



February 24, 2022

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

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Attention: Municipal Council Clerks (for distribution)

**RE: ESSEX REGION CONSERVATION AUTHORITY 2022 DRAFT BUDGET
30 DAY NOTICE TO MEMBER MUNICIPALITIES**

Please find attached the 2022 Draft Budget for the Essex Region Conservation Authority (ERCA) as approved for circulation by the Board of Directors, on February 17, 2022. The Board of Directors has approved a 2.5% increase in municipal levies totalling \$85,684, as detailed in the attached levy allocation schedule.

Ontario Regulation 139/96 requires that participating municipalities receive a minimum a 30-day notice for which a meeting where a weighted and recorded vote will be taken, respecting non-matching levies. The weighted vote will take place on Thursday, April 14, 2022 at the regular meeting of the ERCA Board of Directors.

Should you have any questions regarding this 2022 Draft Budget, please feel free to contact Mr. Tim Byrne, tbyrne@erca.org or by phone 519-776-5209 ext. 350.

Thank you,

Tim Byrne
CAO/Secretary-Treasurer

Shelley McMullen
CFO/Director, Finance and Corporate Services

Attachments: ERCA 2022 Draft Budget, Discussion & Analysis

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CONSERVATION AUTHORITIES AND LEGISLATIVE BACKGROUND

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

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

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

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

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

While the municipal levy funding requirements for Mandatory services and municipal agreements, for the funding of levy-supported Non-Mandatory services, are not in force until January 1, 2024, Administration is providing 2022 budget information based on the draft segregation of its activities into Mandatory and Non-Mandatory services. In accordance with the requirement of the Transition Plan (O. Reg. 687/21), Administration is finalizing its inventory of programs and services, including costing and funding information, for review by the Ministry of the Environment, Conservation and Parks and ERCA’s participating municipalities. The categorization, as presented in this budget, is a guideline and certain activities may be re-categorized in future budget cycles.

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

PRIMARY SERVICE DELIVERY AREAS

- 1. Watershed Management Services** are identified as Mandatory and ensure that development in the region progresses in a sustainable manner. Within this business unit, Development Services, Watershed/Water Resources Engineering and Flood Management/Flood Forecasting and Warning are identified as Mandatory services, while Watershed Planning falls under both the Mandatory (hazard planning), and Non-Mandatory (operational planning) categories.
- 2. Conservation Services** protects, restores, and manages natural heritage systems within ERCA’s watersheds. Conservation lands management, passive recreation at conservation areas, and tree planting and restoration on conservation lands, are identified as Mandatory services. Conservation Services identified as Non-Mandatory in the Act include tree planting and restoration on private or municipal lands, and Holiday Beach Conservation Area operations.
- 3. Watershed Research Services** strives to improve the health of local watercourses. Source Water Protection is identified as a Mandatory service and ensures local sources of drinking water are protected through the implementation of policies in the Source Protection Plan. Water quality monitoring to support the Provincial Water Quality Monitoring Network is also identified as Mandatory, while other watershed science programs such as the Essex County Demonstration Farm and agricultural Best Management Practices fall under the Non-Mandatory category.
- 4. Community Outreach Services** supports all business units of the Authority, through design and provision of all communications collateral including videos, signage, brochures and website content. Corporate communications, supporting Mandatory activities, are identified as Mandatory, while curriculum-based outdoor education and most outreach activities are Non-Mandatory. Community Outreach Services provide an essential linkage to external stakeholders through: curriculum based outdoor education programs, on-the-ground community restoration events including Earth Day Tree Planting; corporate engagement/team-building; volunteer management as well as celebrating and disseminating the work of ERCA’s Board and team members, via various traditional and social media platforms. Fundraising support is also provided to the Foundation.
- 5. Corporate Services** provides leadership and management in the delivery of all programs and services. Administration and oversight is central to the successful functioning of the entire organization, through the office of the CAO, and services are categorized as Mandatory due to legislative requirements pertaining to the corporation. Corporate Services is organized into four program areas: Governance & Risk; Financial Services; Human Resources; and Information Management/Technology. Team members work collectively to ensure corporate compliance with multiple pieces of legislation and also provide support to the Foundation.

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

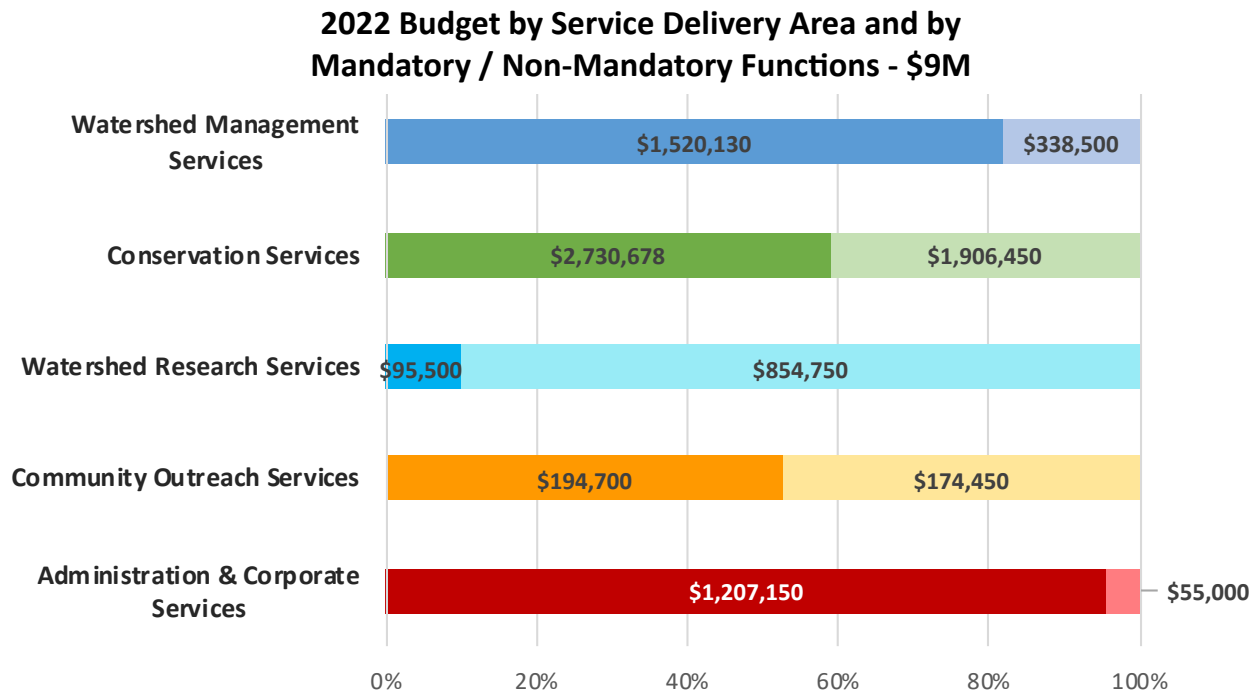
Conservation Authorities Act 21.1 - Mandatory Programs & Services

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

Conservation Authorities Act 21.1.2 - Non-Mandatory Programs & Services			
Watershed Management Services	Conservation Services	Watershed Research	Community & Outreach Services
<p>Plan Review – Natural Heritage</p> <p>Municipal Water & Erosion Control (WECI) Projects (50% Municipal /50% Province)</p> <p>Other municipal technical studies or infrastructure projects (100% municipally-funded)</p>	<p>Land Securement & Acquisition</p> <p>Restoration - Non ERCA lands (fee for service or grant subsidized)</p> <p>Holiday Beach Management - Agreement 2001-2031</p> <p>Landowner Stewardship/ Extension Services</p> <p>Essex Soil and Crop Improvement Association Supports</p> <p>Demonstration/ Research Farm</p>	<p>Water Quality & Monitoring</p> <p>Special grant/term-limited research projects & studies</p> <p>Municipal Services provided through agreement (Risk Management Services Part IV CWA) Conservation Authorities Act 21.1.1</p>	<p>Educational programming - various CA locations</p> <p>General outreach, events and partnership engagement</p> <p>Other externally-funded community engagement projects</p>
			Essex Region Conservation Foundation supports

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

This revised detailed budget presentation (**Appendix A**) includes sub sections for each service delivery area, noted as (1) Mandatory Programs & Services, (2) Non-Mandatory Ongoing/Recurring Programs & Services and (3) Non-Mandatory Municipal and Term-limited projects with special grants and fixed term funding. The budget includes ~\$12,000 in municipal services, relating to Part IV (Clean Water Act) compliance activities and is included in the third category for presentation purposes, since it is immaterial to the total budget.



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

2022 Overview and Analysis

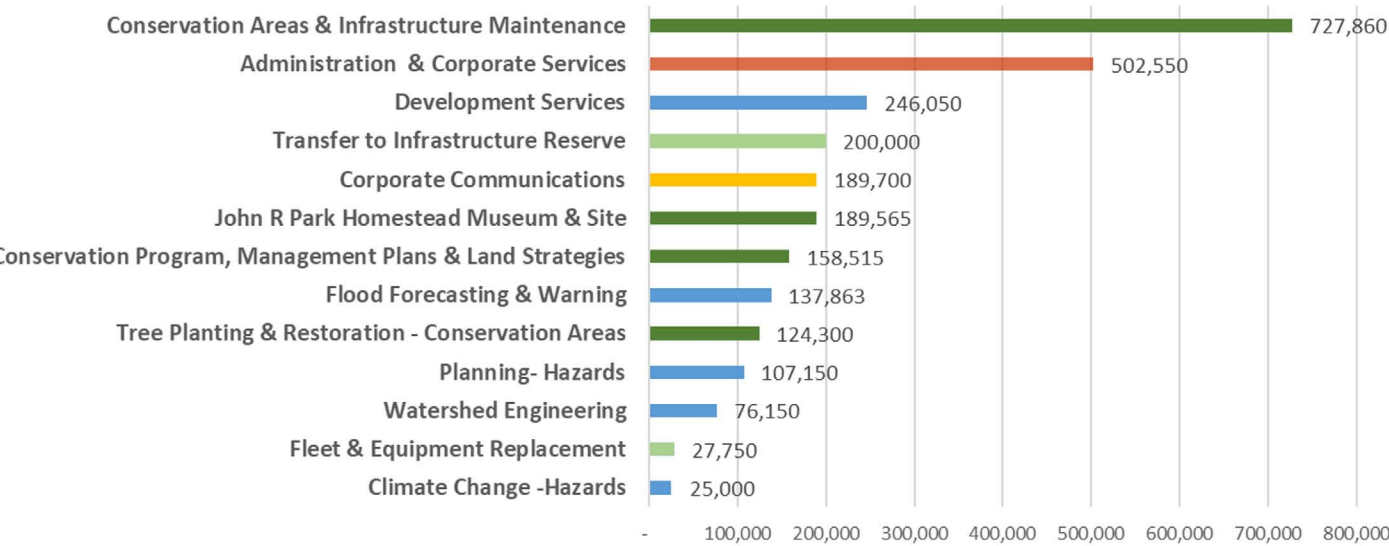
- Administration, in consultation with the Finance and Audit Advisory Board on November 30, 2021, is recommending an increase of \$85,684 (~2.5%) to levies, for total levy funding of \$3,540,303. Current value assessment in the Authority's jurisdiction has expanded by 1.3%, therefore the assessed levies will only rise by 26 cents per household, to \$23.15 based on an assessed value of \$300,000.
- Levy funding of \$2,712,453 is required to fulfil the Authority's mandated obligations in 2022, consistent with the categories of mandated services, as listed in the Conservation Authorities Act. Additional levy of \$327,850 is required to maintain other core watershed programs, which operate on a recurrent annual basis and additionally, \$500,000 is allocated to the Non-Mandatory land acquisition fund.
- The majority of the levy (77%) supports delivery of mandatory services with the remainder 23% of the levy allocated to delivery of core recurring watershed programs. Mandatory services are also financed by provincial transfer payments, permit revenues, user fees and internal charge-backs, with total non-levy sources, covering 44% of mandatory service delivery cost.
- Historically, the local investment of levy and municipal special project funding, directed to the Authority has been matched dollar for dollar, if not exceeded. Between 2017 and 2021, the Authority received municipal funds of \$9,774,032, representing levy and special-project funds, for programs and projects, that are anticipated to be categorized as Non-Mandatory, under the Act. During that time, non-municipal funds of \$9,913,725 were received, supporting those very same initiatives. The Non-Mandatory work relating to tree planting and restoration on non ERCA properties, generates the greatest return, with \$4.12 generated through outside funding sources for every CW~GS dollar of investment and globally, ERCA has attracted investment of \$1.01 for every \$1 of municipal investment, for Non-Mandatory programs, services and special projects.
- The Authority's budget includes Mandatory program expenses of ~\$5.5 million, including conservation areas capital projects, plus an additional \$215,000 in levy-funded transfers to the infrastructure reserve fund, for a total of \$5,750,908. Non-Mandatory expenses of \$3,366,150 are included, for a total adjusted budget of \$9,117,058. Total revenues of \$8,984,058, plus net reserve transfers of \$133,000 (after ERCF multi-year donation payments), are projected to provide the required funds of \$9,117,058 for operations and construction of, or purchase of assets.
- Two additional permanent staffing positions are contemplated to address demands arising from Mandatory service expectations and include an administrative support/Executive Assistant position and a mid-level Land/Infrastructure Maintenance Supervisor. In 2020, the Authority entered into a four year agreement with CUPE Local 3784, and this budget reflects negotiated changes to 2022 wages and benefits.
- Increased operating expenses of \$389,000, attributable to delivering mandatory services, were offset by an anticipated growth in self-generated revenues (\$111,000) and a resumption of customary transfer amounts to certain reserves (\$164,000), as well as usage of other identified reserve funds (\$33,000), to normalize balances, or utilize a reserve fund, as expressly authorized by previous Board direction. Non-Mandatory services are anticipated to require an additional \$4,000 in levy funding.

