINTENANCE, REPAIRS						
GENERAL CONSERVATION AREAS (16 active maintenance sites /2 greenways)						
GENERAL LEVY	620,226	620,226	620,226	553,642	488,142	492,742
FEDERAL GRANTS	-	-	-	34,750	26,560	46,053
OTHER GRANTS/USER FEES	90,750	90,750	90,750	105,310	92,210	125,909
TRANSFERS (TO)/FROM DEFERRED REVENUES	5,800	5,800	5,800	-	(4,000)	3,807
TRANSFERS TO/FROM RESERVES	(7,000)	(7,000)	(7,000)	15,000	(12,500)	(6,760)
	<u>709,776</u>	<u>709,776</u>	<u>709,776</u>	<u>708,702</u>	<u>590,412</u>	<u>661,751</u>
WAGES	317,500	317,500	317,500	296,660	254,374	235,799
CONSTRUCTION	-	-	-	-	-	8,655
ENGINEERING/CONSULTING	12,000	12,000	12,000	15,500	-	18,991
SUPPLIES/OFFICE/JANITORIAL	45,910	45,910	45,910	49,706	50,916	53,834
VEHICLE/TRAVEL/EQUIP'T USAGE	75,500	75,500	75,500	83,463	66,213	110,995
PLANT MAT/LANDOWNER GRANTS	16,300	16,300	16,300	9,500	4,000	10,852
CORP SUPPORT/SHARED SVCS	90,640	90,640	90,640	79,932	71,880	80,170
RENT/INS/TAXES/UTILITIES	118,200	118,200	118,200	126,450	111,500	127,640
AUDIT AND LEGAL	-	-	-	2,050	1,500	1,275
CAP MAINT/LOW VALUE ASSETS	32,976	32,976	32,976	44,800	39,400	34,654
SMALL MISC	750	750	750	750	250	1,630
	<u>709,776</u>	<u>709,776</u>	<u>709,776</u>	<u>708,811</u>	<u>600,033</u>	<u>684,494</u>
HOLIDAY BEACH						
GENERAL LEVY	-	-	-	60,300	60,300	96,680
CW--GS LEVY	27,000	27,000	27,000	-	-	-
OTHER GRANTS/USER FEES	251,800	251,800	251,800	235,850	184,000	239,073
FUND TRANSFERS	-	-	-	-	-	4,000
TRANSFERS TO/FROM RESERVES	-	-	-	-	-	(15,000)
	<u>278,800</u>	<u>278,800</u>	<u>278,800</u>	<u>296,150</u>	<u>244,300</u>	<u>324,753</u>
WAGES	133,250	133,250	133,250	147,500	116,200	165,935
ENGINEERING/CONSULTING/SUB CONTRACTING	2,500	2,500	2,500	2,500	1,100	6,197
SUPPLIES/OFFICE/JANITORIAL	39,778	39,778	39,778	43,100	32,650	42,866
VEHICLE/TRAVEL/EQUIP'T USAGE	16,322	16,322	16,322	15,600	11,750	10,126
CORP SUPPORT/SHARED SVCS	31,600	31,600	31,600	29,000	25,000	30,000
RENT/INS/TAXES/UTILITIES	32,600	32,600	32,600	36,950	31,500	34,376
MAJOR MAINT/ROADS/VEGETATION	22,250	22,250	22,250	21,500	25,500	34,389
	<u>278,800</u>	<u>278,800</u>	<u>278,800</u>	<u>296,150</u>	<u>243,700</u>	<u>324,324</u>
JOHN R PARK HOMESTEAD						
GENERAL LEVY	90,000	90,000	90,000	114,130	69,130	160,000
CW--GS LEVY	97,065	97,065	97,065	61,470	61,470	-
PROVINCIAL GRANTS	23,688	23,688	23,688	23,688	23,688	23,688
FEDERAL GRANTS	-	-	-	-	30,500	3,864
OTHER GRANTS/USER FEES	69,550	69,550	69,550	86,900	41,350	126,380
TRANSFERS (TO)/FROM DEF REVENUES	-	-	-	-	-	(5,922)
TRANSFERS (TO)/FROM RESERVES	-	-	-	-	(12,000)	(2,000)
	<u>280,303</u>	<u>280,303</u>	<u>280,303</u>	<u>286,188</u>	<u>214,138</u>	<u>306,010</u>
WAGES	173,000	173,000	173,000	191,952	143,000	201,596
CONSTRUCTION	10,000	10,000	10,000	10,000	5,000	14,960
CONSULTING/SUB K	1,500	1,500	1,500	1,900	-	2,658
SUPPLIES/OFFICE/JANITORIAL	32,503	32,503	32,503	31,765	18,100	36,526
VEHICLE/TRAVEL/EQUIP'T USAGE	300	300	300	3,750	2,720	3,783
PLANT MAT/LANDOWNER GRANTS	-	-	-	-	-	723
CORP SUPPORT/SHARED SVCS	25,000	25,000	25,000	28,000	20,000	25,000
RENT/INS/TAXES/UTILITIES	30,000	30,000	30,000	16,700	16,700	16,151
CAP MAINT/LOW VALUE ASSETS	7,000	7,000	7,000	1,500	7,500	3,893
SMALL MISC	1,000	1,000	1,000	700	570	922
	<u>280,303</u>	<u>280,303</u>	<u>280,303</u>	<u>286,267</u>	<u>213,590</u>	<u>306,212</u>

	Option 1 2021 DRAFT BUDGET	2% 2021 DRAFT BUDGET	Option 3 2021 DRAFT BUDGET	2020 BUDGET	2020 PROJECTION	2019 AUDITED
CAPITAL OR MAJOR MAINTENANCE/IMPROVEMENT PROJECTS						
GENERAL LEVY	15,000	15,000	15,000	-	15,000	-
FEDERAL GRANTS	60,000	60,000	60,000	591,000	531,500	8,500
OTHER GRANTS/USER FEES	200,000	200,000	200,000	114,250	399,408	221,870
TRANSFERS TO/FROM RESERVES	425,000	425,000	425,000	746,750	551,250	188,608
	700,000	700,000	700,000	1,452,000	1,497,158	418,978
WAGES	15,000	15,000	15,000	20,000	117,943	28,399
LANDS AND CONSTRUCTION	648,500	648,500	648,500	1,306,000	1,081,600	214,834
ENGINEERING/CONSULTING/SUB CONTRACTING	15,000	15,000	15,000	95,000	167,000	54,731
CONSTRUCTION SUPPLIES	12,000	12,000	12,000	10,000	74,500	23,362
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-	-	-	10,000	2,443
PLANT MAT/LANDOWNER GRANTS	-	-	-	-	5,000	-
CORP SUPPORT/SHARED SVCS	9,500	9,500	9,500	6,000	24,800	19,986
CAP MAINT/LOW VALUE ASSETS	-	-	-	15,000	22,000	5,978
SMALL MISC	-	-	-	-	-	718
	700,000	700,000	700,000	1,452,000	1,502,843	352,985
FLEET & FIELD EQUIPMENT						
GENERAL LEVY	-	-	-	25,000	65,000	-
OTHER GRANTS/USER FEES/RECOVERIES	173,000	173,000	173,000	167,665	134,365	278,584
TRANSFERS TO/FROM RESERVES	25,000	25,000	25,000	18,500	25,000	(111,500)
	198,000	198,000	198,000	211,165	224,365	167,084
MAINTENANCE/REPAIRS	60,000	60,000	60,000	66,500	67,800	74,002
FUEL	33,400	33,400	33,400	35,000	30,000	35,481
LICENCES/MISC/SMALL TOOLS	16,600	16,600	16,600	24,700	19,700	19,700
AMORTIZATION	88,000	88,000	88,000	85,000	85,000	87,592
	198,000	198,000	198,000	211,200	202,500	216,775
WATER QUALITY & REGIONAL ENVIRONMENTAL INITIATIVES						
MONITORING, AG STEWARDSHIP, DEMO FARM, DRCC, WQ SPECIAL GRANTS						
GENERAL LEVY	-	-	-	-	-	47,000
CW-GS LEVY	142,750	142,750	142,750	156,000	156,000	126,000
MUNICIPAL	12,000	12,000	12,000	69,650	65,300	74,684
PROVINCIAL GRANTS	296,000	296,000	296,000	75,000	290,000	123,182
FEDERAL GRANTS	336,500	336,500	336,500	332,500	252,500	177,595
OTHER	38,585	38,585	38,585	233,000	95,000	30,051
IN-KIND	20,000	20,000	20,000	-	24,000	27,814
TRANSFERS (TO)/FROM DEFERRED REVENUES	116,500	116,500	116,500	(15,200)	(94,500)	54,055
	962,335	962,335	962,335	850,950	788,300	660,381
WQM WAGES	524,295	524,295	524,295	521,695	462,530	387,317
CONSTRUCTION	30,000	30,000	30,000	-	-	-
CONSULTING/SUB CONTRACTING	84,305	84,305	84,305	42,000	40,150	26,516
SUPPLIES/OFFICE/JANITORIAL	18,585	18,585	18,585	40,470	53,820	19,833
VEHICLE/TRAVEL/EQUIP'T USAGE	18,150	18,150	18,150	20,515	19,815	26,768
PLANT MAT/LANDOWNER GRANTS	149,000	149,000	149,000	144,000	72,300	90,499
CORP SUPPORT/SHARED SVCS	111,300	111,300	111,300	80,770	78,200	69,366
RENT/INS/TAXES/UTILITIES	600	600	600	1,100	1,100	2,722
DUES/MEMBERSHIPS	300	300	300	300	-	3,948
IN KIND SVCS SUPPLIES	20,000	20,000	20,000	-	24,000	27,814
TECHNICAL EQUIPMENT	5,800	5,800	5,800	100	100	806
TOTAL EXPENSES	962,335	962,335	962,335	850,950	752,015	656,260
SMALL MISC	-	-	-	-	-	670
	962,335	962,335	962,335	850,950	752,015	656,260

	Option 1 2021	2% 2021	Option 3 2021	2020 BUDGET	2020 PROJECTION	2019 AUDITED
DRINKING WATER SOURCE PROTECTION PROGRAM						
PROVINCIAL GRANTS	95,000	95,000	95,000	102,600	51,000	127,072
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	-	36,000	(33,352)
	95,000	95,000	95,000	102,600	87,000	93,720
WAGES	80,000	80,000	80,000	86,500	71,750	79,005
SUPPLIES/OFFICE/JANITORIAL	-	-	-	-	400	1,024
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-	-	-	300	270
CORP SUPPORT/SHARED SVCS	12,000	12,000	12,000	12,000	11,000	10,196
RENT/INS/TAXES/UTILITIES	-	-	-	1,100	1,100	1,100
PER DIEMS/MISC	3,000	3,000	3,000	3,000	3,000	2,125
	95,000	95,000	95,000	102,600	87,550	93,720
CLIMATE CHANGE REGIONAL STRATEGY /COMMUNITY ENERGY PLAN						
GENERAL LEVY	-	-	-	-	-	50,000
CW--GS LEVY	-	-	-	50,000	70,000	-
MUNICIPAL	79,100	79,100	79,100	45,500	175,000	2,500
OTHER GRANTS/USER FEES	10,000	10,000	10,000	-	-	5,350
TRANSFERS (TO)/FROM DEFERRED REVENUES	11,000	11,000	11,000	22,000	9,400	53,500
	100,100	100,100	100,100	117,500	254,400	111,350
WAGES	10,000	10,000	10,000	99,500	97,000	101,286
ENGINEERING/CONSULTING	87,000	87,000	87,000	-	140,000	5,423
SUPPLIES/OFFICE/JANITORIAL	-	-	-	2,500	900	165
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-	-	500	500	1,158
CORP SUPPORT/SHARED SVCS	3,100	3,100	3,100	15,000	16,000	15,500
SMALL MISC	-	-	-	-	-	-
	100,100	100,100	100,100	117,500	254,400	123,531
CONSERVATION SERVICES						
REVENUES						
GENERAL LEVY	963,141	963,141	963,141	886,172	824,172	976,422
CW--GS LEVY	758,863	826,815	907,400	848,250	904,250	875,600
MUNICIPAL	1,598,100	1,598,100	1,598,100	2,615,150	1,240,300	77,184
PROVINCIAL GRANTS	562,188	562,188	562,188	231,288	364,688	307,935
FEDERAL GRANTS	729,500	729,500	729,500	1,147,250	932,310	669,833
OTHER GRANTS	163,500	163,500	163,500	264,000	126,300	37,494
ERCF GRANTS	334,500	334,500	334,500	150,250	488,108	431,545
FEE FOR SERVICE/OTHER/RECOVERIES	733,985	733,985	733,985	713,725	559,525	1,158,608
IN-KIND	20,000	20,000	20,000	13,000	31,300	39,516
TRANSFER TO/FROM DEF REVENUES	(168,773)	(236,725)	(317,310)	(19,980)	(208,550)	(440,924)
	5,695,004	5,695,004	5,695,004	6,849,105	5,262,403	4,133,212
EXPENSES(INCLUDES FLEET/EQUIP'T AMORTIZATION)						
	6,138,004	6,138,004	6,138,004	7,629,398	5,769,508	4,179,259
SURPLUS/(DEFICIT)						
	(443,000)	(443,000)	(443,000)	(780,293)	(507,105)	(46,047)
TRANSFER (TO)/FROM RESERVES						
	443,000	443,000	443,000	780,250	551,750	46,348

	Option 1 2021 DRAFT BUDGET	2% 2021 DRAFT BUDGET	Option 3 2021 DRAFT BUDGET	2020 BUDGET	2020 PROJECTION	2019 AUDITED
COMMUNITY SERVICES						
OUTDOOR & CONSERVATION EDUCATION						
GENERAL LEVY	-	-	-	-	-	28,000
CW~GS LEVY	16,000	16,000	16,000	36,000	32,000	-
OTHER GRANTS/USER FEES	50,000	50,000	50,000	49,000	8,500	47,325
TRANSFERS (TO)/FROM DEFERRED REVENUES	3,000	3,000	3,000	-	(4,500)	-
	69,000	69,000	69,000	85,000	36,000	75,325
WAGES	55,000	55,000	55,000	68,000	37,000	63,953
SUPPLIES/OFFICE/JANITORIAL	2,670	2,670	2,670	4,100	675	1,994
VEHICLE/TRAVEL/EQUIP'T USAGE	830	830	830	1,950	50	2,727
PLANT MAT/LANDOWNER GRANTS	-	-	-	500	-	-
CORP SUPPORT/SHARED SVCS	10,000	10,000	10,000	10,000	2,500	10,300
RENT/INS/TAXES/UTILITIES	500	500	500	750	750	750
	69,000	69,000	69,000	85,300	40,975	79,803
OUTREACH & ENGAGEMENT						
GENERAL LEVY	-	-	-	-	-	115,750
CW~GS LEVY	62,600	62,600	62,600	139,750	87,750	10,000
OTHER GRANTS/USER FEES	30,000	30,000	30,000	10,000	8,278	13,681
	92,600	92,600	92,600	149,750	96,028	139,431
WAGES	42,000	42,000	42,000	106,500	77,000	96,645
SUPPLIES/OFFICE/JANITORIAL	6,150	6,150	6,150	6,850	3,733	5,509
VEHICLE/TRAVEL/EQUIP'T USAGE	3,200	3,200	3,200	4,900	1,100	4,298
PARTNER GRANTS/PLANT MATERIAL	19,000	19,000	19,000	7,500	2,500	12,395
CORP SUPPORT/SHARED SVCS	21,000	21,000	21,000	22,000	10,000	17,000
RENT/INS/TAXES/UTILITIES	750	750	750	950	950	850
CAP MAINT/LOW VALUE ASSETS	500	500	500	500	500	717
	92,600	92,600	92,600	149,400	95,783	137,643
COMMUNICATIONS						
GENERAL LEVY	177,700	177,700	177,700	160,150	124,150	150,150
CW~GS LEVY	-	-	-	26,000	26,000	25,000
OTHER GRANTS/USER FEES	20,000	20,000	20,000	-	-	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	-	-	17,000
	197,700	197,700	197,700	186,150	150,150	192,150
WAGES	192,000	192,000	192,000	178,000	145,000	181,896
SUPPLIES/OFFICE/JANITORIAL	4,800	4,800	4,800	6,050	4,000	5,546
VEHICLE/TRAVEL/EQUIP'T USAGE	450	450	450	1,000	500	858
CAP MAINT/LOW VALUE ASSETS	450	450	450	1,000	500	486
	197,700	197,700	197,700	186,050	150,000	188,787
OUTREACH EVENTS AND SHORT-TERM GRANT FUNDED INITIATIVES						
FEDERAL GRANTS	-	-	-	-	-	800
OTHER GRANTS/USER FEES	32,000	32,000	32,000	91,250	43,700	113,104
TRANSFERS (TO)/FROM DEFERRED REVENUES	35,500	35,500	35,500	(750)	(11,700)	4,946
	67,500	67,500	67,500	90,500	32,000	118,850
WAGES	17,000	17,000	17,000	20,550	4,000	25,064
TREES/SUPPLIES	50,500	50,500	50,500	70,000	23,200	94,505
	67,500	67,500	67,500	90,550	27,200	119,569
COMMUNITY SERVICES						
REVENUES						
GENERAL LEVY	177,700	177,700	177,700	160,150	124,150	293,900
CW~GS LEVY	78,600	78,600	78,600	201,750	145,750	35,000
MUNICIPAL	-	-	-	-	-	-
PROVINCIAL GRANTS	-	-	-	-	-	-
FEDERAL GRANTS	-	-	-	-	-	800
OTHER GRANTS/USER FEES	132,000	132,000	132,000	150,250	60,478	174,109
IN-KIND	-	-	-	-	-	-
TRANSFER TO/FROM DEF REVENUES	38,500	38,500	38,500	(750)	(16,200)	21,946
	426,800	426,800	426,800	511,400	314,178	525,755
EXPENSES						
	426,800	426,800	426,800	511,300	313,958	525,802
SURPLUS/(DEFICIT)						
	-	-	-	100	220	(47)