LEVIES ANALYSIS AND DRAFT ALLOCATION

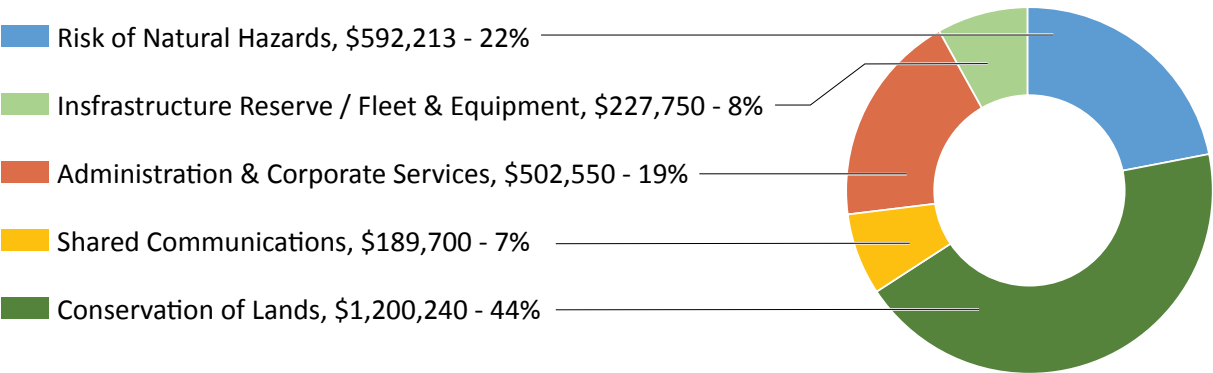
After determining wage obligations and operating costs, Administration is calculating a required Levy funding of \$2,712,453 to fulfil the Authority’s mandated obligations, as shown below. If municipal funding is required in 2024 and beyond, for Non-Mandatory services, the Authority is required to engage its municipal funders in consultations during 2022 regarding scope of services, and execute funding agreements in 2023. The 2022 budget aligns General levy with Mandatory functions and CW~GS levy is now allocated to supporting Non-Mandatory services.

Levies associated with Non-Mandatory services total \$827,850. While Non-Mandatory levy is not insignificant, and exceeds \$800,000, the majority of the allocation supports land acquisition (\$500,000). The remainder ~\$328,000 attracts significant support from other levels of government and NGOs, including the Essex Region Conservation Foundation. Levy supports less than 30% of the costs to deliver ongoing core watershed programming. Note that approximately \$2million is included in the 2022 budget, for term-limited projects, financed by a third party and/or government funding, or fee-for-service contracts. These projects do not require levy nor do they require municipal agreements in 2024.

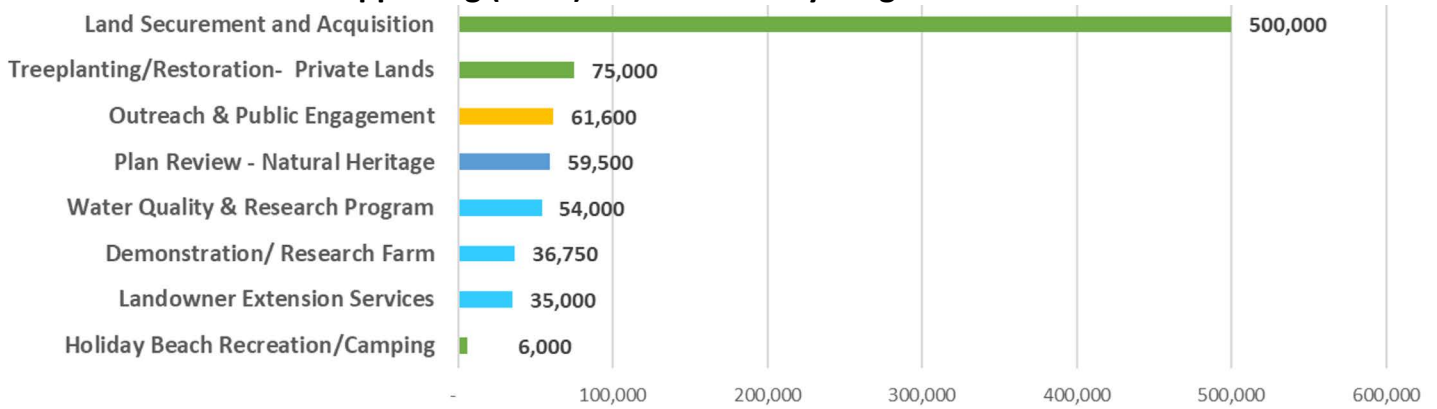
2022 Proposed General Levies
Supporting (Draft) Mandatory Programs & Services



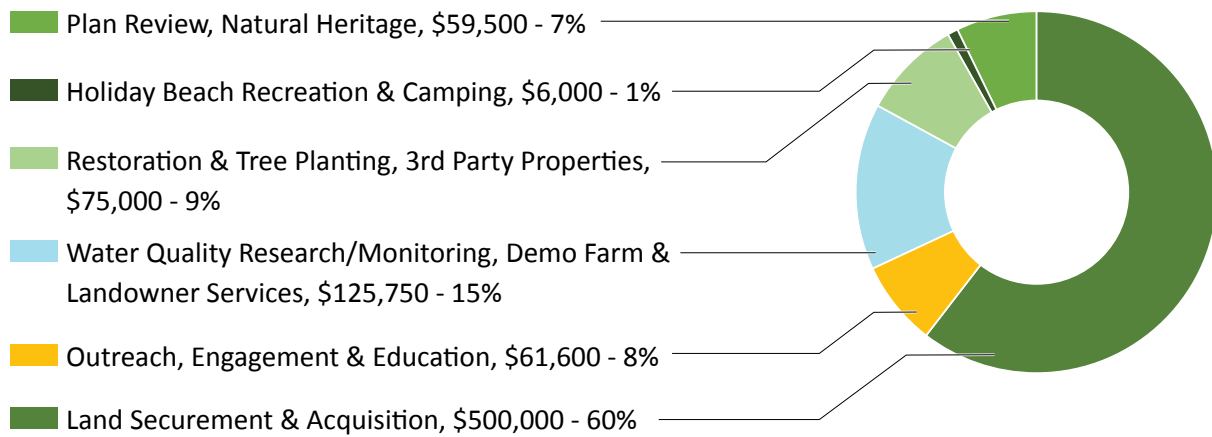
2022 Levies Summary - Mandatory Services



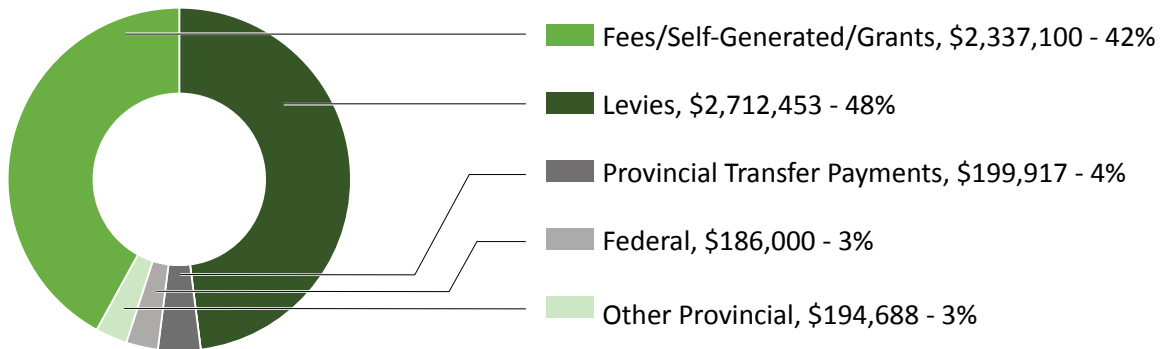
2022 Proposed Clean Water - Green Spaces Levies Supporting (Draft) Non-Mandatory Programs & Services



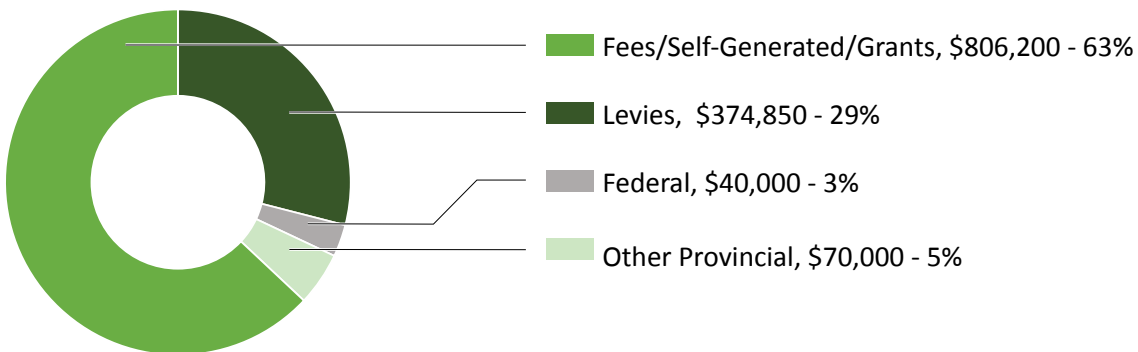
2022 Non-Mandatory Levies by Function



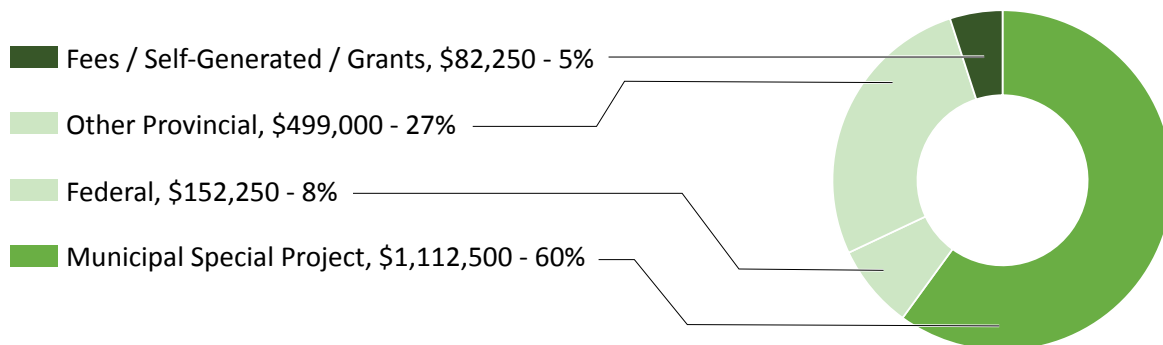
2022 Projected New Funds By Source - Mandatory Services (Excludes Deferred Revenue / Reserve Transfers)



2022 Projected New Funds By Source - Non-Mandatory (Annual / Recurring) Services (Excludes Deferred Revenue / Reserve Transfers)



2022 Projected New Funds by Source - Non-Mandatory Special Grant / Term Limited Projects (Excludes Deferred Revenue / Reserve Transfers)



RESERVE FUNDS

The Authority maintains several reserve funds and this budget includes levy-funded transfers of \$215,000 to infrastructure reserves, and \$211,000 from the Foundation, related to multi-year capital project pledges, for a total of \$426,000. Transfers from the reserves, of \$344,000, are expected to fund capital projects and fleet/equipment acquisitions, as identified in **Appendix C**. Reserves are therefore projected to increment by \$82,000 and all Authority Reserve Funds are shown in **Appendix C**.

HUMAN RESOURCE ANALYSIS

The budget for staffing identifies and includes a recommendation for **two additional staffing positions to support Mandatory services**. The Authority continues to respond to unprecedented volumes of inquiries from stakeholders, permit applications and administrative compliance-related demands. This now includes the recent change to the Conservation Authorities Act, which requires municipal agreements, and the associated contract administration, for levy-supported Non-Mandatory services. The Authority simply does not have sufficient staff to adequately address existing demands, related to its Mandatory functions, and staff across all departments and levels have raised this as a serious concern. An additional position is contemplated in Conservation/Land Management Services to fill the gap between the Grade 5 Field Superintendent and the Grade 1 Conservation Area Technicians. Adding capacity will serve to address the growing deferred maintenance issues and allow the Authority to complete its required comprehensive conservation areas management and maintenance plans, which will in turn inform the asset management plan and future budgets.

The enhanced identified capacity would result in 44 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 and budget approval timelines, resulting in approximately 42 Full-Time Equivalents (FTEs). Seasonal contract positions account for approximately 3.5 FTEs in this budget and this represents enhanced seasonal staffing supports, specific to Holiday Beach and the JRPB Conservation Centre. Similar to 2021, several levy funding reallocations (\$44,000) have been made between departments, due to either new funding sources or reduced activity, primarily related to outreach, education and the water quality program, which has reduced the overall required operating levy.

PROGRAM OR SERVICE	2021 FTEs	2022 FTEs
Corporate Services & Communications	7.3	7.7
Risks of Natural Hazards	11.3	12.4
Conservation & Management of Lands	8.8	10.8
Source Protection Authority	0.9	0.8
Total FTEs -Mandatory Programs	28.2	31.7

Watershed Management Services	1.0	0.6
Conservation Services	4.3	5.3
Watershed Research	1.1	1.0
Outreach & Education	1.2	1.0
Total FTEs Non-Mandatory – Annual Recurring Programs	7.7	8.0

Municipal Risk Management Services	0.1	0.1
ERCF Supports	0.2	0.4
Watershed Management Services	0.2	0.2
Conservation Services	0.4	-
Watershed Research	5.5	5.0
Outreach Special Projects/Events	0.3	0.3
Total FTEs Non-Mandatory Term Projects/Contracts	6.7	6.0

Total Full Time Equivalents	42.5	45.7
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Compensation, including payroll taxes and benefits is the Authority's largest category of expense, comprising 38% of the budget and 88% of the compensation expense is associated with Mandatory Services.

Staff are engaged in the provision of Mandatory Services to a varying degree, with 70% of full-time equivalent positions (31.7 FTEs), undertaking mandatory services.

In any given year, the principal drivers of the Authority's financial condition and results are its staffing costs, followed by demand for its services and corresponding revenues. The wage and benefit expense for additional permanent staffing capacity cited above, plus additional seasonal hours for summer students, due to an expanded growing season, and to free up permanent staff to address a number of capital projects, is the primary contributor to the growth in mandatory services wages. Conservation areas field technicians will also be deployed year-round to address deferred maintenance issues from previous years. The year-over-year variance is also comprised of grid adjustments and does not account for attrition, as some positions were only included for a partial year in 2021, due to recruitment timelines. This accounts for approximately \$140,000 of the \$239,000 escalation in wages/benefits, in that category.

The total budgeted expense for wages and benefits, attributable to the annual non-mandatory programs is higher than budgeted, but relatively in-line with the 2021 expense. Administration added seasonal staff at Holiday Beach, in order to enforce admission entry fees and this strategy resulted in a remarkable increase of ~\$70,000 in revenues, but with a modest investment of ~\$30,000 in staffing costs. This model will be applied again in 2022 and Administration will reassess, at the end of the 2022 operating season. It is unclear as to the impact that Covid-19 related closures and reduced options for the public with respect to leisure time activities, have had on expanded use and visitation at conservation areas and whether 2022 will achieve the same results.

	2022 BUDGETED WAGES	2021 BUDGETED WAGES	2021 PROJECTED WAGES
Total Wages & Benefits Mandatory Programs & Services	\$ 3,050,300	\$ 2,811,500	\$ 2,752,270
Total Wages & Benefits Non-Mandatory Programs & Services-Annual Recurring	631,500	584,750	626,293
Total Wages & Benefits Non-Mandatory Term-Limited Special Projects	461,550	557,545	677,858
Total Wages & Benefits	\$ 4,143,350	\$ 3,953,795	\$ 4,056,421

OTHER BUDGET PRESSURES & NON-WAGE ANALYSIS

Of the ~\$85,000 recommended increase to levy, only \$4,000 is attributable to providing non-mandatory programs and services, primarily costs specific to commenting on natural heritage matters for planning applications. The 2021 budget accounted for staffing vacancies in that department, but a full complement of staff is included for 2022.

Budget pressures, regarding wages that support mandatory services were noted above and total approximately \$239,000. Other non-wage expenses are predicted to escalate by \$150,000, with approximately \$64,000 of expenses related to server data migration, data security, database(s)/workflow redesigns, other cloud-hosted services and website compliance-related upgrades (*Program Highlights – Information Management*). Several reports have been provided to the Board of Directors; Phase 1 of the Technology Plan was endorsed and the majority of the IT expenses are not recurring although cloud-hosted services will result in future monthly charges. The budget includes supplies and a provision for maintenance and repairs of conservation areas/greenways and its infrastructure, in the amount of ~\$44,000. Due to Covid and historic limited staff resources, there is a considerable volume of deferred maintenance items to deal with. The cost of insurance has been increasing exponentially and the budget reflects an adjustment to the actual cost of all-lines of coverage and this accounts for approximately \$19,000, but includes the additional insurance for the JRPH Conservation Centre. The expense for plant materials has been incremented by ~\$18,000 to

account for the biennial planting of trees at the memorial forest, which is funded through the Foundation. Utilities, occupancy and property taxes will grow by approximately \$12,000 as a result of operating the new JRPH Conservation Centre. Savings of \$7,000 are anticipated across several categories including office supplies and fleet/equipment maintenance/replacement.

Offsetting the **\$389,000 escalation in mandatory expenses** though, is an anticipated net growth in self-generated revenues/grants of \$110,000, largely related to fees for permits. With no slowdown in development in the region forecasted in 2022, Administration has confidence in the 2022 revenue projection for application fees. A review of fees was conducted and several fee adjustments were approved for 2022, which will further support the inclusion of the higher budgeted amount. Other self-generated revenues are predicted to resume in 2022, after a Covid-19 related contraction in 2020 and 2021.

The most significant offsets and mitigating items, are the changes in the use of the reserve funds. The 2021 budget included one-time adjustments to the insurance reserve (\$50k), the infrastructure reserve (\$50k) and the Human Resources/Admin reserve (\$64k), but Administration is recommending a return to the customary transfer of \$200,000 to the infrastructure reserve. This change results in \$164,000 of levy redirected to program operations. The 2022 budget includes an increase in transfers, over the 2021 budget, from the Office/Computers reserve and Fleet/Equipment reserve of \$33,000 to address the Phase 1 Technology Plan expenses and fleet/equipment replacement as that reserve has exceeded a reasonable upper limit. **(Appendix C)**

After consideration of mitigating items described above, the required additional levy contribution, to sustain mandatory programs and services is \$81,684.

RETURN ON LOCAL INVESTMENT

Historically, the local investment of levy and municipal special project funding, directed to the Authority has been matched dollar for dollar, if not exceeded. Between 2017 and 2021, the Authority received municipal funds of \$9,774,032, representing levy and special-project funds, for programs and projects, that are expected to be categorized as Non-Mandatory, under the Act, but during that time, non-municipal funds of \$9,913,725 were received, supporting those very same initiatives. **The Non-Mandatory work relating to tree planting and restoration on non-ERCA properties, generated the greatest return, with \$4.12 received from outside/non-municipal funding sources, for every CW~GS dollar of investment.**

2017-2021 Sources of Funds – Non-Mandatory Programs & Services				
Levies + Municipal Special Project	\$	9,774,032	50%	
Federal & Provincial Grants		8,406,208	43%	
Essex Region Conservation Foundation		522,176	2.5%	
Other Non-Government		985,341	4.5%	
Total Funding - All Sources	\$	19,687,787	100%	\$1.01:\$1.00

For capital projects, which include a mix of projects, supporting both Mandatory and Non-Mandatory functions, as those are now defined, ERCA has attracted \$1.10 for every \$1 of local taxpayer investment, as shown below:

2017-2021 Sources of Funds - Capital Investment			
Levies + Municipal Special Project \$	\$	2,870,456	48%
Federal & Provincial Grants		789,249	13%
Essex Region Conservation Foundation		2,348,485	39%
Other Non-Government		7,945	0%
Total Funding - All Sources	\$	6,016,135	100%
Total Non-Municipal Funding - Capital Investment	\$	3,145,679	\$1.10:\$1.00

It should be noted that the Essex Region Conservation Foundation provided funds of almost \$2.9 million towards capital projects, between 2017 and 2021, with substantial investment directed to the Cypher Systems Greenway and the John R. Park Conservation Centre.

LEVERAGED INVESTMENT HIGHLIGHTS

- Since 2016, the Watershed Management Service department has successfully secured \$658,000 in grant funds to support flood and erosion hazard management projects across the Essex Region. Through various provincial and federal grant opportunities, the Authority has secured over \$400,000 through funding programs only available to Conservation Authorities, which have enabled significant repair and improvement projects as well as condition assessment for flood and erosion control infrastructure.
- An initial investment of approximately \$46,000 into the development of a Floodplain Prioritization assessment resulted in securing a total of \$182,000 from the federal and provincial governments to undertake updates to hydrologic and hydraulic modelling and subsequent flood mapping updates.
- Over the past 5 years, approximately 70% of secured grant funding obtained through Watershed Management Services has benefitted the City of Windsor, with the remaining 30% largely focused on maintaining critical flood control infrastructure throughout the region.
- ERCA has protected and restored 184 acres of land since 2017 through acquisition and will soon acquire an additional 150 acres as a donation. Between 2017 and 2021, \$2,407,125 of CW~GS funding supported the land acquisition fund, while external support raised \$670,000, during that time period. Fair market value of 2022 expected donations of land are valued at over \$1,000,000.
- ERCA has restored over 500 acres and planted over 500,000 trees over the past six years with \$690,000 support from CW~GS levy funding, attracting \$2,845,671 in government grants, and non-government grants and donations, including the \$157,000 from the Foundation (ERCF).
- Between 2017 and 2021, \$793,884 in CW~GS levy was used to support watershed research and water quality sampling at approximately 62 sampling locations throughout the region, and 325 water quality improvement projects were implemented. Corporate, federal and provincial contributions towards these initiatives, to enhance our understanding of impacts on our local water sources, was \$2,532,561.

- From 2017 – 2021, a total of \$585,255 of levy funding was used to support outreach and education programs, while \$138,048 in external funding was contributed through grants and donations. During that period, a total of 50 Community Outreach Events were undertaken across the region, resulting in 5700 volunteers planting 11,350 trees, 3860 native plant plugs and removing 174 metric tonnes of garbage across the region – even though events were severely curtailed though 2020 and 2021. Administration actively solicited private funding during 2021, as part of a focused fundraising campaign through the Essex Region Conservation Foundation, which has eliminated the need for levy funding, for curriculum-based Outdoor Education programs for a five-year period.