Option 1 2021 DRAFT BUDGET	2% 2021 DRAFT BUDGET	Option 3 2021 DRAFT BUDGET	2020 BUDGET	2020 PROJECTION	2019 AUDITED
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CORPORATE SERVICES

ADMIN/FINANCE/IT/HR

GENERAL LEVY	456,750	456,750	456,750	287,050	397,050	237,025
CW~GS LEVY	-	-	-	-	-	25,000
MUNICIPAL	-	-	-	-	-	1,200
PROVINCIAL GRANTS	-	-	-	-	-	750
OTHER GRANTS/USER FEES/RECOVERIES	670,000	670,000	670,000	658,000	613,447	722,863
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	-	-	39,926
TRANSFERS (TO)/FROM RESERVES	15,000	15,000	15,000	(1,000)	(1,000)	(1,000)
	<u>1,141,750</u>	<u>1,141,750</u>	<u>1,141,750</u>	<u>944,050</u>	<u>1,009,497</u>	<u>1,025,764</u>
WAGES	784,000	784,000	784,000	572,484	612,000	577,528
ERCF SUPPORT	25,500	25,500	25,500	66,000	45,000	59,372
MEMBER EXPENSES/CO DUES	57,500	57,500	57,500	56,700	56,000	57,652
AUDIT/LEGAL/CONSULTING	54,900	54,900	54,900	32,500	92,500	18,791
SUPPLIES/EQUIPT/NETWORK	59,350	59,350	59,350	55,350	48,300	77,701
OCCUPANCY/PHONE	142,500	142,500	142,500	135,000	139,500	132,727
TRAVEL & BD/STAFF MEETINGS	2,000	2,000	2,000	9,500	4,000	10,264
RETIREE BENEFITS	16,000	16,000	16,000	16,000	12,000	13,651
	<u>1,141,750</u>	<u>1,141,750</u>	<u>1,141,750</u>	<u>943,534</u>	<u>1,009,300</u>	<u>947,686</u>

CORPORATE SPECIAL PROJECTS (RECORDS/IS/IT)

TRANSFERS FROM RESERVES	25,000	25,000	25,000	-	-	-
	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>-</u>	<u>-</u>	<u>-</u>
CONSULTING/OTHER	25,000	25,000	25,000	-	-	-
	<u>25,000</u>	<u>25,000</u>	<u>25,000</u>	<u>-</u>	<u>-</u>	<u>-</u>

REVENUES

GENERAL LEVY	456,750	456,750	456,750	287,050	397,050	237,025
CW~GS LEVY	-	-	-	-	-	25,000
MUNICIPAL	-	-	-	-	-	1,200
PROVINCIAL GRANTS	-	-	-	-	-	750
FEDERAL GRANTS	-	-	-	-	-	-
OTHER GRANTS/USER FEES	670,000	670,000	670,000	658,000	613,447	722,863
IN-KIND	-	-	-	-	-	-
TRANSFER TO/FROM DEF REVENUES	-	-	-	-	-	39,926
	<u>1,126,750</u>	<u>1,126,750</u>	<u>1,126,750</u>	<u>945,050</u>	<u>1,010,497</u>	<u>1,026,764</u>

EXPENSES

	<u>1,166,750</u>	<u>1,166,750</u>	<u>1,166,750</u>	<u>943,534</u>	<u>1,009,300</u>	<u>947,686</u>
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SURPLUS/(DEFICIT)

	<u>(40,000)</u>	<u>(40,000)</u>	<u>(40,000)</u>	<u>1,516</u>	<u>1,197</u>	<u>79,078</u>
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TRANSFERS (TO)/FROM RESERVES

	<u>40,000</u>	<u>40,000</u>	<u>40,000</u>	<u>(1,000)</u>	<u>(1,000)</u>	<u>(1,000)</u>
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OTHER

TANGIBLE ASSET REPLACEMENT

GENERAL LEVY	300,000	300,000	300,000	300,000	300,000	200,000
CWGS	64,000	64,000	64,000	-	-	-
TRANSFER TO/FROM RESERVES	(364,000)	(364,000)	(364,000)	(300,000)	(154,000)	(200,000)
EXTRAORDINARY LOSS	-	-	-	-	(292,742)	-
	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>(146,742)</u>	<u>0</u>

	Option 1 2021	2% 2021	Option 3 2021	2020 BUDGET	2020 PROJECTION	2019 AUDITED
	DRAFT BUDGET	DRAFT BUDGET	DRAFT BUDGET			

CORPORATE SUMMARY						
REVENUES						
Municipal						
Levy - Operations	\$ 2,485,204	\$ 2,485,204	\$ 2,485,204	\$ 2,336,667	\$ 2,336,667	\$ 2,188,666
Levy - Clean Water~Green Spaces	901,463	969,415	1,050,000	1,050,000	1,050,000	1,050,000
Total Municipal Levy	\$ 3,386,667	\$ 3,454,619	\$ 3,535,204	\$ 3,386,667	\$ 3,386,667	\$ 3,238,666
Water & erosion control infrastructure and special projects	2,011,600	2,011,600	2,011,600	2,558,300	1,284,575	22,499
Risk management services	12,000	12,000	12,000	69,650	65,300	74,684
	5,410,267	5,478,219	5,558,804	6,014,617	4,736,542	3,335,849
Provincial						
Section 39 Flood/Erosion Program	104,417	104,417	104,417	104,417	104,417	104,417
Drinking Water Source Protection	95,000	95,000	95,000	102,600	51,000	127,072
WECI	17,625	17,625	17,625	-	52,875	1,250
Other (CMOG, SEO etc)	474,188	474,188	474,188	132,188	320,688	180,863
	691,230	691,230	691,230	339,205	528,980	413,602
Federal						
	729,500	729,500	729,500	1,147,250	932,310	670,633
Total Government Transfer Payments & Fees-For-Services	6,830,997	6,898,949	6,979,534	7,501,072	6,197,832	4,420,084
Other revenues						
Permit and applicant fees - mandatory services	721,000	721,000	721,000	636,000	699,000	699,047
Admissions, program fees & other services	498,385	498,385	498,385	513,960	353,238	864,763
Leases & property rentals	80,600	80,600	80,600	77,600	64,200	75,689
Donations and other grants						
General	193,500	193,500	193,500	303,000	146,000	87,767
Essex Region Conservation Foundation grants	421,500	421,500	421,500	262,500	554,608	533,083
In-kind contributions	20,000	20,000	20,000	13,000	31,300	39,516
Interest income	30,000	30,000	30,000	50,000	60,947	86,521
Gain on sale of assets	-	-	-	-	-	4,000
Total other revenues	1,964,985	1,964,985	1,964,985	1,856,060	1,909,293	2,390,386
Transfers from/(to) deferred revenues	(62,698)	(130,650)	(211,235)	14,270	(224,750)	(330,090)
Interdepartmental recoveries	803,000	803,000	803,000	725,665	650,865	845,127
TOTAL REVENUES	\$ 9,536,284	\$ 9,536,284	\$ 9,536,284	\$ 10,097,067	\$ 8,533,240	\$ 7,325,507
EXPENSES BY CLASSIFICATION						
Wages & benefits -ERCA operations	\$ 3,201,500	\$ 3,201,500	\$ 3,201,500	\$ 3,065,996	\$ 2,866,367	\$ 3,029,829
Wages & benefits -special grant projects	752,295	752,295	752,295	920,165	811,181	877,903
Construction-municipal projects	481,750	481,750	481,750	8,500	151,400	18,425
Construction-special grant projects	1,977,000	1,977,000	1,977,000	2,813,000	1,347,000	356,501
Construction-ERCA capital projects	818,500	818,500	818,500	1,432,900	1,327,450	289,370
Plant material, removals and landowner subsidies-special grant projects	368,571	368,571	368,571	331,100	183,218	297,270
Plant material, removals and landowner subsidies - ERCA operations	84,300	84,300	84,300	48,000	36,500	69,102
Program supplies- special grant projects	39,785	39,785	39,785	42,370	28,570	59,833
Site & operational supplies - Conservation Areas	75,899	75,899	75,899	113,696	98,231	112,281
Office supplies & expenses - other ERCA operations	35,037	35,037	35,037	83,425	27,075	95,598
Occupancy, taxes,utilities & waste removal	320,513	320,513	320,513	314,490	297,383	310,927
Maintenance,repairs & security-sites	55,186	55,186	55,186	71,950	93,050	105,297
Maintenance,repairs & supplies-fleet/equipment	100,900	100,900	100,900	104,000	103,000	111,866
Equipment, software/hardware & website-special grant projects	10,000	10,000	10,000	13,750	31,400	6,851
Equipment, software/hardware & website- ERCA operations	97,923	97,923	97,923	58,975	42,187	71,954
Lab,data, technical & sub-contracted services -special grant	34,305	34,305	34,305	40,900	38,950	52,667
Lab,data, technical & sub-contracted services - ERCA operations	52,000	52,000	52,000	54,500	37,600	82,697
Insurance, audit & legal	132,450	132,450	132,450	127,550	189,500	122,725
Dues & memberships	49,679	49,679	49,679	45,010	51,063	52,687
Travel, training & professional development	18,540	18,540	18,540	27,100	9,170	36,084
Board ,committee & meeting expenses	19,000	19,000	19,000	22,500	21,500	20,561
Bank, credit card charges and interest	14,100	14,100	14,100	13,060	17,410	13,294
In-kind supplies & services	20,000	20,000	20,000	13,000	31,300	39,516
Land acquisition & acquisition assistance	-	-	-	-	113,000	-
Amortization	315,500	315,500	315,500	309,500	309,500	315,571
Extraordinary item	-	-	-	-	292,742	-
Other	-	-	-	-	-	951
Internal recoveries included in revenues	808,051	808,051	808,051	725,380	650,608	838,362
TOTAL EXPENSES	\$ 9,882,784	\$ 9,882,784	\$ 9,882,784	\$ 10,800,817	\$ 9,206,355	\$ 7,388,117

	Option 1 2021 DRAFT BUDGET	2% 2021 DRAFT BUDGET	Option 3 2021 DRAFT BUDGET	2020 BUDGET	2020 PROJECTION	2019 AUDITED
Total Revenues	9,536,284	9,536,284	9,536,284	10,097,067	8,544,240	7,353,175
Total Expenses	9,882,784	9,882,784	9,882,784	10,800,817	9,206,355	7,388,117
SURPLUS/(DEFICIT) (ACCRUAL BASIS)	(346,500)	(346,500)	(346,500)	(703,750)	(662,115)	(34,943)
ADD/SUBTRACT: NON CASH ITEMS						
Donation of land to ERCA	-	-	-	-	-	-
Gain/loss on asset disposal	-	-	-	-	-	(4,000)
Amortization	315,500	315,500	315,500	309,500	309,500	315,571
Transfers from Reserves (Per Schedule)	490,000	490,000	490,000	803,500	646,750	434,296
DEDUCT: CAPITAL ITEMS						
Land acquisition	-	-	-	-	-	-
Purchased fleet/equipment	(88,000)	(88,000)	(88,000)	(85,000)	(53,635)	(53,588)
Infrastructure additions	-	-	-	-	-	(66,228)
(DECREASE)/INCREASE IN NET SURPLUS (prior to reserve transfers)	371,000	371,000	371,000	324,250	240,500	591,108
TRANSFER TO RESERVES (Per Schedule)	371,000	371,000	371,000	324,250	250,000	588,948
INCREASE/(DECREASE) IN UNRESTRICTED ACCUMULATED OPERATING FUND SURPLUS	\$ -	\$ -	\$ -	\$ -	\$ (9,500)	\$ 2,160

NOTE 1: The actual numbers shown for capital items, for 2020 and 2021, will change once the assets under construction 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.

Appendix B: Draft Municipal Levies Schedule, Option 1

Essex Region Conservation

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DRAFT 2021 MUNICIPAL LEVY ALLOCATION

MUNICIPALITY	CVA %		GENERAL LEVY		CW~GS LEVY		TOTAL LEVY			
	2021 DRAFT	2020	2021 DRAFT	2020	2021 DRAFT	2020	2021 DRAFT	2020	2021-2020	%
			DRAFT \$2,485,204	APPROVED \$2,336,667	DRAFT \$901,463	APPROVED \$1,050,000	DRAFT \$3,386,667	APPROVED \$3,386,667	\$ - \$ Difference	CHANGE 0.0%
TOWN OF AMHERSTBURG	5.95%	5.95%	\$ 147,897	\$ 138,948	\$ 53,647	\$ 62,437	\$ 201,545	\$ 201,386	\$ 159	0.1%
TOWN OF ESSEX	4.76%	4.79%	\$ 118,222	\$ 111,810	\$ 42,883	\$ 50,243	\$ 161,104	\$ 162,052	\$ (948)	-0.6%
TOWN OF KINGSVILLE	6.24%	6.15%	\$ 154,982	\$ 143,820	\$ 56,217	\$ 64,626	\$ 211,199	\$ 208,446	\$ 2,753	1.3%
TOWN OF LAKESHORE	9.61%	9.45%	\$ 238,901	\$ 220,816	\$ 86,657	\$ 99,225	\$ 325,558	\$ 320,041	\$ 5,517	1.7%
TOWN OF LASALLE	8.83%	8.68%	\$ 219,360	\$ 202,898	\$ 79,569	\$ 91,174	\$ 298,929	\$ 294,072	\$ 4,858	1.7%
MUNICIPALITY LEAMINGTON	6.07%	5.95%	\$ 150,891	\$ 139,055	\$ 54,733	\$ 62,486	\$ 205,623	\$ 201,541	\$ 4,082	2.0%
TOWNSHIP OF PELEE	0.28%	0.29%	\$ 6,883	\$ 6,774	\$ 2,497	\$ 3,044	\$ 9,380	\$ 9,817	\$ (437)	-4.5%
TOWN OF TECUMSEH	8.33%	8.34%	\$ 206,947	\$ 194,990	\$ 75,066	\$ 87,620	\$ 282,013	\$ 282,610	\$ (597)	-0.2%
CITY OF WINDSOR	49.94%	50.39%	\$ 1,241,121	\$ 1,177,557	\$ 450,194	\$ 529,145	\$ 1,691,315	\$ 1,706,701	\$ (15,386)	-0.9%
TOTALS	100%	100%	\$ 2,485,204	\$ 2,336,667	\$ 901,463	\$ 1,050,000	\$ 3,386,667	\$ 3,386,667	\$ -	0.0%

Appendix B: Draft Municipal Levies Schedule, Option 2 (Recommended)

Essex Region Conservation

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DRAFT 2021 MUNICIPAL LEVY ALLOCATION

MUNICIPALITY	CVA %		GENERAL LEVY		CW~GS LEVY		TOTAL LEVY			
	2021 DRAFT	2020	2021 DRAFT	2020	2021 DRAFT	2020	2021 DRAFT	2020	2021-2020	%
			DRAFT \$2,485,204	APPROVED \$2,336,667	DRAFT \$969,415	APPROVED \$1,050,000	DRAFT \$3,454,619	APPROVED \$3,386,667	\$ 67,952 \$ Difference	CHANGE 2.0%
TOWN OF AMHERSTBURG	5.95%	5.95%	\$ 147,897	\$ 138,948	\$ 57,691	\$ 62,437	\$ 205,588	\$ 201,386	\$ 4,203	2.1%
TOWN OF ESSEX	4.76%	4.79%	\$ 118,222	\$ 111,810	\$ 46,115	\$ 50,243	\$ 164,337	\$ 162,052	\$ 2,284	1.4%
TOWN OF KINGSVILLE	6.24%	6.15%	\$ 154,982	\$ 143,820	\$ 60,455	\$ 64,626	\$ 215,437	\$ 208,446	\$ 6,991	3.4%
TOWN OF LAKESHORE	9.61%	9.45%	\$ 238,901	\$ 220,816	\$ 93,189	\$ 99,225	\$ 332,090	\$ 320,041	\$ 12,049	3.8%
TOWN OF LASALLE	8.83%	8.68%	\$ 219,360	\$ 202,898	\$ 85,567	\$ 91,174	\$ 304,927	\$ 294,072	\$ 10,856	3.7%
MUNICIPALITY LEAMINGTON	6.07%	5.95%	\$ 150,891	\$ 139,055	\$ 58,859	\$ 62,486	\$ 209,749	\$ 201,541	\$ 8,208	4.1%
TOWNSHIP OF PELEE	0.28%	0.29%	\$ 6,883	\$ 6,774	\$ 2,685	\$ 3,044	\$ 9,568	\$ 9,817	\$ (249)	-2.5%
TOWN OF TECUMSEH	8.33%	8.34%	\$ 206,947	\$ 194,990	\$ 80,725	\$ 87,620	\$ 287,672	\$ 282,610	\$ 5,061	1.8%
CITY OF WINDSOR	49.94%	50.39%	\$ 1,241,121	\$ 1,177,557	\$ 484,130	\$ 529,145	\$ 1,725,250	\$ 1,706,701	\$ 18,549	1.1%
TOTALS	100%	100%	\$ 2,485,204	\$ 2,336,667	\$ 969,415	\$ 1,050,000	\$ 3,454,619	\$ 3,386,667	\$ 67,952	2.0%