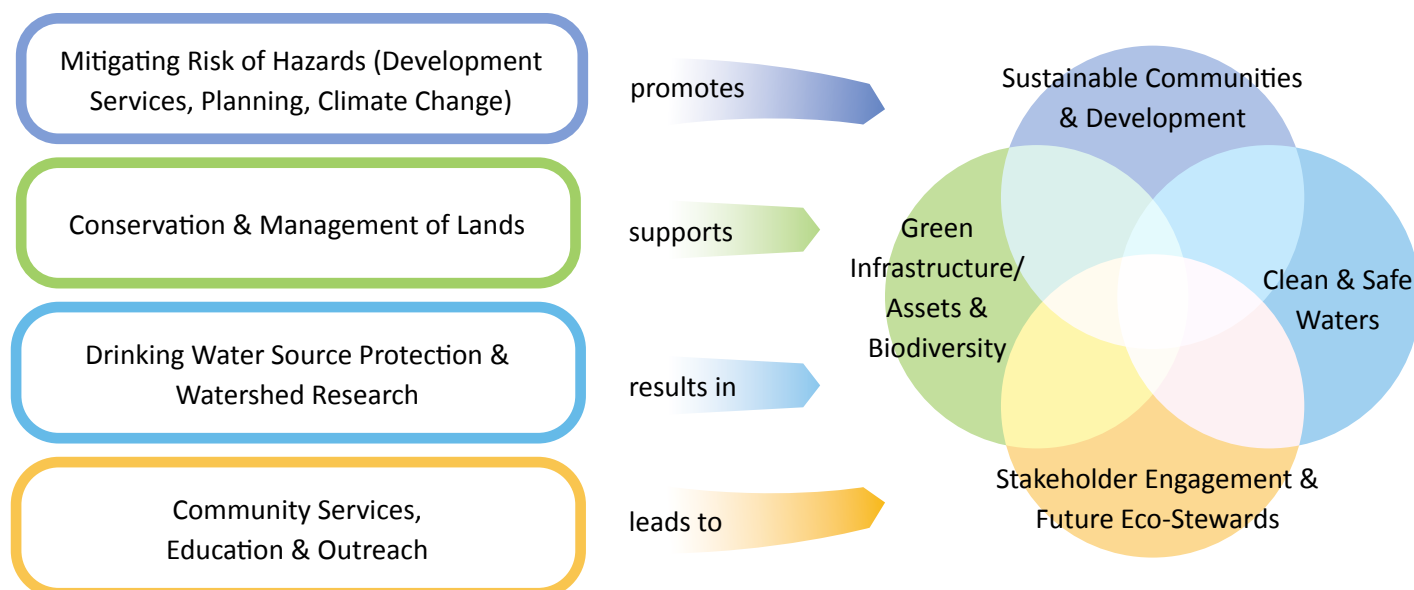
Integrated Watershed Management

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

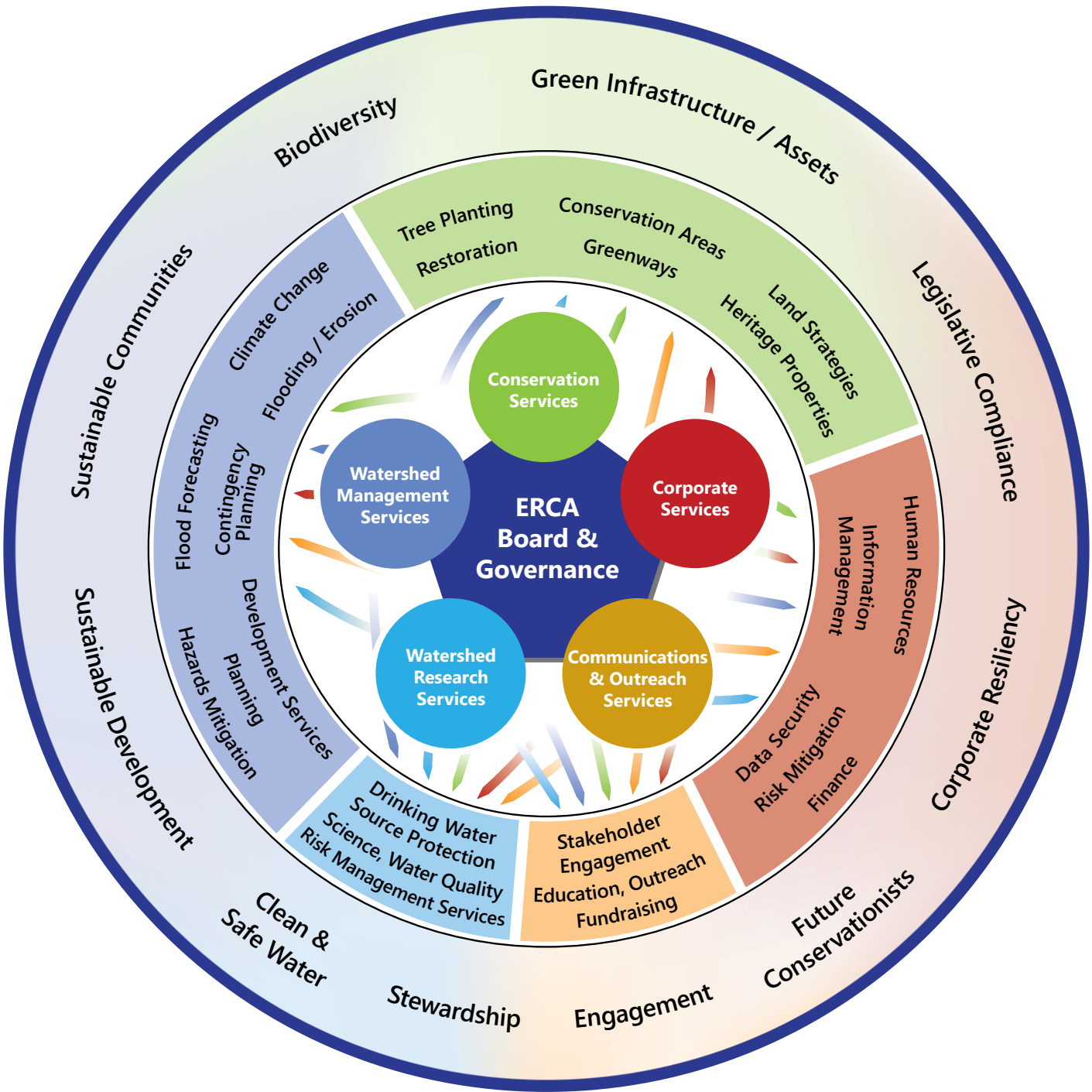
These programs were developed by, and are implemented by recognized experts in civil/environmental engineering, environmental studies, watershed planning, forestry, biology, ecology, agronomy, water quality science, restoration and natural resource management. ERCA works across all sectors and levels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

Recent changes to the *Conservation Authorities Act* actually ensconce core functions of conservation authorities in the Conservation Authorities Act, including; mitigating risks of natural hazards: conserving and managing lands, for heritage and hazards; drinking water source protection; surface water and groundwater monitoring; and recognize those programs as mandatory. To continue to be relevant and to serve the residents of this region, ERCA should be delivering, and can continue to deliver the ancillary programs and services that impact the overall well-being, health and safety of the region and its citizens. **As noted above, the programs, which may be permanently recognized as non-mandatory in the near future, and are potentially at-risk for loss of municipal funding, have returned \$1.01 for every local taxpayer dollar since 2017.**

While it is convenient to organize business functions by service delivery areas and additionally, they align with Provincial categories, each of ERCA's programs support environmental standards and objectives, which everyone can understand and embrace:



PROGRAM INTEGRATION MODEL



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

Service Delivery Area

Operating Plan Highlights



Watershed Management Services

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

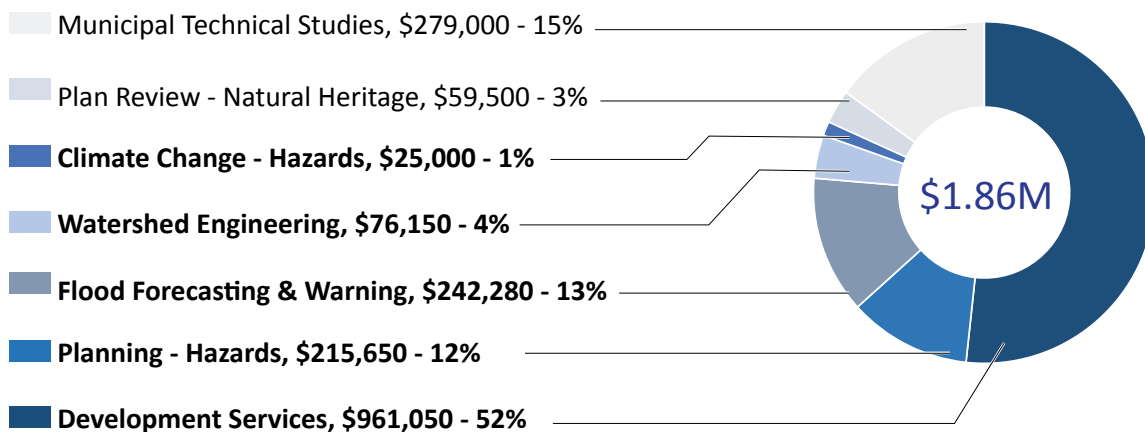
Watershed Management Services are delivered through four programs:

- 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.

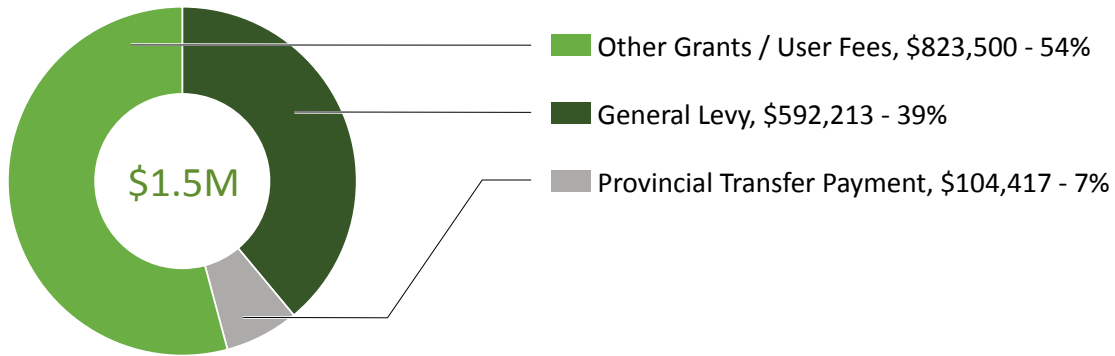
Watershed Management Services by Function

Mandatory Services are in bold

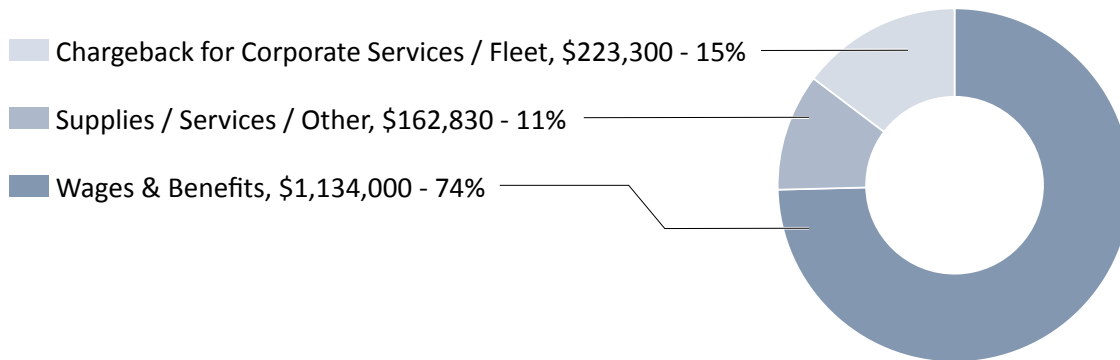


In general, the budgeted Watershed Management Services expenses are greater than 2021 as a result of additional administrative staff to support the needs across the Service Area, but primarily within Development Services program area, and additional fee-for-service projects / ancillary services that support core mandate functions included in the CA Act. Some positions that were included for a part year in 2021, due to staff turnover, are expected to be in place for all of 2022.

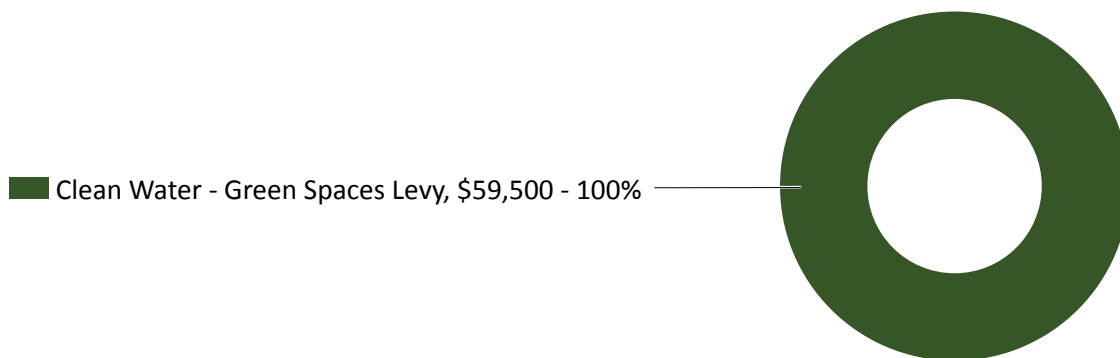
MANDATORY Watershed Management Services Revenues



MANDATORY Watershed Management Services Expensed by Classification



Levy Supports for Ongoing Non-Mandatory Watershed Management Services Plan Review Natural Heritage



DEVELOPMENT SERVICES

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

2022 Program Highlights

- Following another year of significant growth and development across the Essex Region, administrative support has become a necessity across many of the Service Areas. In addition to the specific needs within the Development Services program area, there remains an additional need for administrative support within Corporate Services to address the increasing administrative demands. The full scope of administrative needs across these Service Areas will be assessed in 2022 with this budget including financial allocation for the addition of an administrative staff member to support various program areas within the Authority.
- In an effort to continue with modernizing development review processes, Watershed Management Services is working closely with Information Technology to migrate the permitting and Property Information Management System to a cloud-based service to reduce potential points of failure (i.e. Civic Centre power failures) that disrupt service delivery. Expenditure is described under Corporate Services (Program Highlights) as a shared service.

WATERSHED / WATER RESOURCES ENGINEERING

Managing the risks associated with the natural hazards of flooding and erosion is one of the primary roles of conservation authorities under the Conservation Authorities Act. This role is fulfilled through the delivery of multiple natural resource management programs and services, including flood plain management and mapping, water and erosion control infrastructure planning, and stormwater management. Many projects delivered through the engineering program are considered “special projects” or “ancillary services” that support core responsibilities of the authority within the context of natural hazards management. The program is currently wrapping up several complex flood mapping projects with an additional \$279,000 in municipal flood and erosion control studies and infrastructure projects included in 2022.

2022 Program Highlights

- Complete the Little River Floodplain Mapping as part of the City of Windsor Sandwich South Master Servicing Study to inform regulatory requirements for future development. This project is delivered on behalf of the City of Windsor as a fee for service undertaking and is 100% cost recoverable.
- Complete the Turkey Hydrologic and Hydraulic Modelling, funded by the City of Windsor, the Town of LaSalle, and the Town of Tecumseh. The project was separated into two phases, with Phase 1 completed late 2021. Phase 2 of this project is anticipated to be complete in the spring of 2022. The total value of the entire project is approximately \$329,000, with \$182,000 of the total project funded by the National Disaster Mitigation Program (NDMP).
- Administration will continue to explore partnership and funding opportunities to update flood and erosion hazard mapping.

FLOOD MANAGEMENT

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

2022 Program Highlights

- Update ERCA's Flood Contingency Plan.
- Develop an Operating and Maintenance Manual for ERCA owned and managed climate stations.
- Monitor lake levels and a network of 30 climate stations to provide advanced warning of flooding and accelerated erosion.
- Continue to participate in flood-related emergency planning and response activities with member municipalities. Continue to participate as a selected committee member on the Provincial Flood Mapping Technical Team to fulfill Provincial commitments contained within Ontario's Flood Strategy.

WATERSHED PLANNING

ERCA continues to work towards a 'Planning-first principle', which ensures that appropriate planning permissions are in place before any consideration is made for approvals under the Conservation Authorities Act. The planning program area delivers services that fall under both the Mandatory and Non-Mandatory service categories, as described by the amended Conservation Authorities act and cascading regulatory changes. As a result, the Watershed Planning budget is separated into "Hazards" and "Natural Heritage", as well as Category 1 and Category 3, respectively. It should be noted that, while the costs associated with these two planning functions are separated in the budget for clarity and transparency, the associated work is integrated with the review of applications and comments related to both Natural Hazards and Natural Heritage forming part of ERCA's responses on various planning instruments under the Planning Act.