Appendix B: Draft Municipal Levies Schedule, Option 3

Essex Region Conservation

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DRAFT 2021 MUNICIPAL LEVY ALLOCATION

MUNICIPALITY	CVA %		GENERAL LEVY		CW~GS LEVY		TOTAL LEVY			
	2021 DRAFT	2020	2021 DRAFT	2020	2021 DRAFT	2020	2021 DRAFT	2020	2021-2020	%
			DRAFT \$2,514,204	APPROVED \$2,336,667	DRAFT \$1,050,000	APPROVED \$1,050,000	DRAFT \$3,564,204	APPROVED \$3,386,667	\$ 177,537 \$ Difference	CHANGE 5.2%
TOWN OF AMHERSTBURG	5.95%	5.95%	\$ 149,623	\$ 138,948	\$ 62,487	\$ 62,437	\$ 212,110	\$ 201,386	\$ 10,724	5.3%
TOWN OF ESSEX	4.76%	4.79%	\$ 119,601	\$ 111,810	\$ 49,949	\$ 50,243	\$ 169,550	\$ 162,052	\$ 7,497	4.6%
TOWN OF KINGSVILLE	6.24%	6.15%	\$ 156,791	\$ 143,820	\$ 65,480	\$ 64,626	\$ 222,271	\$ 208,446	\$ 13,825	6.6%
TOWN OF LAKESHORE	9.61%	9.45%	\$ 241,689	\$ 220,816	\$ 100,936	\$ 99,225	\$ 342,625	\$ 320,041	\$ 22,584	7.1%
TOWN OF LASALLE	8.83%	8.68%	\$ 221,920	\$ 202,898	\$ 92,680	\$ 91,174	\$ 314,600	\$ 294,072	\$ 20,528	7.0%
MUNICIPALITY LEAMINGTON	6.07%	5.95%	\$ 152,651	\$ 139,055	\$ 63,751	\$ 62,486	\$ 216,403	\$ 201,541	\$ 14,861	7.4%
TOWNSHIP OF PELEE	0.28%	0.29%	\$ 6,964	\$ 6,774	\$ 2,908	\$ 3,044	\$ 9,872	\$ 9,817	\$ 54	0.6%
TOWN OF TECUMSEH	8.33%	8.34%	\$ 209,362	\$ 194,990	\$ 87,435	\$ 87,620	\$ 296,797	\$ 282,610	\$ 14,187	5.0%
CITY OF WINDSOR	49.94%	50.39%	\$ 1,255,603	\$ 1,177,557	\$ 524,374	\$ 529,145	\$ 1,779,978	\$ 1,706,701	\$ 73,276	4.3%
TOTALS	100%	100%	\$ 2,514,204	\$ 2,336,667	\$ 1,050,000	\$ 1,050,000	\$ 3,564,204	\$ 3,386,667	\$ 177,537	5.2%

Appendix C: Reserves Continuity Schedule

ESSEX REGION CONSERVATION AUTHORITY		INFRASTRUCTURE/ MAJOR MAINTENANCE	REVENUE STABILIZATION	GRANT MATCHING	VEHICLE/CA EQUIP'T	SUITE/F&F/IT/IS	HUMAN RESOURCES/AD MIN	LEGAL/ INSURANCE	HISTORIC PROPERTIES	TREE WARRANTY & SELF- INSURANCE	OTHER WATERSHED	TOTAL RESERVES
2021 PROJECTED RESERVES												
	PROJECTED OPENING BALANCE -01/01/2021	\$ 290,000	\$ 30,342	\$ 100,000	\$ 139,000	\$ 274,508	\$ 35,332	\$ 50,000	\$ 68,374	\$ 90,000	\$ 47,857	\$ 1,125,413
	Transfers to reserves	300,000	-	-	-	-	64,000	-	7,000	-		371,000
	Interest	-						-				-
	Repayments	-	-									-
	AVAILABLE BALANCE	\$ 590,000	\$ 30,342	\$ 100,000	\$ 139,000	\$ 274,508	\$ 99,332	\$ 50,000	\$ 75,374	\$ 90,000	\$ 47,857	\$ 1,496,413
	RESERVE FUND EXPENSES/TRANSFERS											
	Hillman Marsh Dykes											
	JRPH Heritage Centre	400,000										400,000
	JRPH shoreline	-										-
	Capital R&M - Greenways	-										-
	Entry Signs	-										-
	Holiday Beach Workshop	25,000										25,000
	Vehicle/equip't replacement				25,000							25,000
	Network/Servers/IT					40,000						40,000
	Server Room/Office R&M											
	TOTAL EXPENSES	425,000	-	-	25,000	40,000	-	-	-	-	-	490,000
	PROJECTED CLOSING BALANCE 12/31/2021	\$ 165,000	\$ 30,342	\$ 100,000	\$ 114,000	\$ 234,508	\$ 99,332	\$ 50,000	\$ 75,374	\$ 90,000	\$ 47,857	\$ 1,006,413

Appendix D: Detailed Sources of Funding by Program Subunit

Department	Budget by Department Sub	Budgeted Expenses	General Levy	CW~GS Levy	Municipal Special	Prov TPAs- Mandatory Svc	Prov Special Grant	Federal	Fees/Grants/Def Rev	Reserves	Total	Levy %	Levy Per Capita
Watershed Management Services	Development Services	\$ 854,650	\$ 234,650	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 620,000	\$ -	\$ 854,650	27%	\$ 0.73
	Watershed Engineering	94,150	94,150	-	-	-	-	-	-	-	94,150	100%	\$ 0.29
	Watershed Engineering-special municipal projects	510,700	-	-	425,500	-	17,625	-	67,575	-	510,700	0%	\$ -
	Flood Forecasting & Warning	248,680	144,263	-	-	104,417	-	-	-	-	248,680	58%	\$ 0.45
	Planning - Hazards & Input Official Plans	99,550	89,550	-	-	-	-	-	10,000	-	99,550	90%	\$ 0.28
	Planning - Operational/Natural Heritage	91,000	-	-	-	-	-	-	91,000	-	91,000	0%	\$ -
	Climate Change -Hazards Risks	25,000	25,000	-	-	-	-	-	-	-	25,000	100%	\$ 0.08
Conservation Services	CA Lands & Infrastructure Management	144,215	144,215	-	-	-	-	-	-	-	144,215	100%	\$ 0.45
	CA Lands - Maintenance (incl fleet/equipment)	997,776	710,226	-	-	-	-	-	262,550	25,000	997,776	71%	\$ 2.21
	CA Lands -Restoration Natural Areas	119,700	58,700	-	-	-	10,000	-	51,000	-	119,700	49%	\$ 0.18
	Special Restoration & Tree Planting Projects- Municipal /Private Properties	2,442,775	-	60,000	1,507,000	-	137,500	308,000	430,275	-	2,442,775	2%	\$ 0.19
	Land Securement	107,000	35,000	500,000	-	-	-	25,000	453,000	-	107,000	77%	\$ 1.66
	Holiday Beach - Lands & campground operations	278,800	-	27,000	-	-	-	-	251,800	-	278,800	10%	\$ 0.08
	John R Park Homestead - Museum&Programs	190,303	-	97,065	-	-	23,688	-	69,550	-	190,303	51%	\$ 0.30
	Capital Projects	700,000	15,000	-	-	-	-	60,000	200,000	425,000	700,000	2%	\$ 0.05
Watershed Research Services	Drinking Water Source Protection	95,000	-	-	-	95,000	-	-	-	-	95,000	0%	\$ -
	WQ Studies, Monitoring, Ag Stewardship, Demo Farm, DRCC	962,335	-	142,750	12,000	-	296,000	336,500	175,085	-	962,335	15%	\$ 0.44
	Climate Change - Regional Strategy,CC special projects	100,100	-	-	79,100	-	-	-	21,000	-	100,100	0%	\$ -
Community Outreach Services	Corporate Communications	197,700	177,700	-	-	-	-	-	20,000	-	197,700	90%	\$ 0.55
	Outreach & Public Engagement	160,100	-	62,600	-	-	-	-	97,500	-	160,100	39%	\$ 0.19
	Conservation Education	69,000	-	16,000	-	-	-	-	53,000	-	69,000	23%	\$ 0.05
Corporate, Compliance & Reserves	Corporate Services & Compliance	1,166,750	456,750	-	-	-	-	-	670,000	40,000	1,166,750	39%	\$ 1.42
	Reserves	371,000	300,000	64,000	-	-	-	-	7,000	-	371,000	98%	\$ 1.13
		\$ 10,026,284	\$ 2,485,204	\$ 969,415	\$ 2,023,600	\$ 199,417	\$ 484,813	\$ 729,500	\$ 2,644,335	\$ 490,000	\$ 10,026,284	34%	\$ 10.75
Mandatory Services (identified in BOLD)		\$ 4,924,871	\$ 2,450,204	\$ 64,000	\$ 425,500	\$ 199,417	\$ 27,625	\$ -	\$ 1,708,125	\$ 65,000	\$ 4,924,871	51%	\$ 7.82
Non Mandatory Services		\$ 5,101,413	\$ 35,000	\$ 905,415	\$ 1,598,100	\$ -	\$ 457,188	\$ 729,500	\$ 936,210	\$ 425,000	\$ 5,101,413	18%	\$ 2.93

BACKGROUND

The Essex Region Conservation Authority is a public sector organization established by the Province under the Conservation Authorities Act (1946), and governed by local municipalities. Since its establishment in 1973, ERCA has 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. The Authority is also a registered charity under the Canadian Income Tax Act.

OUR STRATEGIC DIRECTION

Defined by the Conservation Authorities Act mandate (1946), ERCA delivers a number of programs and services to municipalities and residents. Its strategic direction is set out in *ERCA's 2016-2025 Strategic Plan: Sustaining the Place for Life*, which provides the basis for decision-making and priorities over the decade in five key areas:

1. [The climate will continue to change](#). Efforts to mitigate and slow the impacts of climate change for the region within and adjacent to natural hazard and natural heritage areas must continue. ERCA will continue to advise and guide the region in response to the potential threats of climate change as mandated.
2. [The Great Lakes are the region's most significant natural resource](#). The 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. [The Essex Region's habitats are among the most significant in Canada](#). ERCA has planted more than 6 million trees and achieved 8.5% natural area coverage, but more action is needed to reach the region's 12% target for sustainability.
4. [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. The sustainability of ERCA as an organization also needs to be evaluated on a regular basis. Without investment in technology and support functions, ERCA's ability to provide core services and comply with legislation, may be at risk.

However, the changes to the Conservation Authorities Act have widespread and significant implications for operations and program delivery with the proposed narrowing of the Objects of Conservation Authorities. The Authority is currently developing a funding transition plan, in accordance with the legislated requirements of the revised Act, and concurrently will develop an updated Sustainability/Strategic Plan to align with provincial implementation timelines.

The revised Conservation Authorities Act requires the Authority to undertake a transition plan, including the identification and inventorying of mandatory and non-mandatory services. Programs have been segregated into mandatory and non-mandatory services, based on the information that is currently available and in the absence of detailed Regulations, or further guidance from the Province.

Mandatory Services Section 21.1		
Risks of Natural Hazards	Conservation & Management of Lands Owned /Controlled	Duties, Functions & Responsibilities Relating to Obligations Under Other Acts
<p>S 28 Regulations/Permits</p> <p>S 39 Flood/Erosion Program</p> <p>Watershed Engineering</p> <p>Planning - OP input hazards</p> <p>Records/Technology</p> <p>Climate Change – hazards</p>	<p>CA Lands & Infrastructure Management (Forestry, Biology, Long Range Plans) Includes JRPB lands</p> <p>CA Lands & Infrastructure Maintenance (Operational day to day). Includes JRPB site maintenance</p> <p>CA Lands -Restoration of Natural Areas (Tree replacement, wetlands, etc.)</p>	<p>General Corporate Administration & Governance</p> <p>Finance</p> <p>Human Resources</p> <p>Information Systems / Records / Technology</p> <p>Corporate Communications</p> <p>Drinking Water Source Protection Authority</p>
Asset Replacement & Reserves		

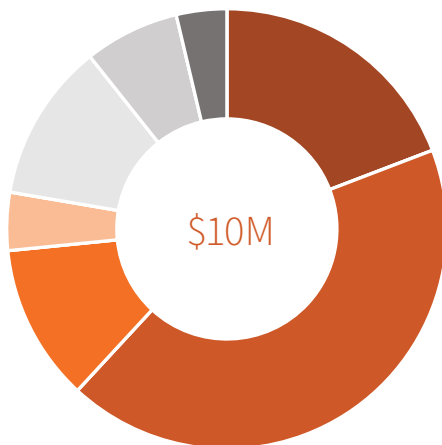
Non-Mandatory / Other Services Section		
Watershed Management Services	Conservation / Research Services	Outreach, Education & Other Services
<p>Planning - Operational planning & natural heritage opinions/comments</p>	<p>Land Acquisition</p> <p>Restoration - Non ERCA lands (fee for service or grant subsidized)</p> <p>Holiday Beach Management Agreement 2001-2031</p> <p>Water Quality program, including special term limited research studies</p> <p>Landowner Incentives & Grants - WQ/Erosion</p> <p>ESCIA Supports</p> <p>Demonstration farm</p> <p>Climate Change - Biological Adaptation</p>	<p>JRPB Heritage Centre & Museum Operations</p> <p>Educational programming - various CA locations</p> <p>General outreach, events and partnership engagement</p> <p>ERCF supports</p> <p>Municipal Services provided through agreement (Risk Management Services Part IV CWA)</p>

Overview and Analysis



- The Authority's budget includes expenses of \$9,655,284, including capital projects, plus an additional \$371,000 in transfers to reserve funds, for a total of **\$10,026,284**. Total revenues of \$9,536,284, plus reserve transfers of \$490,000, are expected to provide the required funds of \$10,026,284 for operations and replacement/purchase of assets.
- **The budget includes a levy increase of \$67,952 (2%), from \$3,386,667 to \$3,454,619 and is equivalent to \$10.75 per person, an increase of 26 cents from 2020. The majority of the levy (72%), or \$7.78 per person, is tied to delivery of mandatory services.**
- The budgeted expenses include \$2.4 million of costs, attributable to municipal-owned projects/lands, for which the Authority secures partial funding for, from government and NGO groups.
- Administration has drafted a hybrid budget, which reflects a construct for the new services and funding model for Conservation Authorities, as identified through recent changes to the Conservation Authorities Act, including More Homes, More Choice Act, 2019 and Bill 229.
- To respond to changes in the Conservation Authorities Act, the Authority's programs have been segregated into mandatory and non-mandatory services, based on the information that is currently available and in the absence of detailed Regulations, or further guidance from the Province, the classification will likely be adopted.
- **Levy funding of \$2,514,204 is required for the Authority's mandated obligations in 2021**, consistent with the categories of mandated services, listed in the Conservation Authorities Act. **Levies associated with non-mandatory services total \$940,415.** If municipal funding will continue to be required in 2022 and beyond, for non-mandatory services, the Authority will need to engage its municipal partners in consultations regarding scope of services and execute funding agreements.
- The draft budget includes a reallocation of funding from non-mandatory services, using Covid-19 service (staffing) reductions (non-mandatory services) as an opportunity to pivot and redirect levy from outreach/ events/communications to mandated functions, primarily in watershed management and corporate services. Some continuation of global pandemic conditions is anticipated in the 2021 budget.
- 2021 expenses would be \$178,000 higher without staffing/expense reductions in Community Outreach Services (~\$104,000) and with all vacant positions filled for the entire operating year. The Authority recently entered into a four year agreement with CUPE Local 3784, and this budget reflects negotiated changes to wages and benefits.
- **General (Mandatory) levy is projected to support 51% of mandatory services**, with the balance funded through fees and chargebacks/recoveries to various programs and projects. **Clean Water ~Green Spaces levy (Non-Mandatory) levy funds only 18% of non-mandatory programs and services**, which receive significant support from other levels of government, NGOs, including the Essex Region Conservation Foundation, and fees. **The detailed funding chart by program subunit is shown in Appendix C.**

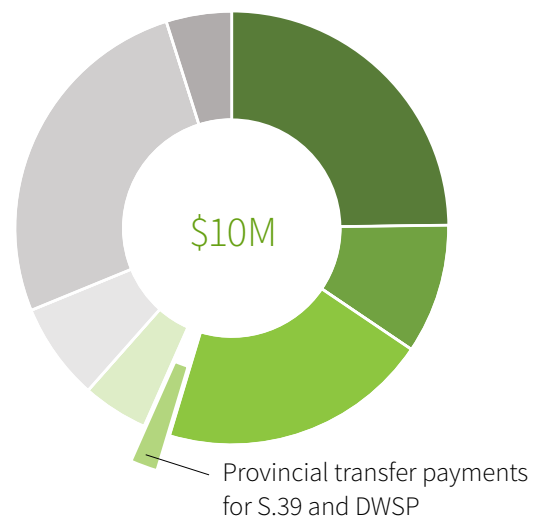
2021 Budget by Function



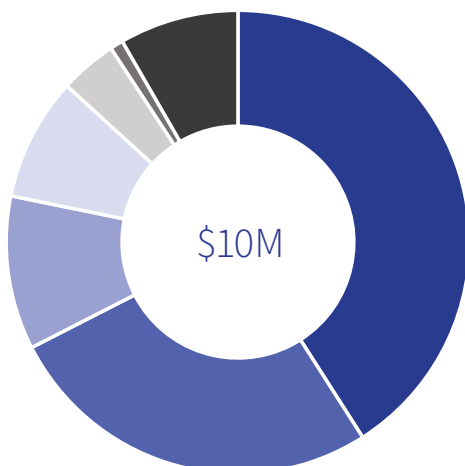
Watershed Management Services	\$1,923,730 , 19%
Conservation Services	\$4,280,569 , 43%
Watershed Research Services	\$1,157,435 , 11%
Community Outreach Services	\$426,800 , 4%
Corporate Services & Compliance	\$1,166,750 , 12%
Capital Projects	\$700,000 , 7%
Transfers to reserves	\$371,000 , 4%

General Levy	\$2,485,204 , 25%
CW~GS Levy	\$969,415 , 10%
Municipal Special Project \$	\$2,023,600 , 20%
Provincial Transfer Payments - Mandatory Services	\$199,417 , 2%
Prov Special Grant \$	\$491,813 , 5%
Federal \$	\$729,500 , 7%
Fees, Grants & Deferred Revenues	\$2,637,335 , 26%
Reserve Transfers	\$490,000 , 5%

2021 Revenues by Source



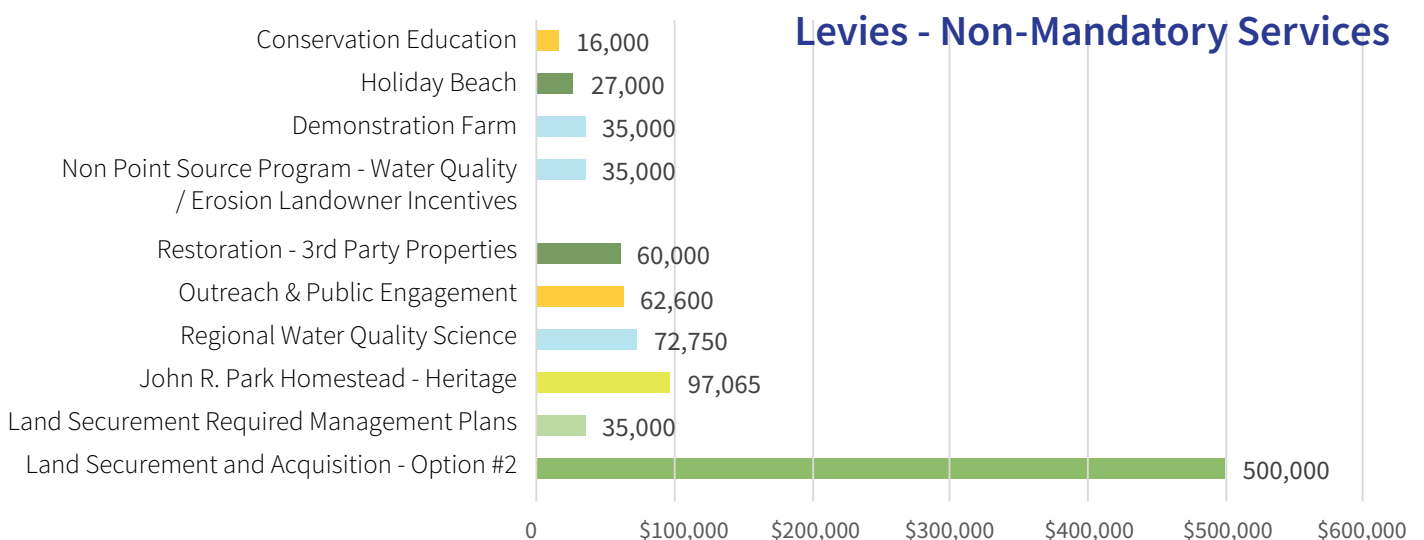
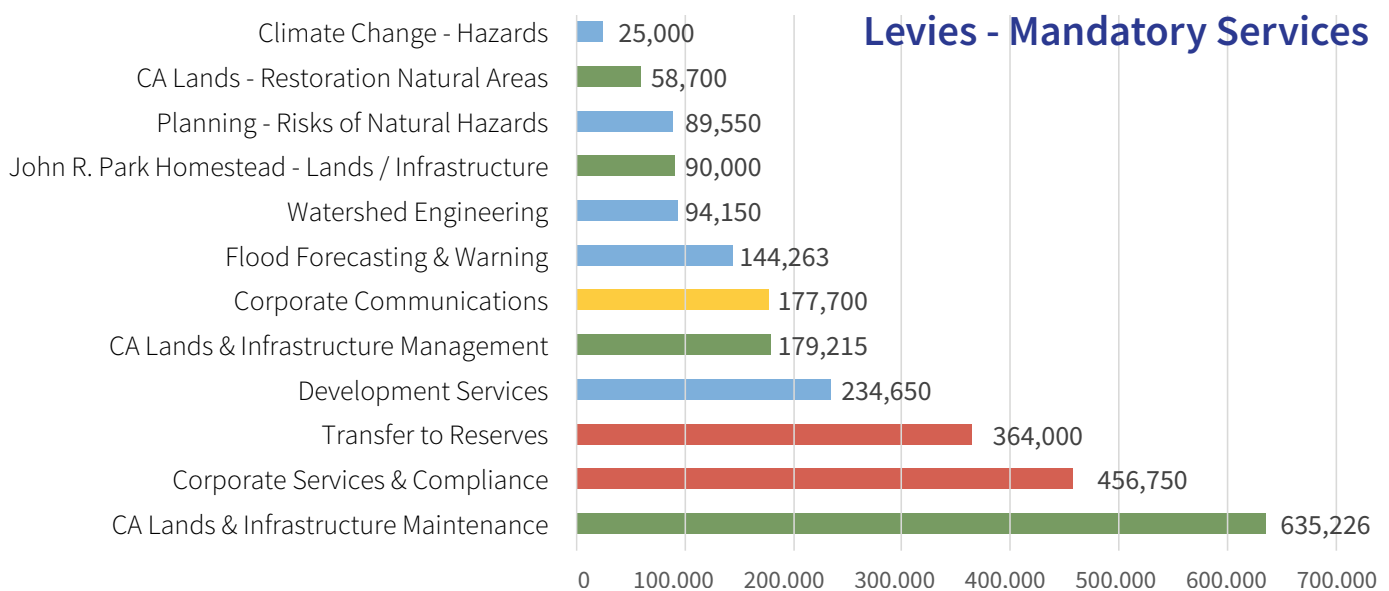
2021 Expenses by Classification



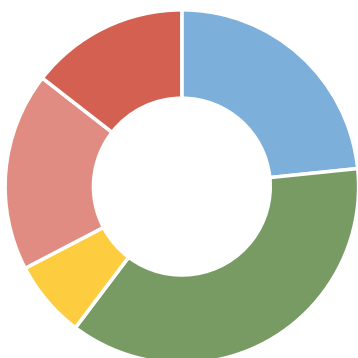
Compensation	\$3,953,795 , 41%
Construction Contracts	\$2,561,500 , 26%
Program Materials & Supplies	\$1,035,384 , 11%
Contracted Engineering & Professional Services	\$828,455 , 9%
Rent, Taxes, Utilities & Insurance	\$385,150 , 4%
Fleet Replacement	\$88,000 , 1%
Interdepartmental Chargebacks	\$803,000 , 8%

LEVIES ANALYSIS AND DRAFT ALLOCATION

After determining wage obligations and operating costs, Administration is calculating a required Levy funding of \$2,514,204 to fulfil the Authority's mandated obligations, as shown below. Levies associated with non-mandatory services total \$940,415. If municipal funding will continue to be required in 2022 and beyond, for non-mandatory services, the Authority will need to engage its municipal partners in consultations regarding scope of services and execute funding agreements. The 2021 budget begins to align mandatory (General) levy with mandatory functions and CW-GS levy is for the most part, associated with non-mandatory services.

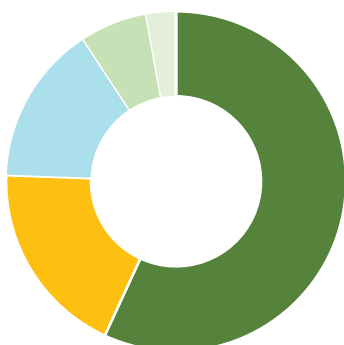


Levies - Mandatory Services



Risk of Natural Hazards	\$587,613 , 23%
Conservation of Lands	\$928,141 , 37%
Shared Communications	\$177,700 , 7%
Corporate Services & Compliance	\$456,750 , 18%
Asset Replacement and Reserve Replenishment	\$364,000 , 14%
Source Water Protection	\$0

Non-Mandatory Levies by Function



Land Securement & Acquisition	\$535,000 , 57%
Education, Outreach, Heritage	\$175,665 , 19%
WQ Research / Monitoring, Agricultural Stewardship, Demo Farm, Landowner Incentives	\$142,750 , 15%
Restoration & Tree Planting - 3rd Party Properties	\$60,000 , 6%
Holiday Beach Recreation & Camping	\$27,000 , 3%

RESERVE FUNDS

The Authority maintains several reserve funds and this budget includes transfers of \$371,000 to several reserve funds and transfers from reserves of \$490,000, as identified in Appendix B, for a net transfer to operating accounts of \$119,000. A transfer of \$300,000 is budgeted to the infrastructure reserve, slightly higher than in previous years (2020-\$250,000), due to an anticipated funding requirement, relating to the JRPH Heritage Centre and as outlined in BD 34/20. A budgeted transfer of \$64,000 to the HR/Administrative reserve is included to address exposures related to pay equity, contractual obligations relating to employment agreements and taxes, primarily WSIB and HST audits.

Human Resource Analysis

The budget for staffing identifies 42 permanent/long term staff positions, although some positions will likely be partially vacant during the year due to ongoing recruitment challenges for specialized classifications, resulting in approximately 41 FTEs. Levy funding reallocations have been made between departments due to reduced activity, primarily related to events, education and outreach, and to respond to overwhelming demand for staffing capacity in development services. Additionally, the Authority has included new senior management capacity in the budget, related to technology, data/information management and business-process transformation initiatives.

Compensation, including payroll taxes and benefits is the Authority's largest category of expense, comprising 41% of the budget and two-thirds of the compensation expense is associated with mandatory services.

Staff are engaged in the provision of mandatory services to a varying degree, with watershed management services and corporate services having the highest percentage of staff engaged in mandatory functions as shown below.

COMPENSATION AS RELATED TO PROVISION OF MANDATORY SERVICES	
% of Watershed Management Services wages directed to mandatory service - Risks of Natural Hazards	91%
% of Conservation Services wages directed to mandatory service - Conservation Land Management	46%
% of Watershed Research Services wages directed to mandatory services - Drinking Water Source Protection Authority	18%
% of Community Outreach Services wages directed to mandatory services - Corporate Communications & Mandatory Service communications support	63%
% of Corporate Services wages directed to mandatory services - Legislative Compliance and Mandatory Service supports	97%
% Of total compensation directed to Mandatory Services	67%
Watershed Management Services FTEs associated with Mandatory Services	11.77
Conservation Services FTEs associated with Mandatory Services	6.99
Drinking Water Source Protection	0.86
Community Outreach Services FTEs associated with Mandatory Services	1.79
Corporate Services FTEs associated with Mandatory Services	6.87
Total FTEs associated with provision of Mandatory Services	28.28
Watershed Management Services FTEs associated with NMS	1.04
Conservation Services FTEs associated with NMS	7.96
Watershed Research FTEs associated with NMS	7.88
Community Outreach Services FTEs associated with NMS	1.16
Corporate Services FTEs associated with NMS	0.20
Total FTEs associated with provision of Non-Mandatory Services	18.24

Integrated Watershed Management

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

Our programs have recognized experts in water resources and watershed engineering, watershed planning, forestry, biology, ecologists, agronomy, water quality science, and experts in conservation, restoration and natural resource management. We work across all sectors to secure partnerships at every level, and within all of our communities to support the community's vision and our conservation mission, which we deliver through five Service Areas:

Watershed Management Services

 Conservation Services

 Corporate Services

 Watershed Research Services

 Community Outreach Services

Watershed Management Services



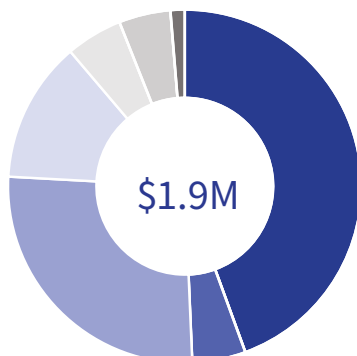
Watershed Management Services are identified as mandatory and ensures that development in the region progresses in a sustainable manner and is directed away from natural hazards while protecting natural heritage features and water resources.

Watershed Management Services are delivered through four programs:

- Development Services (Mandatory Services)
- Watershed/Water Resources Engineering (Mandatory Services)
- Flood Management/Flood Forecasting and Warning (Mandatory Services)
- Watershed Planning (Mandatory/Non-Mandatory)

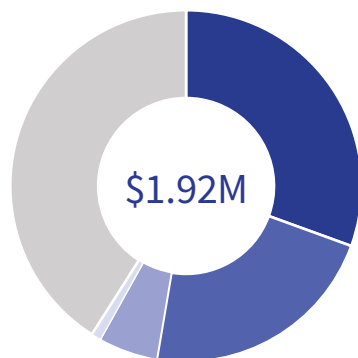
Approximately 13 FTEs deliver these services.

Watershed Management Services



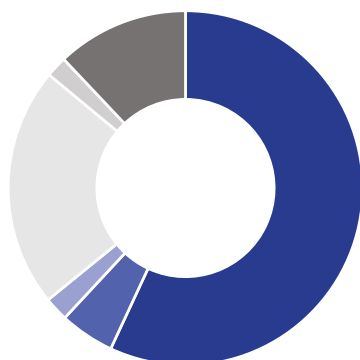
Development Services	\$854,650 , 44%
Watershed Engineering	\$94,150 , 5%
Watershed Engineering - Special Municipal Projects	\$510,700 , 27%
Flood Forecasting & Warning	\$248,680 , 13%
Planning - Hazards & Input Official Plans	\$99,550 , 5%
Planning - Operational / Natural Heritage	\$91,000 , 5%
Climate Change - Hazards, Risks	\$25,000 , 1%

Watershed Management Services Revenues



General Levy	\$587,613 , 31%
Municipal Special Project \$	\$425,500 , 22%
Prov TPAs-Mandatory \$	\$104,417 , 5%
Prov Special Grant \$	\$17,625 , 1%
Fees, Grants & Deferred Revenues	\$788,575 , 41%

Watershed Management Services Expenditures by Type



Compensation	\$1,095,250 , 57%
Construction Contracts	\$96,000 , 5%
Program Materials & Supplies	\$42,430 , 2%
Contracted & Prof Services	\$421,250 , 22%
Rent, Taxes, Utilities & Insurance	\$37,000 , 2%
Interdepartmental Chargebacks	\$231,800 , 12%

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. The priority is to reduce risk to life, prevent damage to property, and reduce social disruptions resulting from natural hazards.

2021 Program Highlights

- Following a fifth straight year of significant growth in requests for permit applications, two (2) new technical positions, as approved by the Board through BD35/20, are included in the budget to respond to the increasing pressures of development within the Region and to improve on service delivery timelines.

In general, the budgeted Watershed Management Services expenses are greater than 2020 as a result of additional technical staff to support the needs in Regulations and Development Services, and additional fee-for-service projects / ancillary services that support core mandate functions included in the CA Act.

WATERSHED / WATER RESOURCES ENGINEERING

Managing the risks associated with the natural hazards of flooding and erosion is one of the primary roles of conservation authorities under the Conservation Authorities Act. This role is fulfilled through the delivery of multiple natural resource management programs and services, including flood plain management and mapping, water and erosion control infrastructure planning, and stormwater management. Many projects delivered through the engineering program are considered “special projects” or “ancillary services” that support core responsibilities of the authority within the context of Natural Hazards Management. The program is currently managing \$510,700 in municipal flood and erosion control studies and infrastructure projects.

2021 Program Highlights

- Complete the Little River Floodplain Mapping as part of the City of Windsor Sandwich South Master Servicing Study to inform regulatory requirements for future development. \$26,000 in municipal cost recovery renders the project 100% cost-recoverable.

- Complete the Essex County Floodplain Prioritization Study at a cost of \$14,700, funded by the County of Essex, to support new flood maps and updates to existing flood maps, and to support long-range planning and regulatory decisions making.
- Complete the Turkey Hydrologic and Hydraulic Modelling, funded by the City of Windsor, the Town of LaSalle, and the Town of Tecumseh. The total budget is \$329,000, including consulting fees and ERCA-related expenses. ERCA’s application to the National Disaster Mitigation Program (NDMP) is currently under review, and if successful, would significantly offset municipal expenses.
- Complete two Water & Erosion Control Infrastructure (WECI) Projects on the Belle River Flood Control Project. These projects total \$141,000 including consulting fees and construction contracts, and are funded 50% funding by the Ministry of Natural Resources and Forestry through the WECI Program and 50% by the Town of Lakeshore.

FLOOD MANAGEMENT

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

2021 Program Highlights

- Update ERCA’s Flood Contingency Plan.

- Monitor lake levels and a network of 30 climate stations to provide advanced warning of flooding and accelerated erosion.
- Continue to participate in flood-related emergency planning and response activities with member municipalities.
- Continue to participate as a selected committee member on the Provincial Flood Mapping Technical Team to fulfill Provincial commitments contained within Ontario’s Flood Strategy.

WATERSHED PLANNING

ERCA is working towards a ‘planning first principle’ which ensures that appropriate planning permissions are in place before any consideration is made for approvals under the Conservation Authorities Act. The Watershed Planning budget is divided into “Hazards” and “Operational” to align with mandatory and non-mandatory service changes within the amended Conservation Authorities Act.