2022 Program Highlights

- The 'Hazards' component relates to Mandatory Services, as ERCA is the delegated responsible authority on Natural Hazards Planning. The program is funded through a combination of General Levy (~ 50%) and supplemented by program user fees, which is consistent with the 'user pay principle'. 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.
- "Natural Heritage" Planning refers to ERCA's role as a commenting agency on various planning instruments specific to Natural Heritage policies under Section 2 of the most current Provincial Policy Statement. The province has categorized this work as Non-Mandatory; however, ERCA continues to deliver this advisory service to municipalities as natural heritage input is provided in concert with hazard-related comments on Planning Act applications.
- Climate strategies specifically related to Natural Hazards continue to be considered at the regional scale. Watershed Management Services includes \$25,000 to support regional climate change initiatives, which are anticipated to be delivered through the County's Infrastructure and Planning department. In addition to this, ERCA's approach to addressing climate change within the various program areas under Watershed Management Services is best accomplished as a decentralized model to enable proper consideration of any associated impacts with respect to regulatory, engineering, and planning related decisions.

Conservation Services

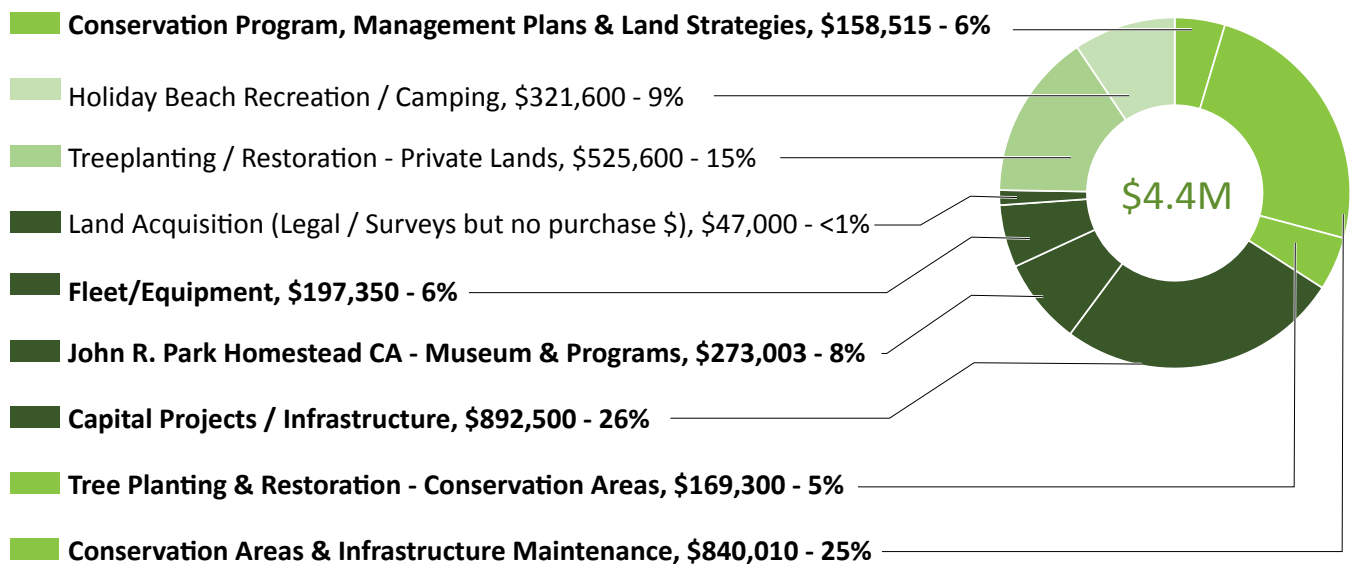
ERCA's Conservation Services programs protect, restore, and manage natural heritage areas and systems within ERCA's watersheds. This is accomplished through a system of conservation lands, strategic and leveraged investment in land securement, and by identifying and implementing priority restoration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

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

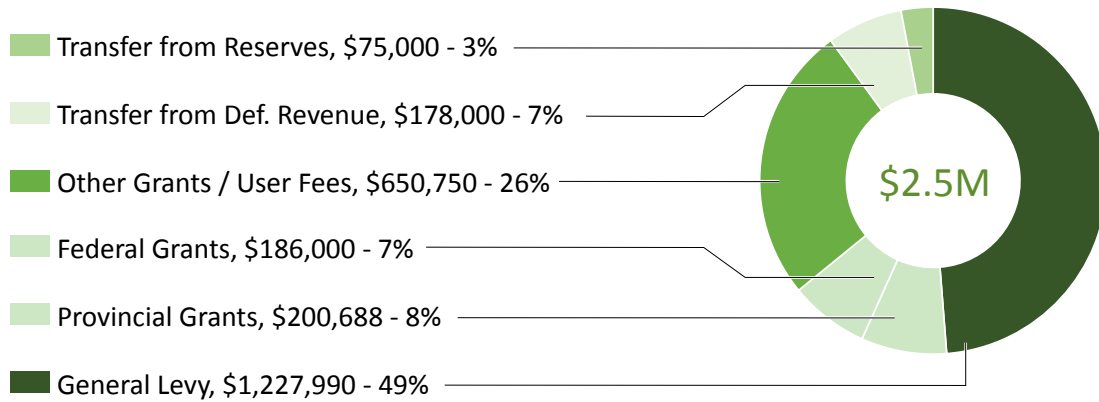
Approximately 15 FTEs deliver the services and includes seasonal restoration workers, tree planters, conservation areas technicians and support staff. Included in the 2022 budget are costs associated with expanded staff capacity during the winter months to undertake overdue maintenance along the greenway and implement hazard tree removals to ensure public safety.

Conservation Services by Function

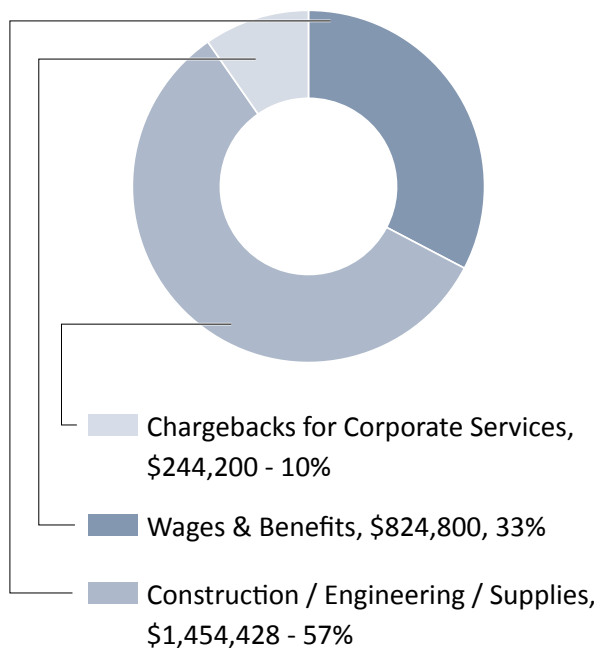
Mandatory Services are in bold



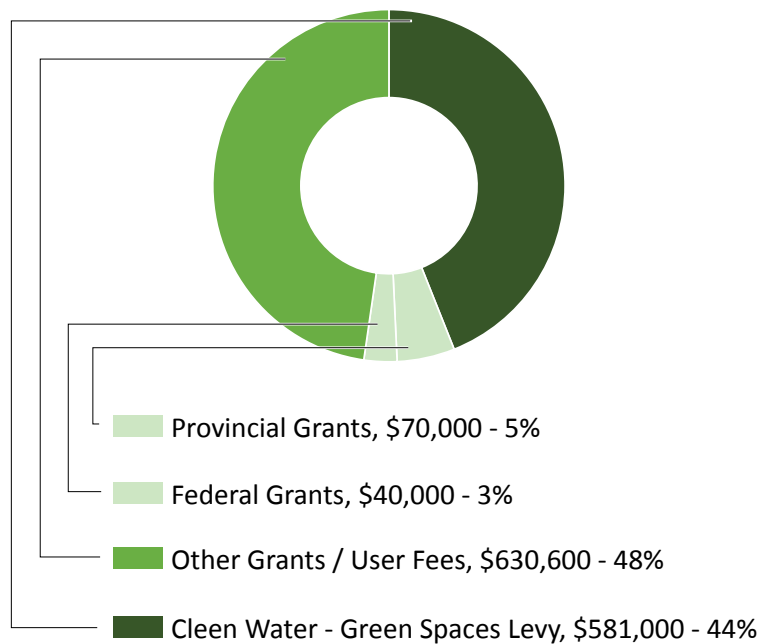
MANDATORY Conservation Services Revenues



MANDATORY Conservation Services Expenses by Classification



Levy Supports for Ongoing Non-Mandatory Conservation Services including Land Acquisition



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.

2022 Program Highlights

- Undertake and update forest inventories in many conservation areas to inform management planning documents.
- Undertake invasive species management along the greenway properties and in Conservation Lands that have wetlands.

- Implement prairie management through prescribed burn at Hillman Marsh and work with a prescribed burn consulting firm to complete an invasive species removal project in the Canard River Wetlands.
- Continue to classify our properties habitats using the Province's Ecological Land Classification system
- Initiate new Conservation Areas Land Management Strategies, in keeping with the revisions to the Conservation Authorities Act.
- Continue ongoing wetland management at Hillman Marsh Conservation Area.

PUBLIC CONSERVATION AREAS

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

2022 Program Highlights

- Maintenance and operations of 17 conservation areas welcoming thousands of visitors each year.
- Ongoing replacement of fleet and equipment assets.
- Undertake restoration works of the main house at the John R. Park Homestead.
- Hard surfacing (tar and chip) parking lots to improve accessibility and visitor experiences at the John R. Park Homestead and Devonwood Conservation Areas.
- Continue to contribute to ERCA's Asset Management Plan to accurately reflect future capital budgets and works.
- Complete upgrades to Greenway Community Entrances in Harrow, Ruthven and McGregor and pending funding from the Federal government, a new community entrance will be built in Essex.
- Assess the condition of and forecast future maintenance work for the Kingsville Train Station to update ERCA's Asset Management Plan.
- Complete major dyke renovations at Hillman Marsh in partnership with Ducks Unlimited.
- Remove vegetation from trail edges and remove hazardous trees, primarily along the Greenway multi-use paths.

TREE PLANTING AND RESTORATION IN CONSERVATION AREAS

ERCA continues to expand natural habitat in this region by increasing wetland, prairie and tree cover on properties it owns. Through partnerships, lands will continue to be strategically acquired through purchase or donation to create a more sustainable region. In 2022, approximately 10,000 trees will be planted on 15 acres of land in the Cedar Creek watershed, connecting a mature Carolinian forest and provincially significant wetland.

JOHN R. PARK HOMESTEAD

The Regulations associated with Bill 229 identify the maintenance of conservation lands as Mandatory Services. Due to the restrictive covenants included in the agreement of purchase and sale of the John R. Park Homestead Conservation Area, from the Province of Ontario, museum operations, including maintenance of collections, public events and education programs, are also included as Mandatory Services.

One such covenant listed in this agreement is the requirement to maintain the employ of a Curator and that the site be opened a minimum of 1080 hours, 180 days and 20 days during 8 months of the calendar year. Another significant covenant is that it be operated in accordance with the Community Museum Standards, as defined in the Ontario Heritage Act. The John R. Park Homestead requires an update to its Strategic Plan in 2022 in order to comply with these Standards.

As the designated historic buildings are clad with traditional materials such as wood siding, cedar shingles and wooden eave troughs, they are more susceptible to the elements and rot, especially waterfront buildings that are subjected to additional moisture. Due to this, some buildings are in need of immediate repair and painting. The 2022 budget includes a condition assessment and asset management report that will prioritize immediate repairs required along with long term maintenance requirements. This document will guide 2022 repair works along with future works required at this site and allow administration to schedule ongoing maintenance going forward.

CONSERVATION SERVICES - NON-MANDATORY

TREE PLANTING AND RESTORATION IN CONSERVATION AREAS

To achieve a sustainable future, mitigate climate impacts, expand tree canopy cover, improve water quality and keep endangered species from extinction in Canada, partnerships must continue with private landowners to grow the amount of habitat restored in the region. To assist with the costs of restoration that takes place on private lands and provide the biological professionals needed to undertake this work, ERCA obtains grants and donations to provide incentives and keeps cost reasonable, including funding from the Clean Water~Green Spaces fund. Clean Water~Green Spaces funding to assist with private lands restoration accounts for approximately 15% of this activity, which does not include the value of land. ERCA has restored over 330 acres of land on private property since 2016. These privately owned restoration sites are an invaluable contribution from our community as they further the rehabilitation of our region.

2022 Program Highlights

- Plant 60,000 trees throughout the region on our property as well as privately owned lands leading to the creation of at least 75 acres of new habitat.
- Continue the Pêche Island Shoreline Protection Project, in partnership with the City of Windsor and others to build fish habitat while simultaneously protecting the island from erosion.
- Build a new wetland at Holiday Beach with unique turtle nesting habitat to help species at risk.
- Initiate a multi-year large scale restoration project on Caldwell First Nation property involving 10 acres of tree planting of Phase 1 in 2022.
- Continue to contribute to ERCA's Asset Management Plan to accurately reflect future capital budgets and works.
- Undertake restoration works of the main house at the John R. Park Homestead.
- Complete upgrades to Greenway Community Entrances in Harrow, Ruthven and McGregor and pending funding from the Federal government, a new community entrance will be built in Essex.
- Assess the condition of and forecast future maintenance work for the Kingsville Train Station to update ERCA's Asset Management Plan.
- Complete major dyke renovations at Hillman Marsh in partnership with Ducks Unlimited.
- Remove vegetation from trail edges and remove hazardous trees, primarily along the Greenway multi-use paths.