2021 Program Highlights

- The ‘Hazards’ component relates to mandatory services and is primarily funded through General Levy (~ 90%) to support ERCA’s function as the delegated responsible authority for Natural Hazards planning. ERCA represents the Province with respect to Long-Range Planning on items such as Official Plans (OP). This includes commenting on OP updates and amendments and Zoning By-Law Amendments (ZBAs) with a specific focus on Natural Hazards.
- Operational Planning is a non-mandatory service by which ERCA comments on various operational planning instruments with respect to natural hazards and supports development services for the Authority and the municipalities. This is a ‘revenue-neutral’ fee-for-service program that supports the ‘planning-first’ approach of addressing hazards in the Region.
- The 2021 budget includes funds to replace the Senior Planner, vacant since Fall 2020, to support ERCA’s overall planning responsibilities. This position is budgeted at \$60,000 for 2021, and represents roughly 75% of total annual needs for this position as it is anticipated to be filled within the second quarter.
- Climate strategies specifically related to Natural Hazards are budgeted for through General Levy in the amount of \$25,000, accounting for roughly 25% of a Full Time Employment position (0.25 FTE). This budgeted amount equates to the anticipated needs to address “climate change” components of various elements within Mandatory Services under the Act, such as input into Long-Range Planning instruments and technical studies related to floodplain management. Climate Change initiatives span several departments, and are more fully described in Watershed Research Services.

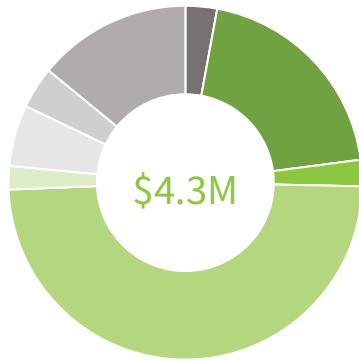
Conservation Services



ERCA’s Conservation Services programs protect, restore, and manage natural heritage areas and systems within ERCA’s watersheds. This is accomplished through a system of Conservation lands, strategic and leveraged investment in land securement, and by identifying and implementing priority restoration projects. Conservation Services are delivered through multiple programs, in a mix of mandatory and non-mandatory services:

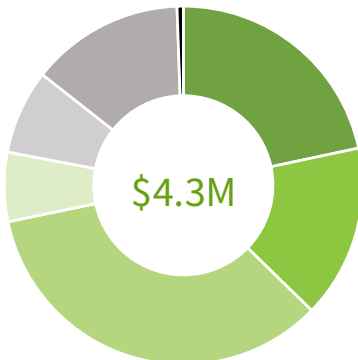
Mandatory Services	Non-mandatory Services
Conservation Land Management	Tree Planting & Habitat Restoration on Private & Municipal lands
Public Conservation Areas	Land Securement & Acquisition
Tree Planting & Restoration - Conservation Lands	Holiday Beach Conservation Area
	John R Park Homestead – Museum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

Conservation Services



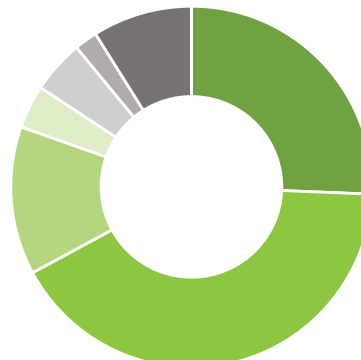
Approximately 15 FTEs deliver the services and includes seasonal restoration workers, tree planters and conservation areas technicians and support staff.

CA Lands - Maintenance (incl Fleet / Equipment)	\$997,776 , 20%
CA Lands -Restoration Natural Areas	\$119,700 , 2%
Special Restoration & Tree Planting Projects - Municipal / Private Properties	\$2,442,775 , 49%
Land Securement	\$107,000 , 2%
Holiday Beach - Lands & Campground Operations	\$278,800 , 6%
John R. Park Homestead - Museum & Programs	\$190,303 , 4%
Capital Projects	\$700,000 , 14%
CA Lands & Infrastructure Management	\$144,215 , 3%



Conservation Services Revenues

General Levy	\$948,141 , 22%
CW~GS Levy	\$684,065 , 16%
Municipal Special Project \$	\$1,507,000 , 34%
Prov Special Grant \$	\$273,188 , 6%
Federal \$	\$333,000 , 8%
Fees, Grants & Deferred Revenues	\$605,175 , 14%
Reserve Transfers	\$25,000 , <1%



Conservation Services Expenditures by Type

Compensation	\$1,097,750 , 26%
Construction Contracts	\$1,775,000 , 41%
Program Materials & Supplies	\$568,349 , 13%
Contracted & Prof Services	\$166,000 , 4%
Rent, Taxes, Utilities & Insurance	\$203,800 , 5%
Fleet Replacement	\$88,000 , 2%
Interdepartmental Chargebacks	\$381,670 , 9%

CONSERVATION LAND MANAGEMENT

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

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

2021 Program Highlights

- Forest inventories related to climate change carbon offsets, beginning with Devonwood Conservation Area.
- Invasive species management at Collavino Wetland and constructed wetlands throughout the region.
- Ecological Land Classification of McAuliffe Woods and Hillman Marsh.
- Endangered species surveys in Cedar Creek, McAuliffe Woods and Mitchell Woods.

PUBLIC CONSERVATION AREAS

Since 1974, ERCA has been acquiring lands to ensure the protection and conservation of their significant natural and cultural heritage features. Conservation Areas ensure that valuable greenspace is protected while allowing for recreational opportunities in safe, well maintained natural settings which are critical to maintaining physical and mental health.

2021 Program Highlights

- Ongoing management and maintenance of 17 conservation areas and over 80 kms of trails.
- Maintenance budget \$997,776 and includes expenses related to fleet and field equipment.

TREE PLANTING AND RESTORATION IN CONSERVATION AREAS

ERCA continues to expand natural habitat in this region by increasing wetland, prairie and tree cover on properties it owns. ERCA has approximately 100 acres of land that will be restored to natural habitat over the next 5 years. Through partnerships, lands will continued to be strategically acquired through purchase or donation to create a more sustainable region. In 2021, over 20,000 trees will be planted on almost 30 acres of land in the Cedar Creek watershed, connecting a mature Carolinian forest and Provincially Significant Wetland (PSW).

Conservation Services - Non-mandatory

The revised Conservation Authorities Act has impacted how ERCA budgets for restoration and tree planting projects, land securement and operations at some Conservation Areas. In 2021, the following items have been separated based on Administration's interpretation of the revised Act. Further provincial regulations are anticipated and expected to clarify/categorize mandatory and non-mandatory levy apportioned priorities.

TREE PLANTING AND RESTORATION ON PRIVATE AND MUNICIPAL LANDS

To achieve a sustainable future, mitigate climate impacts, increase tree canopy cover, improve water quality and keep endangered species from extinction in Canada, partnerships must continue with private landowners to increase the amount of habitat restored in the region. To assist with the costs of restoration that takes place on private lands and provide the biological professionals needed to undertake this work, ERCA obtains grants and donations to provide incentives and keeps cost reasonable, including funding from the Clean Water~Green Spaces fund. Clean Water~Green Spaces funding to assist with private lands restoration (\$60,000) accounts for approximately 15% of this activity, which does not include the value of land. Once provincial regulation regarding the Conservation Authority Act revisions have been released, ERCA will be able to confirm if this activity requires separate support via an MOU with municipalities.

2021 Program Highlights

- Plant 80,000 trees.
- Restore over 100 acres of habitat.
- Continue the Pêche Island Shoreline Protection Project, in partnership with the City of Windsor and others.

LAND SECUREMENT

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

HOLIDAY BEACH CONSERVATION AREA

Holiday Beach Conservation Area is operated by the Conservation Authority via a thirty-year management agreement with the Province, and expires in 2031. The Ministry of Natural Resources is the owner of this property. In the absence of clarity from the province, Administration has placed operational cost for Holiday Beach in non-mandatory category. The majority of costs associated with this site are covered by user fees related to camping, hunting and cottage rentals. However, some costs (\$27,000 or 10%) related to general public day use, are included, similar to other public conservation areas.

JOHN R. PARK HOMESTEAD

Museum Operations and Heritage Education Programming

This is a comingled account of mandatory and non-mandatory services. Administration has estimated costs, attributable to the conservation of lands and buildings, transferred from the Province, at \$90k and has assigned general levy in that amount to the JRPH cost centre.

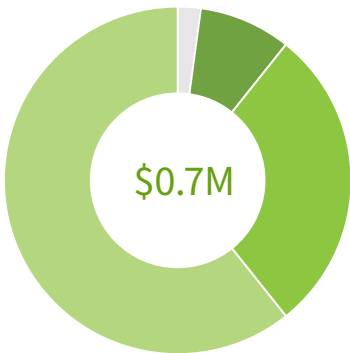
Until further clarification is received from the Province, operations associated with museum specific activities and associated educational programming, are included under non-mandatory services. Administration is pursuing funding opportunities with the Essex Region Conservation Foundation, to support non-mandatory activities.

CAPITAL PROJECTS

No new capital projects are included in the budget, and completion of the Heritage Centre and the Holiday Beach workshop is anticipated. The financial commitment to the Heritage Centre, in the absence of full funding, will continue to exert pressure on the Infrastructure Reserve fund, possibly into 2022.

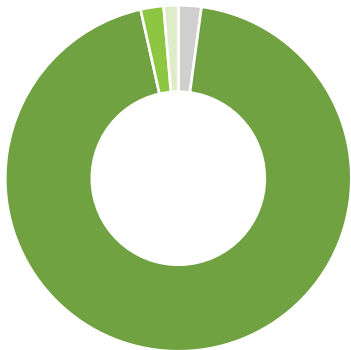
ERCA's infrastructure projects total \$700,000, with a contribution of \$425,000 expected from the infrastructure reserve account.

Capital Projects Revenues



Federal \$	\$60,000 , 8%
Fees, Grants & Deferred Revenues	\$200,000 , 29%
Reserve Transfers	\$425,000 , 61%
General Levy	\$15,000 , 2%

Capital Projects Expenditures by Type



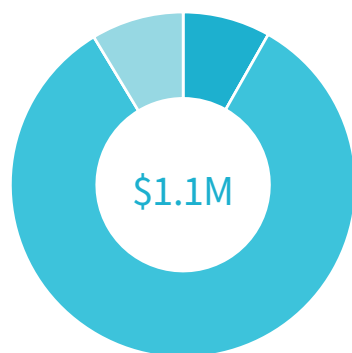
Construction Contracts	\$660,500 , 95%
Contracted & Professional Services	\$15,000 , 2%
Interdepartmental Chargebacks	\$9,500 , 1%
Compensation	\$15,000 , 2%



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

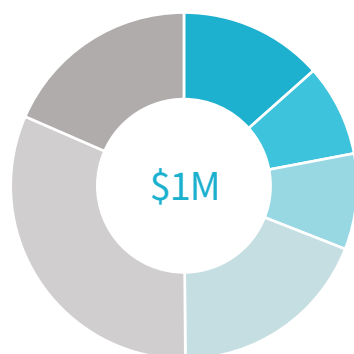
Watershed Management Services are delivered through three programs:

- Source Water Protection (Mandatory Services)
- Watershed Science (Non-Mandatory Services)
- Climate Change (Non Hazards Related) (Non-Mandatory Services)



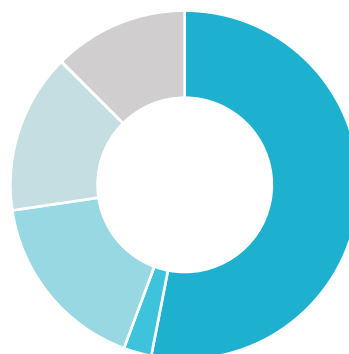
Watershed Research Services

Drinking Water Source Protection	\$95,000 , 83%
WQ Studies, Monitoring, Ag Stewardship, Demo Farm, DRCC	\$962,335 , 9%
Climate Change - Regional Strategy, CC Special Projects	\$100,100 , 8%



Watershed Research Services - Revenues

CW~GS Levy	\$142,750 , 13%
Municipal Special Project \$	\$91,100 , 9%
Provincial Transfer Payment	\$95,000 , 9%
Prov Special Grant \$	\$201,000 , 19%
Federal \$	\$336,500 , 32%
Fees, Grants & Deferred Revenues	\$196,085 , 18%



Watershed Research Services - Expenditures by Type

Compensation	\$614,295 , 53%
Construction Contracts	\$30,000 , 3%
Program Materials & Supplies	\$196,685 , 17%
Contracted & Prof Services	\$171,305 , 15%
Interdepartmental Chargebacks	\$9,500 , 1%

SOURCE WATER PROTECTION

Administered under the Clean Water Act, the watershed-based Source Protection Program is the first step in a multi-barrier approach to protect drinking water. It complements municipal water treatment and supports sound land use planning decisions. ERCA, and other conservation authorities, have designated responsibilities under the Clean Water Act to work closely with stakeholders to ensure that sources of municipal drinking water are safe and abundant. ERCA's Risk Management Services implements a specific subset of policies on behalf of municipalities. Source Water Protection has been identified as a Mandatory Program and Service in the Conservation Authorities Act, and the Province remains committed to providing funding for this program, which has increased slightly in 2021 to accommodate increased work load while the Source Protection Plan is being amended. Risk Management Services are offered on behalf of municipalities as a direct service cost through an agreement originally established in 2015.

2021 Program Highlights

- Provide Annual Reporting to the Province and Municipalities.
- Continue technical work to update the Source Protection Plan and Assessment Report to align with changes to the Director Technical Rules and the Section 36 Assessment Report.
- Update policies to address new types of Significant Drinking Water Threats and/or changes to applicable vulnerable areas.
- Conduct compliance monitoring to ensure properties with Risk Management Plans continue to adhere to Risk Management Measures.
- While a number of staff support this program and deliver DWSP services, it accounts for less than one full time person.

WATERSHED SCIENCE

Healthy rivers, headwaters, and species in our watershed are key elements of the Place for Life. The ability to track and report on changes to these indicators of healthy watersheds and share that knowledge helps assess and understand current health and emerging trends as a basis for setting environmental management priorities, identify research gaps to work with academic and other research partners to address, and manage, protect and 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 and works in partnership with Universities including the Great Lakes Institute for Environmental Research at the University of Windsor.

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

Water quality science falls outside of the current understanding of mandatory programs and services, yet is critical to providing the residents of this region and partners with information. In 2021, ERCA will continue to monitor ground and surface water quality stations and provide this information to the Province, consistent with most Conservation Authorities. The core costs to undertake this non-mandatory work that is used to develop the region's Watershed Report Card is \$72,750. Beyond this fundamental monitoring, ERCA will also undertake the following water quality work:

2021 Program Highlights

- Develop a Phosphorous Management Plan for the region, provide stewardship funds to agricultural producers to assist with the costs of planting cover crops and developing nutrient management plans, in collaboration with Environment Canada.
- Collect water samples, funded by various external partners including Bayer, Agriculture Agri-food Canada, and Environment Canada, to provide samples for research projects that could not otherwise be collected due to travel restrictions or other logistical challenges.
- Collect water quality samples in greenhouse influenced and non greenhouse influenced stream, with funding from MECP. These samples, along with sophisticated databases, are critical to determine phosphorous loadings in many of local waterways by 2022.
- Continue work in the Wagle Creek watershed, with the goal of improving water quality, supported by OSCIA through the ONFARM program. Project activities include crop survey, water quality samples and providing opportunities to share information with farmers.
- Complete over 20 Agricultural Best Management Practice (BMP) projects in partnership with landowners.
- Continue the pilot project with the Municipality of Leamington Drainage Department to construct an in-line wetland, to improve water quality in the Lebo Creek.
- Operate the Essex County Demonstration Farm to facilitate agricultural research and disseminate lessons learned to the farming community.

CLIMATE CHANGE

The Climate Change program has been separated in the budget and spread across several departmental functions to align with Mandatory and Non-Mandatory Services. The natural hazards portion is identified under Watershed Management Services with 25% of the FTE budgeted through General Levy as it is a Mandatory Service. The remaining 75% FTE requires grants, partnerships, and MOUs and this budget anticipates available funding to cover 45% of costs relating to climate change staffing supports. Through such funding mechanisms, ERCA will continue regional coordination efforts associated with climate change-related risks and vulnerabilities.

2021 Program Highlights

- Complete the first phase of the Essex County Regional Energy Plan in partnership with the County of Essex and support transition to the plan's implementation.
- Co-host a research roundtable, in partnership with the University of Windsor, to bring together a cross-section of researching leading climate change mitigation and adaptation.
- Work with the agricultural sector to identify climate impacts and mitigations strategies.
- Undertake a pilot project to identify habitat restoration required to protect species at risk most vulnerable to climate change in partnership with Point Pelee National Park, utilizing ERNHSS data, occurrences of species at risk and the Ministry of Natural Resources species vulnerability index.

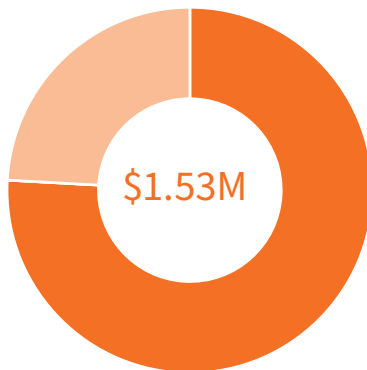


Corporate Services are included as mandatory services, as they either support other mandatory services, or serve to facilitate compliance with multiple pieces of legislation. Providing leadership and management in the delivery of services central to the successful functioning of the entire organization, Corporate Services include:

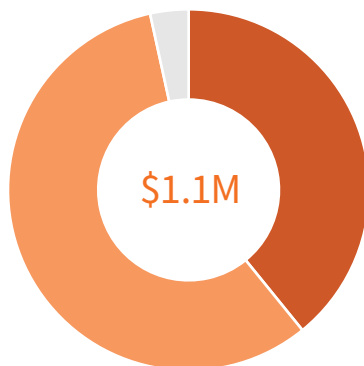
- Administration
- Finance
- Human Resources
- Information Management/Records/GIS/Systems/Network
- All services are provided to ERCF

~7 FTEs will deliver Corporate Services, an increase of 1 FTE from 2020

Corporate Services, Compliance, and Reserve Transfers

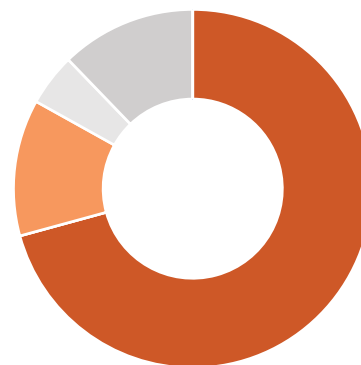


Reserves	\$317,000 , 76%
Corporate Services & Compliance	\$1,166,750 , 24%



Corporate Services - Revenues

General Levy	\$456,750 , 39%
Recoveries	\$670,000 , 57%
Reserve Transfers	\$40,000 , 4%



Corporate Services - Expenditures by Type

Compensation	\$825,500 , 71%
Program Materials & Supplies	\$143,850 , 12%
Contracted & Prof Services	\$54,900 , 5%
Rent, Taxes, Utilities & Insurance	\$142,500 , 12%

ADMINISTRATION

2021 Program Highlights

- Update ERCA and ERCF Administrative Bylaws.
- Begin consultations with municipal partners regarding suite of non-mandatory services and develop agreements for municipal funding, where required.
- Revise ERCA's Strategic Plan and update the Sustainability Plan to ensure compliance with the changes to the Conservation Authorities Act.

FINANCE

2021 Program Highlights

- Implement updates to the Purchasing Policy.
- Implement a digital approval process for purchases.
- Continue to investigate feasibility of shared services for corporate services supports.
- Administration has instituted a staged implementation for partial cost recovery of corporate and shared services and during 2020 the average applied recovery rate was 14.5%, with allowances and adjustments on large capital projects. The rate will be increased to 15% in 2021.

HUMAN RESOURCES

2021 Program Highlights

- Continue to review and update policy, procedures and guidelines for Covid-19.
- On-board new hires remotely, in line with all safety protocols.
- Implement at new Terms of Reference for the Joint Job Evaluation Committee and modernize ERCA's Pay Equity program.
- Identify and create corporate policy initiatives to support the Authority.

INFORMATION MANAGEMENT / RECORDS / SYSTEMS / NETWORK

2021 Program Highlights

- Based on a recent IT consultant's report and recommendation, a provision has been made for updated servers and network architecture and budget includes a new senior management position, to address technology plans, data/information management and business process transformation initiatives including:
 - WMS Permits database.
 - Corporate records management.
 - Cloud services/Data storage.
 - Network security.
 - Servers and network architecture.

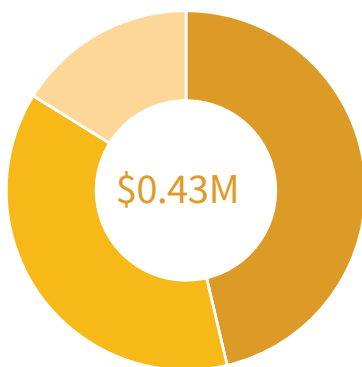


Communications and outreach services support all business units of the Authority, including supporting flood messaging, disseminating natural hazard information, engaging landowners in conservation practices and climate action, educating students of all ages about environmental sustainability, promotion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

Community Outreach Services are delivered through three programs:

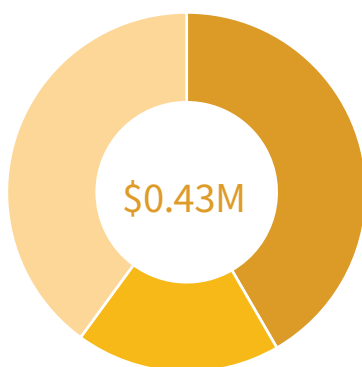
- Communications (Mandatory Services)
- Outdoor Education (Non-Mandatory Services)
- Outreach and Engagement (Non Hazards Related) (Non-Mandatory Services)

3 FTEs will continue to deliver community outreach services, a reduction of ~1.5 FTEs



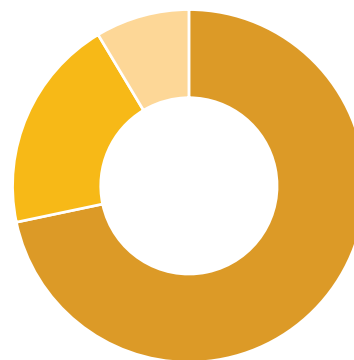
Community Outreach Services

Corporate Communications	\$197,700 , 46%
Outreach & Public Engagement	\$160,100 , 38%
Conservation Education	\$69,000 , 16%



Community Outreach Services - Revenues

General Levy	\$177,700 , 42%
CW~GS Levy	\$78,600 , 18%
Fees, Grants & Deferred Revenues,	\$170,500 , 40%



Community Outreach Services - Expenditures by Type

Compensation	\$306,000 , 72%
Program Materials & Supplies	\$84,070 , 20%
Interdepartmental Chargebacks	\$35,480 , 8%

COMMUNICATIONS

Corporate communications is included as a mandatory service as it supports the communication needs of the mandatory functions, including critical flood messaging, to various audiences across multiple platforms.

2021 Program Highlights

- Continue to evaluate, innovate and implement improvements across our digital platforms to improve accessibility and streamline and enhance customer service.
- Engage and inform stakeholders and watershed residents as ERCA responds to the changes to the Conservation Authorities Act.
- Events & Communications Specialist remains on indefinite layoff and the Multimedia Specialist and Environmental Educator remain on reduced hours and to be recalled under a cost neutral arrangement. Total budget savings are identified as ~\$104,000 and redirected to mandatory services.

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. While local school boards continue to implement COVID-19 safety protocols, ERCA's education team has creatively developed virtual programs to meet curriculum needs while complying with current protocols.

2021 Program Highlights

- Develop and deliver digital Specialist High Skills Major certification programs as a preferred service delivery provider to ensure students can receive training modules required to graduate.
- Develop and deliver virtual curriculum-based field trips to engage students in environmental learning while respecting COVID protocols and generating revenue.
- Enhance education programs and exhibits that connect the curriculum with flooding, erosion and Great Lakes health.

OUTREACH AND ENGAGEMENT

For the first half of 2021, Outreach activities are planned to continue in a digital space, including seminars, workshops and virtual engagement strategies. Safety protocols for small, organized, in-person stewardship events were developed and safely delivered in fall 2020, and these protocols will be adhered to for the balance of 2021, while providing opportunities for the community to engage in environmental restoration activities. The Outreach and Partnerships Coordinator position continues to be a shared position also supporting the Detroit River Remedial Action Plan on a cost-recovery basis.

2021 Program Highlights

- Applying appropriate health and safety protocols, several community and school planting events are planned for the second half of 2021, including the Solcz Family Foundation Forest, the Rotary Forest, and Shading Sandwich projects.
- Complete the 20 Year Monitoring Report to ensure the heritage values of the Detroit River have been maintained. 2021 marks the 20th anniversary of the Detroit River's designation in the Canadian Heritage Rivers System.

Where Does Your Levy Go?



Appendix A: Draft Municipal Levy Schedule



MUNICIPALITY	CVA %		GENERAL LEVY		CW~GS LEVY		TOTAL LEVY			
	2021 DRAFT	2020	2021 DRAFT	2020	2021 DRAFT	2020	2021 DRAFT	2020	2021-2020	%
			DRAFT \$2,485,204	APPROVED \$2,336,667	DRAFT \$969,415	APPROVED \$1,050,000	DRAFT \$3,454,619	APPROVED \$3,386,667	\$ 67,952 \$ Difference	CHANGE 2.0%
TOWN OF AMHERSTBURG	5.95%	5.95%	\$ 147,897	\$ 138,948	\$ 57,691	\$ 62,437	\$ 205,588	\$ 201,386	\$ 4,203	2.1%
TOWN OF ESSEX	4.76%	4.79%	\$ 118,222	\$ 111,810	\$ 46,115	\$ 50,243	\$ 164,337	\$ 162,052	\$ 2,284	1.4%
TOWN OF KINGSVILLE	6.24%	6.15%	\$ 154,982	\$ 143,820	\$ 60,455	\$ 64,626	\$ 215,437	\$ 208,446	\$ 6,991	3.4%
TOWN OF LAKESHORE	9.61%	9.45%	\$ 238,901	\$ 220,816	\$ 93,189	\$ 99,225	\$ 332,090	\$ 320,041	\$ 12,049	3.8%
TOWN OF LASALLE	8.83%	8.68%	\$ 219,360	\$ 202,898	\$ 85,567	\$ 91,174	\$ 304,927	\$ 294,072	\$ 10,856	3.7%
MUNICIPALITY LEAMINGTON	6.07%	5.95%	\$ 150,891	\$ 139,055	\$ 58,859	\$ 62,486	\$ 209,749	\$ 201,541	\$ 8,208	4.1%
TOWNSHIP OF PELEE	0.28%	0.29%	\$ 6,883	\$ 6,774	\$ 2,685	\$ 3,044	\$ 9,568	\$ 9,817	\$ (249)	-2.5%
TOWN OF TECUMSEH	8.33%	8.34%	\$ 206,947	\$ 194,990	\$ 80,725	\$ 87,620	\$ 287,672	\$ 282,610	\$ 5,061	1.8%
CITY OF WINDSOR	49.94%	50.39%	\$ 1,241,121	\$ 1,177,557	\$ 484,130	\$ 529,145	\$ 1,725,250	\$ 1,706,701	\$ 18,549	1.1%
TOTALS	100%	100%	\$ 2,485,204	\$ 2,336,667	\$ 969,415	\$ 1,050,000	\$ 3,454,619	\$ 3,386,667	\$ 67,952	2.0%

Appendix B: Draft Reserves Continuity Schedule



ESSEX REGION CONSERVATION AUTHORITY	INFRASTRUCTURE/ MAJOR MAINTENANCE	REVENUE STABILIZATION	GRANT MATCHING	VEHICLE/CA EQUIP'T	SUITE / F&F / IT / IS	HUMAN RESOURCES / ADMIN	LEGAL / INSURANCE	HISTORIC PROPERTIES	TREE WARRANTY & SELF- INSURANCE	OTHER WATERSHED	TOTAL RESERVES
2021 PROJECTED RESERVES											
PROJECTED OPENING BALANCE - 01/01/2021	\$ 290,000	\$ 30,342	\$ 100,000	\$ 139,000	\$ 274,508	\$ 35,332	\$ 50,000	\$ 68,374	\$ 90,000	\$ 47,857	\$ 1,125,413
Transfers to reserves	300,000	-	-	-	-	64,000	-	7,000	-		371,000
Interest	-						-				-
Repayments	-	-									-
AVAILABLE BALANCE	\$ 590,000	\$ 30,342	\$ 100,000	\$ 139,000	\$ 274,508	\$ 99,332	\$ 50,000	\$ 75,374	\$ 90,000	\$ 47,857	\$ 1,496,413
RESERVE FUND EXPENSES/TRANSFERS											
Hillman Marsh Dykes											
JRPH Heritage Centre	400,000										400,000
JRPH shoreline	-										-
Capital R&M - Greenways	-										-
Entry Signs	-										-
Holiday Beach Workshop	25,000										25,000
Vehicle/equip't replacement				25,000							25,000
Network/Servers/IT					40,000						40,000
Server Room/Office R&M											
TOTAL EXPENSES	425,000	-	-	25,000	40,000	-	-	-	-	-	490,000
PROJECTED CLOSING BALANCE 12/31/2021	\$ 165,000	\$ 30,342	\$ 100,000	\$ 114,000	\$ 234,508	\$ 99,332	\$ 50,000	\$ 75,374	\$ 90,000	\$ 47,857	\$ 1,006,413

Appendix C: Draft Detailed Sources of Funding - by Program Subunit



			FUNDING SOURCES											
	Budget by Department	Budgeted				Prov TPAs-			Fees / Grants /					
Department	Sub Unit	Expenses	General Levy	CW~GS Levy	Municipal Special	Mandatory Svc	Prov Special Grant	Federal	Def Rev	Reserves	Total	Levy %	Levy Per Capita	
	Development Services	\$ 854,650	\$ 234,650	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 620,000	\$ -	\$ 854,650	27%	\$ 0.73	
Watershed Management Services	Watershed Engineering	94,150	94,150	-	-	-	-	-	-	-	94,150	100%	\$ 0.29	
	Watershed Engineering-special municipal projects	510,700	-	-	425,500	-	17,625	-	67,575	-	510,700	0%	\$ -	
	Flood Forecasting & Warning	248,680	144,263	-	-	104,417	-	-	-	-	248,680	58%	\$ 0.45	
	Planning - Hazards & Input Official Plans	99,550	89,550	-	-	-	-	-	10,000	-	99,550	90%	\$ 0.28	
	Planning - Operational/Natural Heritage	91,000	-	-	-	-	-	-	91,000	-	91,000	0%	\$ -	
	Climate Change - Hazards Risks	25,000	25,000	-	-	-	-	-	-	-	25,000	100%	\$ 0.08	
Conservation Services	CA Lands & Infrastructure Management	144,215	144,215	-	-	-	-	-	-	-	144,215	100%	\$ 0.45	
	CA Lands - Maintenance (incl fleet/equipment)	997,776	710,226	-	-	-	-	-	262,550	25,000	997,776	71%	\$ 2.21	
	CA Lands -Restoration Natural Areas	119,700	58,700	-	-	-	10,000	-	51,000	-	119,700	49%	\$ 0.18	
	Special Restoration & Tree Planting Projects-Municipal /Private Properties	2,442,775	-	60,000	1,507,000	-	137,500	308,000	430,275	-	2,442,775	2%	\$ 0.19	
	Land Securement	107,000	35,000	500,000	-	-	-	25,000	453,000	-	107,000	77%	\$ 1.66	
	Holiday Beach - Lands & campground operations	278,800	-	27,000	-	-	-	-	251,800	-	278,800	10%	\$ 0.08	
	John R Park Homestead - Museum&Programs	190,303	-	97,065	-	-	23,688	-	69,550	-	190,303	51%	\$ 0.30	
	Capital Projects	700,000	15,000	-	-	-	-	60,000	200,000	425,000	700,000	2%	\$ 0.05	
	Drinking Water Source Protection	95,000	-	-	-	95,000	-	-	-	-	95,000	0%	\$ -	
Watershed Research Services														
	WQStudies, Monitoring, Ag Stewardship, Demo Farm, DRCC	962,335	-	142,750	12,000	-	296,000	336,500	175,085	-	962,335	15%	\$ 0.44	
	Climate Change - Regional Strategy,CC special projects	100,100	-	-	79,100	-	-	-	21,000	-	100,100	0%	\$ -	
Community Outreach Services	Corporate Communications	197,700	177,700	-	-	-	-	-	20,000	-	197,700	90%	\$ 0.55	
	Outreach & Public Engagement	160,100	-	62,600	-	-	-	-	97,500	-	160,100	39%	\$ 0.19	
	Conservation Education	69,000	-	16,000	-	-	-	-	53,000	-	69,000	23%	\$ 0.05	
Corporate, Compliance & Reserves	Corporate Services & Compliance	1,166,750	456,750	-	-	-	-	-	670,000	40,000	1,166,750	39%	\$ 1.42	
	Reserves	371,000	300,000	64,000	-	-	-	-	7,000	-	371,000	98%	\$ 1.13	
		\$ 10,026,284	\$ 2,485,204	\$ 969,415	\$ 2,023,600	\$ 199,417	\$ 484,813	\$ 729,500	\$ 2,644,335	\$ 490,000	\$ 10,026,284	34%	\$ 10.75	
Mandatory Services (identified in BOLD ABOVE)		\$ 4,924,871	\$ 2,450,204	\$ 64,000	\$ 425,500	\$ 199,417	\$ 27,625	\$ -	\$ 1,708,125	\$ 65,000	\$ 4,924,871	51%	\$ 7.82	
Non Mandatory Services		\$ 5,101,413	\$ 35,000	\$ 905,415	\$ 1,598,100	\$ -	\$ 457,188	\$ 729,500	\$ 936,210	\$ 425,000	\$ 5,101,413	18%	\$ 2.93	

Appendix D: Detailed Draft Projected Statement of Financial Activities



2%
2021
DRAFT BUDGET

2020
BUDGET

2020
PROJECTION

2019
AUDITED

WATERSHED MANAGEMENT SERVICES

DEVELOPMENT SERVICES

GENERAL LEVY	234,650	234,915	234,915	229,915
OTHER GRANTS/USER FEES/RECOVERIES	620,000	546,000	624,000	620,357
	854,650	780,915	858,915	850,272
WAGES	661,000	616,600	646,500	670,609
CONSULTING	1,000	1,000	5,000	2,646
SUPPLIES/OFFICE/JANITORIAL	17,000	16,000	17,000	17,996
VEHICLE/TRAVEL/EQUIP'T USAGE	20,500	19,000	18,200	21,471
CORP SUPPORT/SHARED SVCS	119,000	95,000	95,000	104,700
RENT/INS/TAXES/UTILITIES	23,000	23,000	23,000	17,422
DUES/MEMBERSHIPS	650	800	800	940
AUDIT AND LEGAL	10,000	10,000	20,000	8,857
CAP MAINT/LOW VALUE ASSETS	2,500	1,000	-	3,259
SMALL MISC	-	-	-	-
	854,650	782,400	825,500	847,901