LAND SECUREMENT

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

As of December 31, 2021, the land acquisition fund has a total of \$2,037,322 in available funds, with \$1,000,000 restricted for an identified 2022/2023 acquisition, which will have significant benefits with respect to connecting natural areas throughout the Essex Region.

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. The majority of costs associated with this site are covered by user fees related to camping, hunting and cottage rentals. However, some costs (\$6,000) related to general public day use, are included, similar to other public conservation areas.

CAPITAL PROJECTS

A summary of Mandatory and Non-Mandatory Capital projects is listed below, providing a snapshot of projects included in the 2022 budget. These projects will improve accessibility and overall visitor experiences in our Conservation Areas

Capital Project	General Levy/ Reserve Transfers	ERCF/ Other	Fed Grant	Prov Grant	Total	Category
Greenway Culverts/crossing assessments/ repair/Signage	\$66,000				\$66,000	Mandatory
Greenway Entrance Improvements		\$65,000	\$100,000*		\$165,000	Mandatory
JRPH ramps/ pathways/ accessibility upgrades		\$70,000*	\$180,000*		\$250,000	Mandatory
Parking lot resurfacing	\$60,000				60,000	Mandatory
JRPH historic buildings condition assessment & repairs (Phase 1)	\$136,000	\$29,000			\$165,000	Mandatory
HBCA Trail and Tower renovations				\$161,000	\$161,000	Non-Mandatory
HBCA wetland construction		\$34,000	10,000		\$44,000	Non-Mandatory
Totals	\$262,000	\$169,000	\$300,000	\$161,000	\$892,000	

*Pending contribution agreements

Watershed Research Services

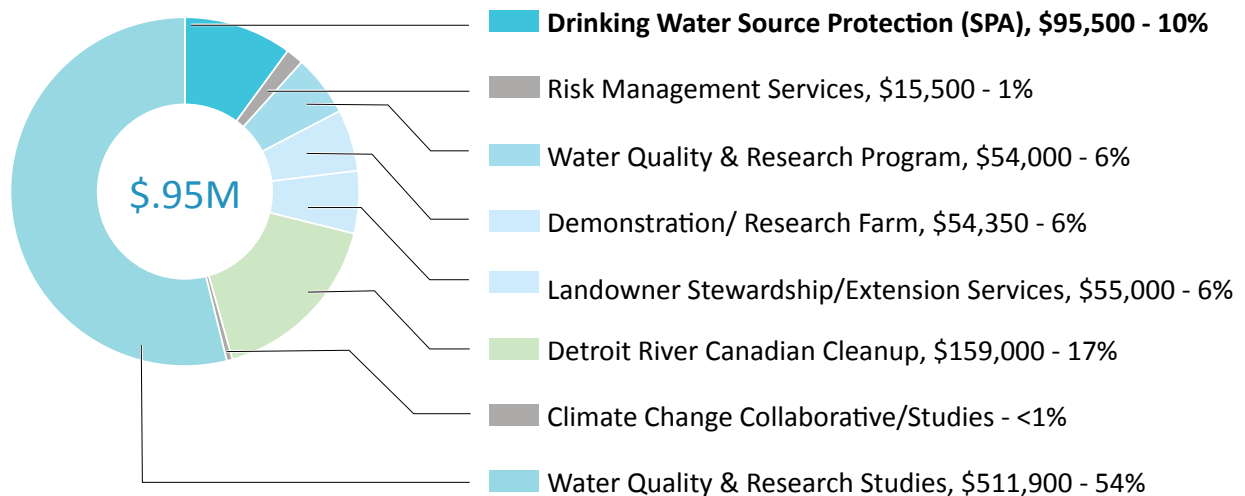
Watershed Research endeavors to improve the health of local watercourses through agricultural Best Management Practices, enhanced monitoring at the watershed and edge-of- field scale and collection of landscape information through Geographic Information Services. Strengthened relationships with the University 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)
- Watershed Science (Non-Mandatory and Mandatory)
- Water Quality Improvements (Non-Mandatory)

Watershed Research Services by Function

Mandatory Services are in bold

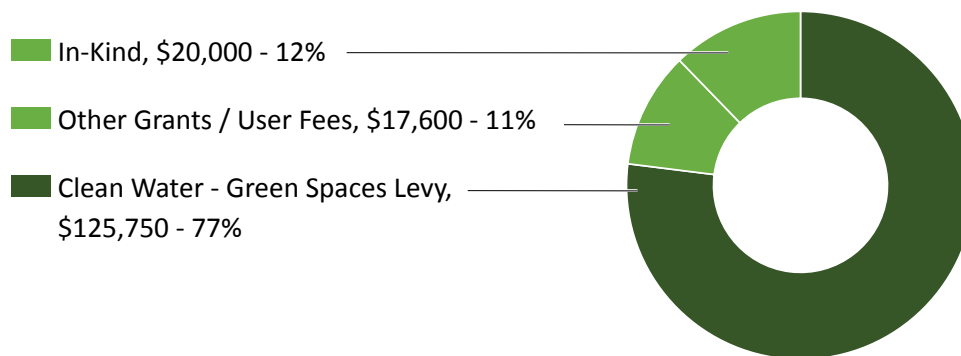


MANDATORY Conservation Services Revenues

Provincial Transfer Payment, \$95,500 - 100%

\$1M

Levy Supports for Ongoing Non-Mandatory Watershed Research Services



SOURCE WATER PROTECTION

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

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

2022 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.
- Continue reviewing s.59 applications for potential new significant drinking water threats.
- While a number of staff support this program and deliver DWSP services, it accounts for less than one full time person.

WATERSHED SCIENCE

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

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

Participation in the PWQMN and PGMN are a Mandatory Program and Service in the Conservation Authorities Act, however, the majority of our water quality science work falls outside Mandatory services, yet is critical to providing the residents of this region and partners with information. In 2022, 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 approximately \$54,000. Beyond this fundamental monitoring, ERCA will also undertake the following water quality work, which is supported by Provincial and Federal grants:

2022 Program Highlights

- Complete 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 Wigle Creek watershed, with the goal of improving water quality, supported by OSCIA through the ONFARM and Living Lab programs. 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.

Community Outreach Services

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

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

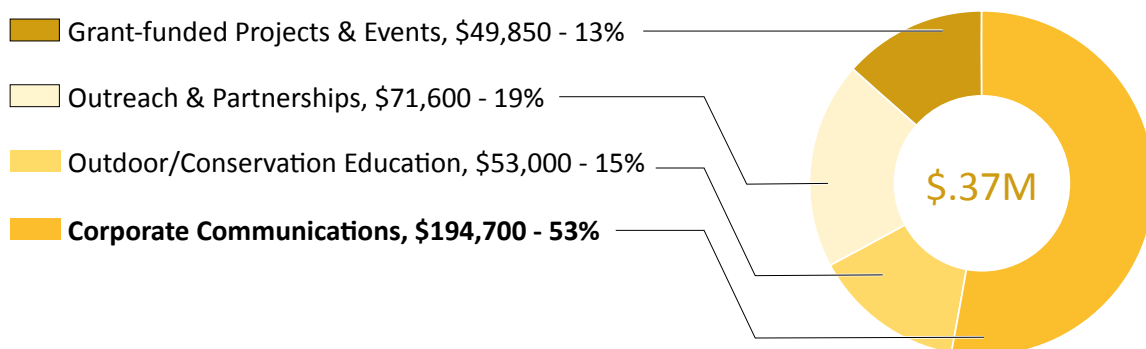
Community Outreach Services are delivered through three programs:

- Communications (Mandatory for Mandatory programs and services)
- Outdoor Education (Non-Mandatory)
- Outreach and Engagement (Non-Mandatory)

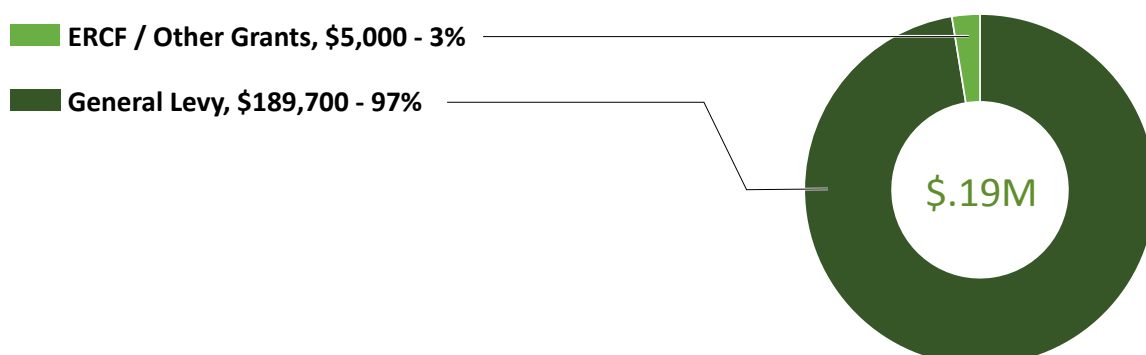
3 FTEs will continue to deliver community outreach services, a reduction of approximately 1.5 FTEs.

Community Outreach Services by Function

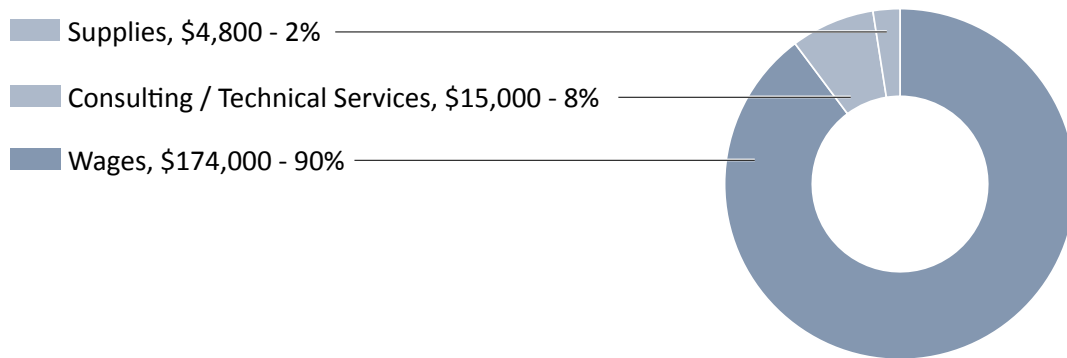
Mandatory Services are in bold



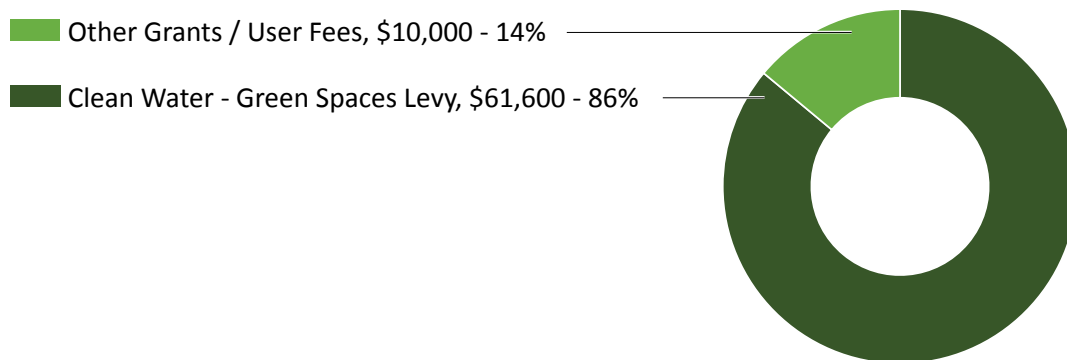
MANDATORY Community Outreach Services Revenues



MANDATORY Community Outreach Services Expenses by Classification



Levy Supports for Ongoing Non-Mandatory Community Outreach Services



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.

2022 Program Highlights

- Continue to engage and inform stakeholders and watershed residents to engage in conservation practices and programs across a variety of platforms; and communicate broadly as ERCA implements the Transition Plan.
- Continue to support the Essex Region Conservation Foundation in fundraising to support conservation projects and program areas.
- Support revenue generation through marketing of conservation programs.
- Events & Communications Specialist remains on indefinite layoff and the Environmental Educator remains on reduced hours.



OUTREACH AND ENGAGEMENT

Utilizing appropriate safety protocols, a variety of opportunities for the community to engage in environmental restoration activities are planned, including a significant partnership with the Windsor-Detroit Bridge Authority and a particular focus on restoration in the Sandwich Town area in Windsor. 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.

2022 Program Highlights

- Applying appropriate health and safety protocols, a number of tree planting and citizen science programs are planned, including a modified Earth Day Tree Planting, Shading Sandwich Tree Plantings and others. Enhanced citizen science opportunities are also planned to monitor long-term growth and survival at community restoration projects.
- Host multiple clean up events across the region as part of the Bi-National Detroit River Coalition.
- Strengthened partnerships across municipalities and organizations such as the University of Windsor to accomplish a variety of community environmental priorities

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. It is projected that a return to in-person field trips will be permitted for the 2022/2023 school year. For the first six months of 2022, ERCA's education team will continue to deliver virtual programs to meet curriculum needs while complying with current protocols. While this program area is identified as Non-Mandatory, significant fundraising through the Essex Region Conservation Foundation has eliminated the reliance on levy to continue to deliver vital conservation education programs.