WATERSHED PLANNING

GENERAL LEVY	89,550	208,580	208,580	110,484
CW~GS LEVY	-	-	-	54,400
MUNICIPAL	-	-	-	4,099
PROVINCIAL GRANTS	-	-	-	17,459
OTHER GRANTS/USER FEES/RECOVERIES	101,000	90,000	75,000	95,070
	190,550	298,580	283,580	281,512
WAGES	160,500	250,000	217,500	243,437
CONSULTING	-	-	-	255
SUPPLIES/OFFICE/JANITORIAL	1,550	1,300	1,100	4,332
VEHICLE/TRAVEL/EQUIP'T USAGE	500	2,300	300	4,903
CORP SUPPORT/SHARED SVCS	25,000	38,000	32,000	38,600
RENT/INS/TAXES/UTILITIES	3,000	4,000	4,000	3,000
DUES/MEMBERSHIPS	-	1,000	500	2,352
CAP MAINT/LOW VALUE ASSETS	-	500	-	914
SMALL MISC	-	-	-	-
	190,550	297,100	255,400	297,793

FLOOD FORECASTING & WARNING

GENERAL LEVY	144,263	148,000	136,000	131,520
PROVINCIAL GRANTS	104,417	104,417	104,417	83,609
OTHER GRANTS/USER FEES/RECOVERIES	-	-	-	25,081
	248,680	252,417	240,417	240,210
WAGES	156,500	165,500	155,800	158,632
CONSULTING/INFO'N/DATA SVCS	35,500	33,000	33,000	33,223
SUPPLIES/OFFICE/JANITORIAL	8,680	6,975	7,637	6,633
VEHICLE/TRAVEL/EQUIP'T USAGE	6,000	6,000	6,000	6,722
CORP SUPPORT/SHARED SVCS	32,000	32,000	32,000	30,000
RENT/INS/TAXES/UTILITIES	10,000	9,000	9,000	5,000
SMALL MISC	-	-	-	-
	248,680	252,475	243,437	240,210

WATERSHED ENGINEERING

GENERAL LEVY	94,150	111,800	111,800	9,400
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CW~GS LEVY	-	-	-	60,000
PROVINCIAL GRANTS	-	-	-	2,600
	94,150	111,800	111,800	72,000
WAGES	75,000	93,000	92,000	74,539
SUPPLIES/OFFICE/JANITORIAL	1,550	2,550	950	5,461
VEHICLE/TRAVEL/EQUIP'T USAGE	1,100	1,700	550	2,323
CORP SUPPORT/SHARED SVCS	15,000	14,000	14,000	12,300
RENT/INS/TAXES/UTILITIES	1,000	-	1,500	1,500
DUES/MEMBERSHIPS	500	560	560	560
SMALL MISC	-	35,000	-	-
	94,150	146,810	109,560	96,683

CLIMATE CHANGE - HAZARDS MITIGATION

GENERAL LEVY	25,000	-	-	-
	25,000	-	-	-
WAGES	21,500	-	-	-
CORP SUPPORT/SHARED SVCS	3,500	-	-	-
SMALL MISC	-	-	-	-
	25,000	-	-	-

MUNICIPAL AND PROVINCIAL FEE FOR SERVICE/WECI PROJECTS

MUNICIPAL	425,500	12,800	109,575	14,700
PROVINCIAL GRANTS	17,625	-	52,875	1,250
TRANSFERS (TO)/FROM DEFERRED REVENUES	67,575	-	-	7,500
	510,700	12,800	162,450	23,450
DIRECT WAGES	20,750	11,000	9,750	1,480
CONSULTING/OUTSIDE ENGINEERING	384,750	-	77,400	15,524
CONSTRUCTION	96,000	-	69,000	-
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	9,200	1,800	6,300	7,231
	510,700	12,800	162,450	24,235

WATERSHED MANAGEMENT SERVICES

REVENUES

GENERAL LEVY	587,613	703,295	691,295	481,319
CW~GS LEVY	-	-	-	114,400
MUNICIPAL	425,500	12,800	109,575	18,799
PROVINCIAL GRANTS	122,042	104,417	157,292	104,917
FEDERAL GRANTS	-	-	-	-
OTHER GRANTS/USER FEES	721,000	636,000	699,000	740,508
IN-KIND	-	-	-	-
TRANSFER TO/FROM DEF REVENUES & RESERVES	67,575	-	-	7,500

	1,923,730	1,456,512	1,657,162	1,467,444
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Wages & Benefits	1,095,250	1,136,100	1,121,550	1,148,697
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Non-Wage Expenses	597,680	113,385	271,047	139,259
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Allocated corp svcs and fleet/equip't usage	230,800	207,100	203,750	218,866
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SURPLUS/(DEFICIT)	-	(73)	60,815	
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CONSERVATION SERVICES

GENERAL PROGRAM/LAND MANAGEMENT, OPERATIONS, AND DEVELOPMENT

GENERAL LEVY	144,215	133,100	126,600	130,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	11,000
	144,215	133,100	126,600	141,000
WAGES	123,000	111,000	100,000	120,036
ENGINEERING/CONSULTING	-	-	150	-
SUPPLIES/OFFICE/JANITORIAL	4,215	3,100	1,878	2,150

VEHICLE/TRAVEL/EQUIP'T USAGE	2,000	1,000	750	1,900
CORP SUPPORT/SHARED SVCS	15,000	18,000	16,000	17,000
	144,215	133,100	118,778	141,086

LAND SECUREMENT

GENERAL LEVY	35,000	-	-	-
CW~GS LEVY	500,000	420,780	462,780	589,600
FEDERAL GRANTS	25,000	-	-	-
OTHER	-	-	-	38,401
TRANSFERS (TO)/FROM DEFERRED REVENUES	(453,000)	(399,780)	(315,000)	(576,200)
	107,000	21,000	147,780	51,801
WAGES	69,000	12,500	17,580	16,444
PROPERTY	-	-	113,000	-
LEGAL, SURVEYING,CONSULTNG	25,000	6,500	13,500	17,035
SUPPLIES/OFFICE/JANITORIAL	-	-	-	-
CORP SUPPORT/SHARED SVCS	13,000	2,000	2,800	4,921
	107,000	21,000	146,880	38,400

CONSERVATION AREAS TREE PLANTING AND RESTORATION

GENERAL LEVY	58,700	-	-	-
PROVINCIAL GRANTS	10,000	-	-	-
OTHER GRANTS/USER FEES	51,000	-	-	-
	119,700	-	-	-
WAGES	64,000	-	-	-
SUPPLIES/OFFICE/JANITORIAL	9,079	-	-	-
VEHICLE/TRAVEL/EQUIP'T USAGE	13,550	-	-	-
PLANT MAT/LANDOWNER GRANTS	14,071	-	-	-
CORP SUPPORT/SHARED SVCS	17,000	-	-	-
RENT/INS/TAXES/UTILITIES	2,000	-	-	-
SMALL MISC	-	-	-	-
	119,700	-	-	-

SPECIAL GRANT/FEE FOR SERVICE RESTORATION PROJECTS

CW~GS LEVY	60,000	160,000	154,000	160,000
MUNICIPAL	1,507,000	2,500,000	1,000,000	-
PROVINCIAL GRANTS	137,500	30,000	-	33,993
FEDERAL GRANTS	308,000	189,000	91,250	433,821
OTHER GRANTS/USER FEES	347,300	185,000	180,600	572,900
IN-KIND	-	13,000	7,300	11,702
TRANSFERS (TO)/FROM DEFERRED REVENUES	82,975	373,000	206,550	30,318
	2,442,775	3,450,000	1,639,700	1,242,733
WAGES	217,500	303,220	237,351	395,449
CONSTRUCTION	1,765,000	2,789,000	1,200,000	306,934
ENGINEERING/CONSULTING/SUB-CONTRACTING	125,000	26,400	7,000	71,563
SUPPLIES/OFFICE/JANITORIAL	15,700	16,600	10,250	30,791
VEHICLE/TRAVEL/EQUIP'T USAGE	37,100	35,500	9,300	109,096
PLANT MAT/LANDOWNER GRANTS	205,500	187,100	110,918	206,770
CORP SUPPORT/SHARED SVCS	69,475	71,000	57,000	98,700
RENT/INS/TAXES/UTILITIES	6,000	7,000	5,000	8,000
IN KIND SVCS SUPPLIES	-	13,000	7,300	11,702
CAP MAINT/LOW VALUE ASSETS	1,000	1,000	-	2,063
SMALL MISC	500	-	3,100	406
	2,442,775	3,449,820	1,647,219	1,241,474

CONSERVATION AREAS - OPERATIONS,MAINTENANCE, REPAIRS

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

GENERAL LEVY	620,226	553,642	488,142	492,742
FEDERAL GRANTS	-	34,750	26,560	46,053
OTHER GRANTS/USER FEES	90,750	105,310	92,210	125,909
TRANSFERS (TO)/FROM DEFERRED REVENUES	5,800	-	(4,000)	3,807
TRANSFERS TO/FROM RESERVES	(7,000)	15,000	(12,500)	(6,760)
	709,776	708,702	590,412	661,751

WAGES	317,500	296,660	254,374	235,799
CONSTRUCTION	-	-	-	8,655
ENGINEERING/CONSULTING	12,000	15,500	-	18,991
SUPPLIES/OFFICE/JANITORIAL	45,910	49,706	50,916	53,834
VEHICLE/TRAVEL/EQUIP'T USAGE	75,500	83,463	66,213	110,995
PLANT MAT/LANDOWNER GRANTS	16,300	9,500	4,000	10,852
CORP SUPPORT/SHARED SVCS	90,640	79,932	71,880	80,170
RENT/INS/TAXES/UTILITIES	118,200	126,450	111,500	127,640
AUDIT AND LEGAL	-	2,050	1,500	1,275
CAP MAINT/LOW VALUE ASSETS	32,976	44,800	39,400	34,654
SMALL MISC	750	750	250	1,630
	<u>709,776</u>	<u>708,811</u>	<u>600,033</u>	<u>684,494</u>

HOLIDAY BEACH

GENERAL LEVY	-	60,300	60,300	96,680
CW~GS LEVY	27,000	-	-	-
OTHER GRANTS/USER FEES	251,800	235,850	184,000	239,073
FUND TRANSFERS	-	-	-	4,000
TRANSFERS TO/FROM RESERVES	-	-	-	(15,000)
	<u>278,800</u>	<u>296,150</u>	<u>244,300</u>	<u>324,753</u>

WAGES	133,250	147,500	116,200	165,935
ENGINEERING/CONSULTING/SUB CONTRACTING	2,500	2,500	1,100	6,197
SUPPLIES/OFFICE/JANITORIAL	39,778	43,100	32,650	42,866
VEHICLE/TRAVEL/EQUIP'T USAGE	16,322	15,600	11,750	10,126
CORP SUPPORT/SHARED SVCS	31,600	29,000	25,000	30,000
RENT/INS/TAXES/UTILITIES	32,600	36,950	31,500	34,376
MAJOR MAINT/ROADS/VEGETATION	22,250	21,500	25,500	34,389
	<u>278,800</u>	<u>296,150</u>	<u>243,700</u>	<u>324,324</u>

JOHN R PARK HOMESTEAD

GENERAL LEVY	90,000	114,130	69,130	160,000
CW~GS LEVY	97,065	61,470	61,470	-
PROVINCIAL GRANTS	23,688	23,688	23,688	23,688
FEDERAL GRANTS	-	-	30,500	3,864
OTHER GRANTS/USER FEES	69,550	86,900	41,350	126,380
TRANSFERS (TO)/FROM DEF REVENUES	-	-	-	(5,922)
TRANSFERS (TO)/FROM RESERVES	-	-	(12,000)	(2,000)
	<u>280,303</u>	<u>286,188</u>	<u>214,138</u>	<u>306,010</u>

WAGES	173,000	191,952	143,000	201,596
CONSTRUCTION	10,000	10,000	5,000	14,960
CONSULTING/SUB K	1,500	1,900	-	2,658
SUPPLIES/OFFICE/JANITORIAL	32,503	31,765	18,100	36,526
VEHICLE/TRAVEL/EQUIP'T USAGE	300	3,750	2,720	3,783
PLANT MAT/LANDOWNER GRANTS	-	-	-	723
CORP SUPPORT/SHARED SVCS	25,000	28,000	20,000	25,000
RENT/INS/TAXES/UTILITIES	30,000	16,700	16,700	16,151
CAP MAINT/LOW VALUE ASSETS	7,000	1,500	7,500	3,893
SMALL MISC	1,000	700	570	922
	<u>280,303</u>	<u>286,267</u>	<u>213,590</u>	<u>306,212</u>

CAPITAL OR MAJOR MAINTENANCE/IMPROVEMENT PROJECTS

GENERAL LEVY	15,000	-	15,000	-
FEDERAL GRANTS	60,000	591,000	531,500	8,500
OTHER GRANTS/USER FEES	200,000	114,250	399,408	221,870
TRANSFERS TO/FROM RESERVES	425,000	746,750	551,250	188,608
	<u>700,000</u>	<u>1,452,000</u>	<u>1,497,158</u>	<u>418,978</u>

WAGES	15,000	20,000	117,943	28,399
LANDS AND CONSTRUCTION	648,500	1,306,000	1,081,600	214,834
ENGINEERING/CONSULTING/SUB CONTRACTING	15,000	95,000	167,000	54,731
CONSTRUCTION SUPPLIES	12,000	10,000	74,500	23,362
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-	10,000	2,443
PLANT MAT/LANDOWNER GRANTS	-	-	5,000	-
CORP SUPPORT/SHARED SVCS	9,500	6,000	24,800	19,986
CAP MAINT/LOW VALUE ASSETS	-	15,000	22,000	5,978
SMALL MISC	-	-	-	718
	<u>700,000</u>	<u>1,452,000</u>	<u>1,502,843</u>	<u>352,985</u>

FLEET & FIELD EQUIPMENT

GENERAL LEVY	-	25,000	65,000	-
OTHER GRANTS/USER FEES/RECOVERIES	173,000	167,665	134,365	278,584
TRANSFERS TO/FROM RESERVES	25,000	18,500	25,000	(111,500)
	198,000	211,165	224,365	167,084
MAINTENANCE/REPAIRS	60,000	66,500	67,800	74,002
FUEL	33,400	35,000	30,000	35,481
LICENCES/MISC/SMALL TOOLS	16,600	24,700	19,700	19,700
AMORTIZATION	88,000	85,000	85,000	87,592
	198,000	211,200	202,500	216,775

WATER QUALITY & REGIONAL ENVIRONMENTAL INITIATIVES**MONITORING, AG STEWARDSHIP, DEMO FARM, DRCC, WQ
SPECIAL GRANTS**

GENERAL LEVY	-	-	-	47,000
CW~GS LEVY	142,750	156,000	156,000	126,000
MUNICIPAL	12,000	69,650	65,300	74,684
PROVINCIAL GRANTS	296,000	75,000	290,000	123,182
FEDERAL GRANTS	336,500	332,500	252,500	177,595
OTHER	38,585	233,000	95,000	30,051
IN-KIND	20,000	-	24,000	27,814
TRANSFERS (TO)/FROM DEFERRED REVENUES	116,500	(15,200)	(94,500)	54,055
	962,335	850,950	788,300	660,381
WQM WAGES	524,295	521,695	462,530	387,317
CONSTRUCTION	30,000	-	-	-
CONSULTING/SUB CONTRACTING	84,305	42,000	40,150	26,516
SUPPLIES/OFFICE/JANITORIAL	18,585	40,470	53,820	19,833
VEHICLE/TRAVEL/EQUIP'T USAGE	18,150	20,515	19,815	26,768
PLANT MAT/LANDOWNER GRANTS	149,000	144,000	72,300	90,499
CORP SUPPORT/SHARED SVCS	111,300	80,770	78,200	69,366
RENT/INS/TAXES/UTILITIES	600	1,100	1,100	2,722
DUES/MEMBERSHIPS	300	300	-	3,948
IN KIND SVCS SUPPLIES	20,000	-	24,000	27,814
TECHNICAL EQUIPMENT	5,800	100	100	806
TOTAL EXPENSES	962,335	850,950	752,015	656,260
SMALL MISC	-	-	-	670
	962,335	850,950	752,015	656,260

DRINKING WATER SOURCE PROTECTION PROGRAM

PROVINCIAL GRANTS	95,000	102,600	51,000	127,072
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	36,000	(33,352)
	95,000	102,600	87,000	93,720
WAGES	80,000	86,500	71,750	79,005
SUPPLIES/OFFICE/JANITORIAL	-	-	400	1,024
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-	300	270
CORP SUPPORT/SHARED SVCS	12,000	12,000	11,000	10,196
RENT/INS/TAXES/UTILITIES	-	1,100	1,100	1,100
PER DIEMS/MISC	3,000	3,000	3,000	2,125
	95,000	102,600	87,550	93,720

CLIMATE CHANGE REGIONAL STRATEGY /COMMUNITY ENERGY PLAN

GENERAL LEVY	-	-	-	50,000
CW~GS LEVY	-	50,000	70,000	-
MUNICIPAL	79,100	45,500	175,000	2,500
OTHER GRANTS/USER FEES	10,000	-	-	5,350
TRANSFERS (TO)/FROM DEFERRED REVENUES	11,000	22,000	9,400	53,500
	100,100	117,500	254,400	111,350
WAGES	10,000	99,500	97,000	101,286
ENGINEERING/CONSULTING	87,000	-	140,000	5,423
SUPPLIES/OFFICE/JANITORIAL	-	2,500	900	165
VEHICLE/TRAVEL/EQUIP'T USAGE	-	500	500	1,158
CORP SUPPORT/SHARED SVCS	3,100	15,000	16,000	15,500
SMALL MISC	-	-	-	-
	100,100	117,500	254,400	123,531