2022 Program Highlights

- Continue to deliver digital Specialist High Skills Major certification programs as a preferred service delivery provider to ensure students across the Province can receive training modules required to graduate with the SHSM designation.
- Continue to deliver virtual curriculum-based field trips to engage students in environmental learning while respecting Covid-19 protocols and generating revenue to offset program costs.
- Enhance and update all education programs and exhibits to directly connect with climate change, watershed management principles, flooding, erosion and Great Lakes health as it relates to the curriculum.



Administration & Corporate Services

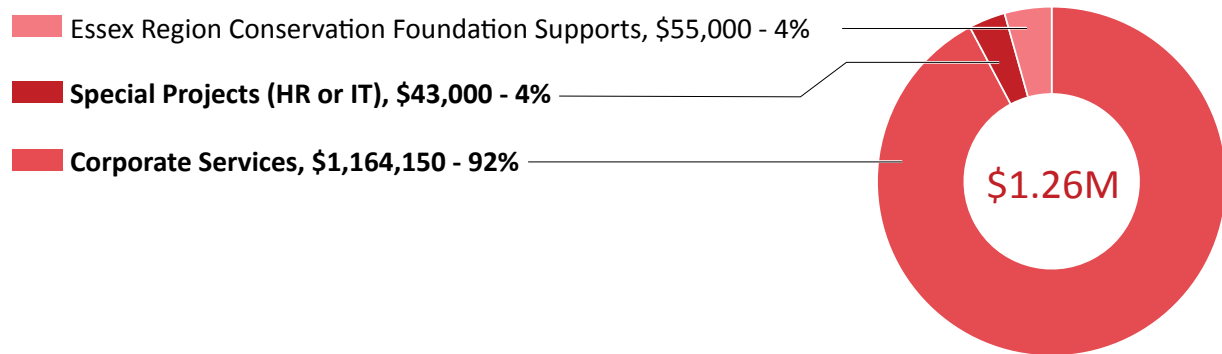
Corporate Services includes:

- Administration/Governance
- Compliance/Risk Management
- Finance
- Human Resources
- Information Management/Records/GIS/Systems/Network

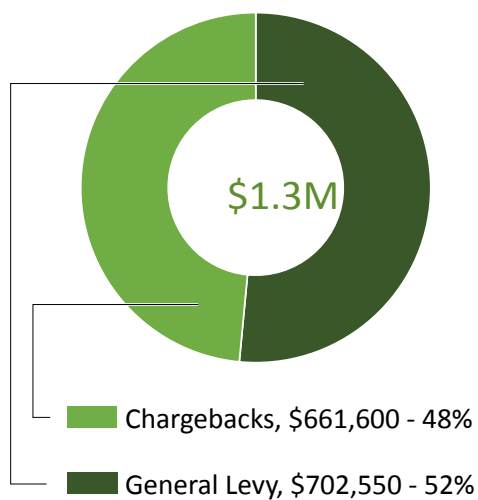
All services are provided to ERCF. Approximately 6 FTEs will deliver Corporate Services, an increase of 1 FTE from 2021.

Corporate Services by Function

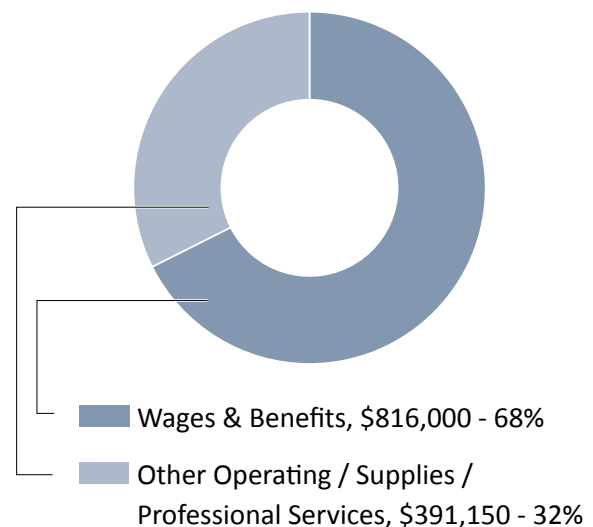
Mandatory Services are in bold



MANDATORY Corporate Services Revenues



MANDATORY Corporate & Shared Services - Expenses by Classification



ADMINISTRATION / GOVERNANCE

2022 Program Highlights

- Continue to deliver and report on requirements outlined in the Transition Plan as required under O.Reg. 687/21.
- Review and update Administrative Bylaws and Terms of Reference, where required.
- Explore potential transfer of ownership of Holiday Beach with Infrastructure Ontario.
- Engage municipal partners in consultations regarding suite of Non-Mandatory services and develop agreements for municipal funding, where required.
- Initiate corporate Risk Management Program.
- Complete performance reviews, skills gap assessments and professional development opportunities (Management).

FINANCE

2022 Program Highlights

- Implement updates to the Purchasing Policy to reflect approval channels and authorization limits as configured in the cloud-based system.
- Enhance and expand functionality of cloud-based automated accounts payable system, with a functioning purchase order module. The system is functioning well for approvals of invoices and integration with cloud-based accounting software but more efficiencies can be gained with implementation of additional modules (at no additional monthly cost).
- Prepare financial information and analysis for discussions and negotiations related to municipal funding agreements for non-mandatory levy-supported services.
- Continue with refining financial and accountability reports to support transparency of operations including use of levy funding and funding provided through municipal agreements.
- Initiate updates to the asset management plan, as condition reports will be undertaken for historic assets, including segregation of non-mandatory assets.
- Assist with exploring and evaluating revenue-generating proposals and concepts to reduce dependency on non-mandatory levies.

HUMAN RESOURCES

2022 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

2022 Program Highlights

- In response to recommendations from the 2020 consultant's report on the status and readiness of Information Technology at ERCA, a focus on IT modernization, sustainability, and security has been adopted to address various technology deficits and security needs. Included in this program are a portfolio of foundational undertakings that will put ERCA on firm footing and provide the security and platforms needed to meet our mandated services.
- The foundational portfolio is broken down into several key areas of investment and practice, each representing a component of the Board approved plan. These include:
 - **WMS Permits database:** A complete rebuild and modernized system based on a current internet facing technologies, professional database, and modular, transaction focused architecture.
 - **Corporate records management:** The adoption of approved taxonomy/classification for our information assets applied to both digital and (future state / to be digitized) physical records all contained in a managed document system with applied e-discovery tools and searchability.
 - **Infrastructure as a Service Migration:** The migration of our legacy, unsupported infrastructure (servers, storage, backup) to a cloud hosted solution provided by Microsoft which includes necessary upgrades to the unsupported, unpatched, vulnerable servers as well as providing client-side upgrades to email and MS Office. This implementation includes enhanced security, threat reduction, increased manageability, and redundancy.
 - **Legacy client PC refresh:** With adoption of the Province of Ontario's Desktop Managed Service Provider Vendor of Record, we are now ready to begin replacing equipment in a controlled, standardized manner which will include the deployment industry leading equipment backed by advanced support in field. This refresh will be the first in what is to become our new lifecycle which includes everything from deployment to evergreening.
 - **Information as a Service:** ERCA ITS will begin to build and integrate new systems to replace legacy offerings. In doing so, IT will begin to provide data integration, advanced reporting, business intelligence & decision support services to better support the decision-making challenges in faced by ERCA as well provide potential revenue streams via the creation of advanced, value-added service offerings. Other aspects to be addressed in these initiatives is to streamline and facilitate a new web presence, online identity, and the addition of new transactional services to ERCA's online portfolio.

Summary

This 2022 Draft Budget including appendices, once approved by the Essex Region Conservation Authority Board of Directors, will be posted publicly on the Authority's website at www.essexregionconservation.ca and circulated to Municipalities to provide notice under the Conservation Authorities Act of a weighted vote, in accordance with Ontario Regulation 139/96, regarding the 2022 Draft Budget at the Board of Directors Meeting on April 14, 2022.

Appendix A: 2022 Draft Detailed Budget - Financial Activities



2022 DRAFT BUDGET - FINANCIAL ACTIVITIES

2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
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WATERSHED MANAGEMENT SERVICES

CATEGORY 1 MANDATORY SERVICES - RISKS OF NATURAL HAZARDS

DEVELOPMENT SERVICES

GENERAL LEVY	246,050	234,650	185,800	243,333
OTHER GRANTS/USER FEES/RECOVERIES	715,000	620,000	752,995	630,128
	961,050	854,650	938,795	873,461
WAGES	736,000	661,000	674,228	629,259
CONSULTING	12,000	1,000	-	3,358
SUPPLIES/OFFICE/JANITORIAL	25,000	17,000	27,320	18,375
VEHICLE/TRAVEL/EQUIP'T USAGE	20,500	20,500	14,343	14,280
CORP SUPPORT/SHARED SVCS	127,000	119,000	111,388	99,500
RENT/INS/TAXES/UTILITIES	27,400	23,000	27,325	20,550
DUES/MEMBERSHIPS	650	650	251	922
AUDIT AND LEGAL	10,000	10,000	-	18,466
CAP MAINT/LOW VALUE ASSETS	2,500	2,500	1,364	-
	961,050	854,650	856,218	804,711

PLANNING RELATED TO HAZARDS

GENERAL LEVY	107,150	89,550	98,550	207,580
OTHER GRANTS/USER FEES/RECOVERIES	108,500	10,000	114,215	78,230
	215,650	99,550	212,765	285,810
WAGES	182,000	84,500	162,194	219,749
SUPPLIES/OFFICE/JANITORIAL	1,550	1,550	2,387	2,187
VEHICLE/TRAVEL/EQUIP'T USAGE	500	500	-	-
CORP SUPPORT/SHARED SVCS	26,600	12,000	25,382	33,500
RENT/INS/TAXES/UTILITIES	5,000	1,000	5,000	4,000
	215,650	99,550	194,963	259,436

FLOOD /EROSION PROGRAM (\$3.39 PROV \$)

GENERAL LEVY	137,863	144,263	136,013	135,282
PROVINCIAL GRANTS	104,417	104,417	104,417	104,417
	242,280	248,680	240,430	239,699
WAGES	156,000	156,500	153,031	159,209
CONSULTING/INFO'N/DATA SVCS	35,500	35,500	39,731	34,222
SUPPLIES/OFFICE/JANITORIAL	5,180	8,680	4,295	5,324
VEHICLE/TRAVEL/EQUIP'T USAGE	6,000	6,000	3,982	4,600
CORP SUPPORT/SHARED SVCS	31,600	32,000	31,336	30,280
RENT/INS/TAXES/UTILITIES	8,000	10,000	8,000	6,000
	242,280	248,680	240,375	239,635

	2022	2021	2021	2020
	DRAFT BUDGET	BUDGET	PROJECTION	AUDITED
WATERSHED ENGINEERING/TECHNICAL STUDIES SUPPORTS				
GENERAL LEVY	76,150	94,150	70,750	108,300
	76,150	94,150	70,750	108,300
WAGES	60,000	75,000	58,454	90,776
SUPPLIES/OFFICE/JANITORIAL	1,550	1,550	901	490
VEHICLE/TRAVEL/EQUIP'T USAGE	1,100	1,100	-	547
CORP SUPPORT/SHARED SVCS	11,000	15,000	9,222	13,700
RENT/INS/TAXES/UTILITIES	2,000	1,000	2,000	1,500
DUES/MEMBERSHIPS	500	500	270	270
	76,150	94,150	70,846	107,282

CLIMATE CHANGE - HAZARDS				
GENERAL LEVY	25,000	25,000	-	-
	25,000	25,000	-	-
WAGES	-	21,500	-	-
CONSULTING	25,000	-	-	-
CORP SUPPORT/SHARED SVCS	-	3,500	-	-
	25,000	25,000	-	-

SUMMARY - CATEGORY 1 WMS MANDATORY SERVICES, RISKS OF NATURAL HAZARDS				
GENERAL LEVY	592,213	587,613	491,113	694,495
PROVINCIAL GRANTS	104,417	104,417	104,417	104,417
OTHER GRANTS/USER FEES	823,500	630,000	884,710	708,358
TRANSFER TO/FROM DEF REVENUES	-	-	(17,500)	-
	1,520,130	1,322,030	1,462,740	1,507,270
WAGES & BENEFITS	1,134,000	998,500	1,047,907	1,098,994
SUPPLIES/SERVICES/OTHER	162,830	114,930	119,228	115,890
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	223,300	208,600	195,268	196,180
	1,520,130	1,322,030	1,362,403	1,411,064
SURPLUS/(DEFICIT)	-	-	100,338	96,206

CATEGORY 3 NON MANDATORY SERVICES -ONGOING CORE ERCA WMS PROGRAMS				
PLANNING RELATED TO NATURAL HERITAGE				
GENERAL LEVY	-	-	65,500	-
CW~GS LEVY	59,500	-	-	-
OTHER GRANTS/USER FEES/RECOVERIES	-	91,000	-	-
	59,500	91,000	65,500	-
WAGES	52,000	76,000	56,930	-
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-	20	-
CORP SUPPORT/SHARED SVCS	7,500	13,000	8,542	-
RENT/INS/TAXES/UTILITIES	-	2,000	-	-
	59,500	91,000	65,492	-

SUMMARY CATEGORY 3 NON MANDATORY SERVICES -				
ONGOING CORE ERCA WMS PROGRAMS				
GENERAL LEVY	-	-	65,500	-
CW~GS LEVY	59,500	-	-	-
OTHER GRANTS/USER FEES	-	91,000	-	-
	59,500	91,000	65,500	-