CONSERVATION SERVICES**REVENUES**

GENERAL LEVY	963,141	886,172	824,172	976,422
CW~GS LEVY	826,815	848,250	904,250	875,600
MUNICIPAL	1,598,100	2,615,150	1,240,300	77,184
PROVINCIAL GRANTS	562,188	231,288	364,688	307,935
FEDERAL GRANTS	729,500	1,147,250	932,310	669,833
OTHER GRANTS	163,500	264,000	126,300	37,494
ERCF GRANTS	334,500	150,250	488,108	431,545
FEE FOR SERVICE/OTHER/RECOVERIES	733,985	713,725	559,525	1,158,608
IN-KIND	20,000	13,000	31,300	39,516
TRANSFER TO/FROM DEF REVENUES	(236,725)	(19,980)	(208,550)	(440,924)

	5,695,004	6,849,105	5,262,403	4,133,212
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EXPENSES(INCLUDES FLEET/EQUIP'T AMORTIZATION)

	6,138,004	7,629,398	5,769,508	4,179,259
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SURPLUS/(DEFICIT)

	(443,000)	(780,293)	(507,105)	(46,047)
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TRANSFER (TO)/FROM RESERVES

	443,000	780,250	551,750	46,348
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COMMUNITY SERVICES

OUTDOOR & CONSERVATION EDUCATION

GENERAL LEVY	-	-	-	28,000
CW~GS LEVY	16,000	36,000	32,000	-
OTHER GRANTS/USER FEES	50,000	49,000	8,500	47,325
TRANSFERS (TO)/FROM DEFERRED REVENUES	3,000	-	(4,500)	-
	69,000	85,000	36,000	75,325

WAGES	55,000	68,000	37,000	63,953
SUPPLIES/OFFICE/JANITORIAL	2,670	4,100	675	1,994
VEHICLE/TRAVEL/EQUIP'T USAGE	830	1,950	50	2,727
PLANT MAT/LANDOWNER GRANTS	-	500	-	-
CORP SUPPORT/SHARED SVCS	10,000	10,000	2,500	10,300
RENT/INS/TAXES/UTILITIES	500	750	750	750
	69,000	85,300	40,975	79,803

OUTREACH & ENGAGEMENT

GENERAL LEVY	-	-	-	115,750
CW~GS LEVY	62,600	139,750	87,750	10,000
OTHER GRANTS/USER FEES	30,000	10,000	8,278	13,681
	92,600	149,750	96,028	139,431

WAGES	42,000	106,500	77,000	96,645
SUPPLIES/OFFICE/JANITORIAL	6,150	6,850	3,733	5,509
VEHICLE/TRAVEL/EQUIP'T USAGE	3,200	4,900	1,100	4,298
PARTNER GRANTS/PLANT MATERIAL	19,000	7,500	2,500	12,395
CORP SUPPORT/SHARED SVCS	21,000	22,000	10,000	17,000
RENT/INS/TAXES/UTILITIES	750	950	950	850
CAP MAINT/LOW VALUE ASSETS	500	500	500	717
	92,600	149,400	95,783	137,643

COMMUNICATIONS

GENERAL LEVY	177,700	160,150	124,150	150,150
CW~GS LEVY	-	26,000	26,000	25,000
OTHER GRANTS/USER FEES	20,000	-	-	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	17,000
	197,700	186,150	150,150	192,150

WAGES	192,000	178,000	145,000	181,896
SUPPLIES/OFFICE/JANITORIAL	4,800	6,050	4,000	5,546
VEHICLE/TRAVEL/EQUIP'T USAGE	450	1,000	500	858
CAP MAINT/LOW VALUE ASSETS	450	1,000	500	486
	197,700	186,050	150,000	188,787

OUTREACH EVENTS AND SHORT-TERM GRANT FUNDED INITIATIVES

FEDERAL GRANTS	-	-	-	800
OTHER GRANTS/USER FEES	32,000	91,250	43,700	113,104
TRANSFERS (TO)/FROM DEFERRED REVENUES	35,500	(750)	(11,700)	4,946
	67,500	90,500	32,000	118,850

WAGES	17,000	20,550	4,000	25,064
TREES/SUPPLIES	50,500	70,000	23,200	94,505
	67,500	90,550	27,200	119,569

COMMUNITY SERVICES

REVENUES

GENERAL LEVY	177,700	160,150	124,150	293,900
CW~GS LEVY	78,600	201,750	145,750	35,000
MUNICIPAL	-	-	-	-
PROVINCIAL GRANTS	-	-	-	-
FEDERAL GRANTS	-	-	-	800
OTHER GRANTS/USER FEES	132,000	150,250	60,478	174,109
IN-KIND	-	-	-	-
TRANSFER TO/FROM DEF REVENUES	38,500	(750)	(16,200)	21,946

	426,800	511,400	314,178	525,755
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EXPENSES

	426,800	511,300	313,958	525,802
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SURPLUS/(DEFICIT)

	-	100	220	(47)
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CORPORATE SERVICES

ADMIN/FINANCE/IT/HR

GENERAL LEVY	456,750	287,050	397,050	237,025
CW~GS LEVY	-	-	-	25,000
MUNICIPAL	-	-	-	1,200
PROVINCIAL GRANTS	-	-	-	750
OTHER GRANTS/USER FEES/RECOVERIES	670,000	658,000	613,447	722,863
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	39,926
TRANSFERS (TO)/FROM RESERVES	15,000	(1,000)	(1,000)	(1,000)

	1,141,750	944,050	1,009,497	1,025,764
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WAGES	784,000	572,484	612,000	577,528
ERCF SUPPORT	25,500	66,000	45,000	59,372
MEMBER EXPENSES/CO DUES	57,500	56,700	56,000	57,652
AUDIT/LEGAL/CONSULTING	54,900	32,500	92,500	18,791
SUPPLIES/EQUIPT/NETWORK	59,350	55,350	48,300	77,701
OCCUPANCY/PHONE	142,500	135,000	139,500	132,727
TRAVEL & BD/STAFF MEETINGS	2,000	9,500	4,000	10,264
RETIREE BENEFITS	16,000	16,000	12,000	13,651

	1,141,750	943,534	1,009,300	947,686
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CORPORATE SPECIAL PROJECTS (RECORDS/IS/IT)

TRANSFERS FROM RESERVES	25,000	-	-	-
	25,000	-	-	-

CONSULTING/OTHER	25,000	-	-	-
	25,000	-	-	-

REVENUES

GENERAL LEVY	456,750	287,050	397,050	237,025
CW~GS LEVY	-	-	-	25,000
MUNICIPAL	-	-	-	1,200
PROVINCIAL GRANTS	-	-	-	750
FEDERAL GRANTS	-	-	-	-
OTHER GRANTS/USER FEES	670,000	658,000	613,447	722,863
IN-KIND	-	-	-	-
TRANSFER TO/FROM DEF REVENUES	-	-	-	39,926

	1,126,750	945,050	1,010,497	1,026,764
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EXPENSES

	1,166,750	943,534	1,009,300	947,686
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SURPLUS/(DEFICIT)

	(40,000)	1,516	1,197	79,078
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TRANSFERS (TO)/FROM RESERVES

	40,000	(1,000)	(1,000)	(1,000)
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OTHER

TANGIBLE ASSET REPLACEMENT

GENERAL LEVY	300,000	300,000	300,000	200,000
CWGS	64,000	-	-	-
TRANSFER TO/FROM RESERVES	(364,000)	(300,000)	(154,000)	(200,000)
EXTRAORDINARY LOSS	-	-	(292,742)	-
	-	-	(146,742)	0

CORPORATE SUMMARY

REVENUES

Municipal

Levy - Operations	\$ 2,485,204	\$ 2,336,667	\$ 2,336,667	\$ 2,188,666
Levy - Clean Water~Green Spaces	969,415	1,050,000	1,050,000	1,050,000
Total Municipal Levy	\$ 3,454,619	\$ 3,386,667	\$ 3,386,667	\$ 3,238,666
Water & erosion control infrastructure and special projects	2,011,600	2,558,300	1,284,575	22,499
Risk management services	12,000	69,650	65,300	74,684
	5,478,219	6,014,617	4,736,542	3,335,849

Provincial

Section 39 Flood/Erosion Program	104,417	104,417	104,417	104,417
Drinking Water Source Protection	95,000	102,600	51,000	127,072
WECI	17,625	-	52,875	1,250
Other (CMOG, SEO etc)	474,188	132,188	320,688	180,863
	691,230	339,205	528,980	413,602

Federal

	729,500	1,147,250	932,310	670,633
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Total Government Transfer Payments & Fees-For-Services

	6,898,949	7,501,072	6,197,832	4,420,084
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Other revenues

Permit and applicant fees - mandatory services	721,000	636,000	699,000	699,047
Admissions, program fees & other services	498,385	513,960	353,238	864,763
Leases & property rentals	80,600	77,600	64,200	75,689
Donations and other grants				
General	193,500	303,000	146,000	87,767
Essex Region Conservation Foundation grants	421,500	262,500	554,608	533,083
In-kind contributions	20,000	13,000	31,300	39,516
Interest income	30,000	50,000	60,947	86,521
Gain on sale of assets	-	-	-	4,000
Total other revenues	1,964,985	1,856,060	1,909,293	2,390,386

Transfers from/(to) deferred revenues

	(130,650)	14,270	(224,750)	(330,090)
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Interdepartmental recoveries

	803,000	725,665	650,865	845,127
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TOTAL REVENUES

\$ 9,536,284	\$ 10,097,067	\$ 8,533,240	\$ 7,325,507
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EXPENSES BY CLASSIFICATION

Wages & benefits -ERCA operations	\$ 3,201,500	\$ 3,065,996	\$ 2,866,367	\$ 3,029,829
Wages & benefits -special grant projects	752,295	920,165	811,181	877,903
Construction-municipal projects	481,750	8,500	151,400	18,425
Construction-special grant projects	1,977,000	2,813,000	1,347,000	356,501
Construction-ERCA capital projects	818,500	1,432,900	1,327,450	289,370
Plant material, removals and landowner subsidies-special grant projects	368,571	331,100	183,218	297,270
Plant material, removals and landowner subsidies - ERCA operations	84,300	48,000	36,500	69,102
Program supplies- special grant projects	39,785	42,370	28,570	59,833
Site & operational supplies - Conservation Areas	75,899	113,696	98,231	112,281
Office supplies & expenses - other ERCA operations	35,037	83,425	27,075	95,598
Occupancy, taxes, utilities & waste removal	320,513	314,490	297,383	310,927
Maintenance, repairs & security-sites	55,186	71,950	93,050	105,297
Maintenance, repairs & supplies-fleet/equipment	100,900	104,000	103,000	111,866
Equipment, software/hardware & website-special grant projects	10,000	13,750	31,400	6,851

Equipment, software/hardware & website- ERCA operations	97,923	58,975	42,187	71,954
Lab,data, technical & sub-contracted services -special grant	34,305	40,900	38,950	52,667
Lab,data, technical & sub-contracted services - ERCA operations	52,000	54,500	37,600	82,697
Insurance, audit & legal	132,450	127,550	189,500	122,725
Dues & memberships	49,679	45,010	51,063	52,687
Travel, training & professional development	18,540	27,100	9,170	36,084
Board ,committee & meeting expenses	19,000	22,500	21,500	20,561
Bank, credit card charges and interest	14,100	13,060	17,410	13,294
In-kind supplies & services	20,000	13,000	31,300	39,516
Land acquisition & acquisition assistance	-	-	113,000	-
Amortization	315,500	309,500	309,500	315,571
Extraordinary item	-	-	292,742	-
Other	-	-	-	951
Internal recoveries included in revenues	808,051	725,380	650,608	838,362
TOTAL EXPENSES	\$ 9,882,784	\$ 10,800,817	\$ 9,206,355	\$ 7,388,117
Total Revenues	9,536,284	10,097,067	8,544,240	7,353,175
Total Expenses	9,882,784	10,800,817	9,206,355	7,388,117
SURPLUS/(DEFICIT) (ACCRUAL BASIS)	(346,500)	(703,750)	(662,115)	(34,943)
ADD/SUBTRACT: NON CASH ITEMS				
Donation of land to ERCA	-	-	-	-
Gain/loss on asset disposal	-	-	-	(4,000)
Amortization	315,500	309,500	309,500	315,571
Transfers from Reserves (Per Schedule)	490,000	803,500	646,750	434,296
DEDUCT: CAPITAL ITEMS				
Land acquisition		-	-	-
Purchased fleet/equipment	(88,000)	(85,000)	(53,635)	(53,588)
Infrastructure additions		-	-	(66,228)
(DECREASE)/INCREASE IN NET SURPLUS (prior to reserve transfers)	371,000	324,250	240,500	591,108
TRANSFER TO RESERVES (Per Schedule)	371,000	324,250	250,000	588,948
INCREASE/(DECREASE) IN UNRESTRICTED ACCUMULATED OPERATING FUND SURPLUS	\$ -	\$ -	\$ (9,500)	\$ 2,160

NOTE 1: The actual numbers shown for capital items, for 2020 and 2021, will change once the assets under construction 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.

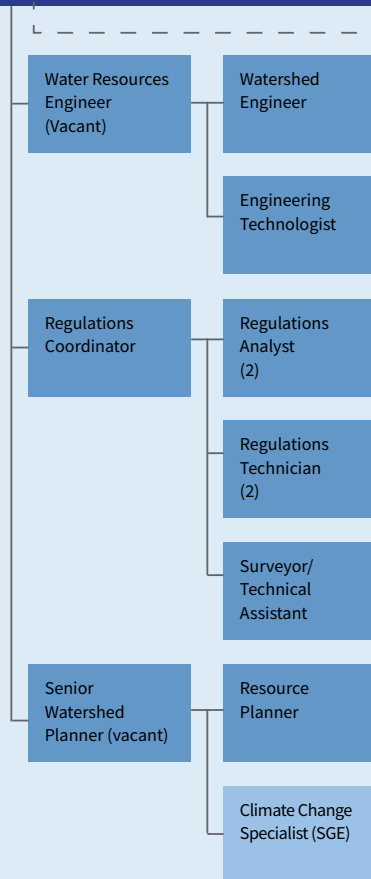
Appendix E: ERCA Org Chart



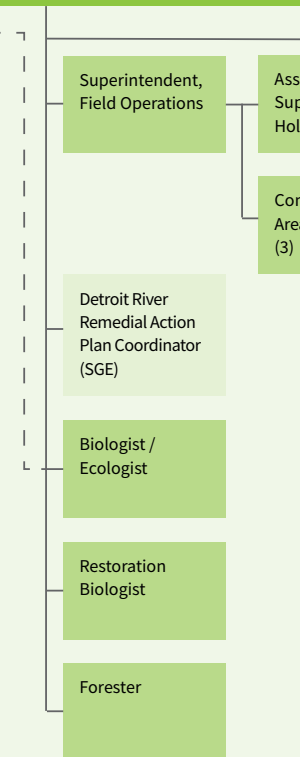
ESSEX REGION CONSERVATION AUTHORITY: BOARD OF DIRECTORS

CAO/Secretary-Treasurer

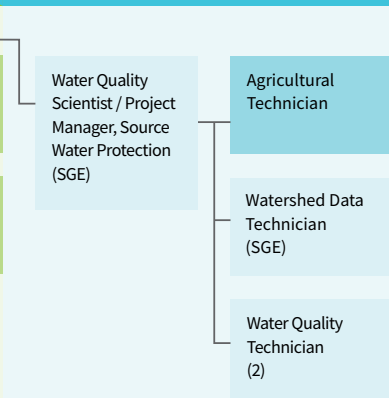
Director, Watershed Management Services



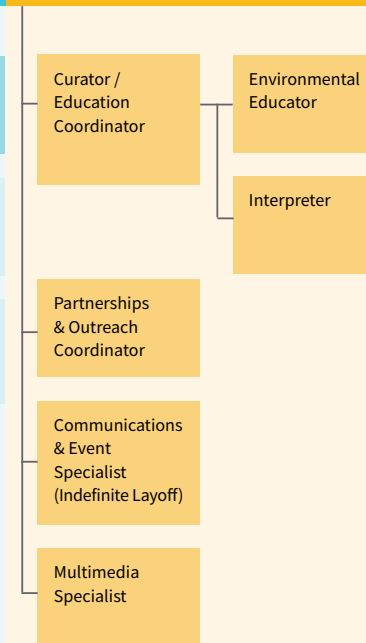
Director, Conservation Services



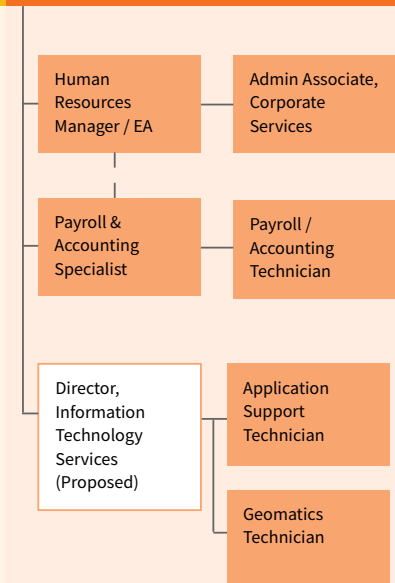
Watershed Research



Director, Communications & Outreach Services



Interim CFO / Director, Finance & Corporate Services



(SGE) Special Grant Employees working on fixed term contracts for the duration of the Special Grant Funding period