	2022	2021	2021	2020
	DRAFT BUDGET	BUDGET	PROJECTION	AUDITED
WAGES & BENEFITS	52,000	76,000	56,930	-
SUPPLIES/SERVICES/OTHER	-	2,000	20	-
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	7,500	13,000	8,542	-
	59,500	91,000	65,492	-
SURPLUS/(DEFICIT)	-	-	8	-

CATEGORY 3 NON MANDATORY SERVICES - TERM LIMITED MUNICIPAL PROJECTS/STUDIES

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

MUNICIPAL	-	70,500	64,063	1,176
PROVINCIAL GRANTS	-	17,625	(26,652)	52,875
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	52,875	34,298	(34,298)
	-	141,000	71,709	19,753
DIRECT WAGES	-	750	9,550	75
CONSULTING/OUTSIDE ENGINEERING	-	44,250	23,659	19,088
CONSTRUCTION	-	96,000	37,500	-
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	-	-	999	590
	-	141,000	71,708	19,753

SPECIAL MUNICIPAL STUDIES/PROJECTS

MUNICIPAL	97,000	355,000	122,380	50,321
PROVINCIAL GRANTS	182,000	-	-	-
FEDERAL GRANTS	-	-	-	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	14,700	(15,279)	(7,200)
	279,000	369,700	107,101	43,121
DIRECT WAGES	26,500	20,000	10,454	3,071
CONSULTING/OUTSIDE ENGINEERING	246,500	340,500	93,860	38,938
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	6,000	9,200	2,788	1,112
	279,000	369,700	107,101	43,121

SUMMARY CATEGORY 3 NON MANDATORY SERVICES - TERM LIMITED PROJECTS/STUDIES

MUNICIPAL	97,000	425,500	186,443	51,497
PROVINCIAL GRANTS	182,000	17,625	(26,652)	52,875
FEDERAL GRANTS	-	-	-	-
TRANSFER TO/FROM DEF REVENUES	-	67,575	19,019	(41,498)
	279,000	510,700	178,810	62,874
WAGES & BENEFITS	26,500	20,750	20,004	3,146
CONSTRUCTION/ENGINEERING/SUPPLIES	246,500	480,750	155,019	58,027
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	6,000	9,200	3,787	1,702
	279,000	510,700	178,809	62,875
SURPLUS/(DEFICIT)	-	-	-	-

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
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CONSERVATION SERVICES

CATEGORY 1 MANDATORY SERVICES - CONSERVATION LANDS MANAGEMENT

GENERAL PROGRAM OPERATIONS, MANAGEMENT PLANS & LAND STRATEGIES

GENERAL LEVY	158,515	179,215	179,215	89,255
CW~GS LEVY	-	-	-	3,500
FEDERAL GRANTS	-	25,000	-	-
	158,515	204,215	179,215	92,755
WAGES	131,000	175,000	124,238	80,300
ENGINEERING/CONSULTING	-	-	-	142
SUPPLIES/OFFICE/JANITORIAL	4,215	4,215	4,063	2,436
VEHICLE/TRAVEL/EQUIP'T USAGE	2,000	500	-	-
CORP SUPPORT/SHARED SVCS	21,300	23,000	20,421	11,450
RENT/INS/TAXES/UTILITIES	-	-	-	250
	158,515	202,715	148,722	94,578

CONSERVATION AREAS/GREEWAYS/OWNED PROPERTIES MAINTENANCE

GENERAL LEVY	704,360	620,226	570,226	551,512
FEDERAL GRANTS	-	-	22,153	31,304
OTHER GRANTS/USER FEES	111,650	90,750	103,058	104,367
TRANSFERS (TO)/FROM DEFERRED REVENUES	4,000	5,800	9,400	(8,200)
TRANSFERS TO/FROM RESERVES	20,000	(7,000)	(22,000)	(5,000)
	840,010	709,776	682,837	673,983
WAGES	397,200	317,500	261,847	268,457
CONSTRUCTION	-	-	9,580	3,562
ENGINEERING/CONSULTING	-	12,000	8,802	6,735
SUPPLIES/OFFICE/JANITORIAL	47,410	45,910	44,863	41,037
VEHICLE/TRAVEL/EQUIP'T USAGE	48,900	75,500	58,166	91,365
PLANT MAT/LANDOWNER GRANTS	24,000	16,300	1,909	4,330
CORP SUPPORT/SHARED SVCS	103,950	90,640	76,734	71,185
RENT/INS/TAXES/UTILITIES	125,700	118,200	120,196	118,999
AUDIT AND LEGAL	-	-	1,120	-
CAP MAINT/LOW VALUE ASSETS	89,600	32,976	69,583	17,638
	840,010	709,776	655,381	624,160

CAPITAL OR MAJOR MAINTENANCE/IMPROVEMENT PROJECTS

GENERAL LEVY	23,500	15,000	15,000	-
MUNICIPAL	-	-	100,000	-
PROVINCIAL GRANTS	161,000	-	6,249	-
FEDERAL GRANTS	180,000	60,000	160,000	551,500
OTHER GRANTS/USER FEES	501,000	200,000	197,154	335,295
TRANSFERS TO/FROM RESERVES	27,000	425,000	366,500	569,193
	892,500	700,000	844,903	1,455,988
WAGES	14,000	15,000	43,106	13,986
CONSTRUCTION	688,500	648,500	752,042	124,379
ENGINEERING/CONSULTING/SUB CONTRACTING	133,000	15,000	16,298	23,855
CONSTRUCTION SUPPLIES	7,000	12,000	14,960	8,648
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-	5,673	982
PLANT MAT/LANDOWNER GRANTS	-	-	-	4,980
CORP SUPPORT/SHARED SVCS	30,500	9,500	13,831	27,741
CAP MAINT/LOW VALUE ASSETS	19,500	-	49,714	5,696
	892,500	700,000	899,653	210,267

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
JOHN R PARK HOMESTEAD				
GENERAL LEVY	189,565	90,000	90,000	55,452
CW~GS LEVY	-	97,065	97,065	61,470
PROVINCIAL GRANTS	23,688	23,688	23,688	23,688
FEDERAL GRANTS	6,000	-	5,340	30,621
OTHER GRANTS/USER FEES	68,750	69,550	27,378	36,020
TRANSFERS (TO)/FROM RESERVES	(15,000)	-	(10,000)	(12,000)
	273,003	280,303	233,471	195,251
WAGES	182,000	173,000	168,331	135,415
CONSTRUCTION	-	10,000	-	1,600
CONSULTING/SUB K	3,500	1,500	-	-
SUPPLIES/OFFICE/JANITORIAL	21,303	32,503	17,654	19,549
VEHICLE/TRAVEL/EQUIP'T USAGE	300	300	1,583	608
CORP SUPPORT/SHARED SVCS	25,000	25,000	25,144	14,000
RENT/INS/TAXES/UTILITIES	36,900	30,000	22,728	15,831
CAP MAINT/LOW VALUE ASSETS	3,000	7,000	6,978	7,291
	273,003	280,303	246,187	194,655
TREE PLANTING AND RESTORATION -ERCA LANDS				
GENERAL LEVY	124,300	58,700	58,700	-
PROVINCIAL GRANTS	10,000	10,000	13,654	-
OTHER GRANTS/USER FEES	35,000	51,000	29,285	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	17,435	-
	169,300	119,700	119,074	-
WAGES	101,000	64,000	61,072	-
SUPPLIES/OFFICE/JANITORIAL	10,579	9,079	2,779	-
VEHICLE/TRAVEL/EQUIP'T USAGE	9,550	13,550	19,702	-
PLANT MAT/LANDOWNER GRANTS	24,071	14,071	24,495	-
CORP SUPPORT/SHARED SVCS	20,600	17,000	12,204	-
RENT/INS/TAXES/UTILITIES	-	2,000	-	-
	169,300	119,700	120,252	-
FLEET & FIELD EQUIPMENT				
GENERAL LEVY	27,750	-	50,000	25,000
OTHER GRANTS/USER FEES/RECOVERIES	126,600	173,000	165,732	144,851
TRANSFERS TO/FROM RESERVES	43,000	25,000	-	-
	197,350	198,000	215,732	169,851
MAINTENANCE/REPAIRS	61,900	60,000	72,928	69,431
FUEL	31,000	33,400	36,707	28,169
LICENCES/MISC/SMALL TOOLS	19,450	16,600	18,602	13,959
AMORTIZATION	90,000	88,000	85,000	77,767
	202,350	198,000	213,237	189,327
SUMMARY CATEGORY 1 MANDATORY SERVICES - LAND MGMT, (OWNED) CONSERVATION AREAS OPERATIONS, MAINTENANCE & CAPITAL				
GENERAL LEVY	1,227,990	963,141	963,141	721,219
CW~GS LEVY	-	97,065	97,065	64,970
MUNICIPAL	-	-	100,000	-
PROVINCIAL GRANTS	200,688	40,688	50,486	31,020
FEDERAL GRANTS	186,000	85,000	187,493	582,121
OTHER GRANTS/USER FEES	650,750	571,550	637,291	695,639
IN-KIND	-	-	5,000	-
TRANSFER TO/FROM DEF REVENUES	178,000	5,800	(111,041)	(103,865)
TRANSFER TO/FROM RESERVES	75,000	443,000	334,500	552,193
	2,518,428	2,206,244	2,263,935	2,543,297

	2022	2021	2021	2020
	DRAFT BUDGET	BUDGET	PROJECTION	AUDITED
WAGES & BENEFITS	824,800	740,500	660,164	477,165
CONSTRUCTION/ENGINEERING/SUPPLIES	1,454,428	1,224,854	1,386,950	599,750
RECOVERIES FOR SHARED SVCS/FLEET	244,200	240,890	224,142	192,541
	2,523,428	2,206,244	2,271,256	1,269,456
SURPLUS/(DEFICIT)	(5,000)	-	(7,321)	1,273,841

CATEGORY 3 NON MANDATORY SERVICES - ONGOING ERCA CORE CONSERVATION-RELATED PROGRAMS

LAND SECUREMENT

CW~GS LEVY	500,000	500,000	500,000	510,095
TRANSFERS (TO)/FROM LAND ACQ FUND	(453,000)	(453,000)	(462,695)	(343,246)
	47,000	47,000	37,305	166,849
WAGES	18,300	17,000	14,686	18,870
LEGAL, SURVEYING,CONSULTNG	22,700	25,000	20,002	27,373
CORP SUPPORT/SHARED SVCS	6,000	5,000	2,914	6,908
	47,000	47,000	37,601	53,171

RESTORATION/TREE PLANTING PROGRAM - NON ERCA PROPERTIES

CW~GS LEVY	75,000	60,000	60,000	160,000
PROVINCIAL GRANTS	70,000	62,500	31,782	69,182
FEDERAL GRANTS	40,000	28,000	28,499	-
OTHER GRANTS/USER FEES	315,000	297,300	451,519	232,837
IN-KIND	-	-	14,478	5,033
TRANSFERS (TO)/FROM DEFERRED REVENUES	25,600	4,400	51,748	(52,682)
	525,600	452,200	638,024	414,369
WAGES	187,800	150,500	197,777	207,321
ENGINEERING/CONSULTING/SUB-CONTRACTING	-	-	21,734	407
SUPPLIES/OFFICE/JANITORIAL	10,700	10,700	17,512	9,446
VEHICLE/TRAVEL/EQUIP'T USAGE	32,600	30,100	25,169	17,540
PLANT MAT/LANDOWNER GRANTS	216,500	205,500	276,469	121,226
CORP SUPPORT/SHARED SVCS	68,500	48,900	73,625	45,000
RENT/INS/TAXES/UTILITIES	8,000	5,000	8,857	6,400
IN KIND SVCS SUPPLIES	-	-	14,478	5,033
CAP MAINT/LOW VALUE ASSETS	1,000	1,000	2,300	-
SMALL MISC	500	500	-	3,192
	525,600	452,200	637,919	415,565

HOLIDAY BEACH (OPERATED UNDER MGMT AGREEMENT)

GENERAL LEVY	-	-	-	50,602
CW~GS LEVY	6,000	27,000	-	-
SELF GENERATED	315,600	251,800	324,876	203,701
	321,600	278,800	324,876	254,303
WAGES	166,800	133,250	162,625	127,721
ENGINEERING/CONSULTING/SUB CONTRACTING	1,000	2,500	999	1,151
SUPPLIES/OFFICE/JANITORIAL	44,664	39,778	55,625	31,087
VEHICLE/TRAVEL/EQUIP'T USAGE	17,036	16,322	23,535	13,791
CORP SUPPORT/SHARED SVCS	34,600	31,600	32,180	22,575
RENT/INS/TAXES/UTILITIES	40,500	32,600	39,350	31,092
AUDIT AND LEGAL	-	-	500	-
MAJOR MAINT/ROADS/VEGETATION	16,500	22,250	8,104	23,067
SMALL MISC	500	500	-	-
	321,600	278,800	322,918	250,485

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
SUMMARY CATEGORY 3 NON MANDATORY SERVICES - ERCA ONGOING CORE CONSERVATION PROGRAMS				
GENERAL LEVY	-	-	-	50,602
CW~GS LEVY	581,000	587,000	587,000	670,095
PROVINCIAL GRANTS	70,000	62,500	31,782	69,182
FEDERAL GRANTS	40,000	28,000	28,499	-
OTHER GRANTS/USER FEES	630,600	549,100	776,394	436,538
IN-KIND	-	-	14,478	5,033
TRANSFER TO/FROM DEF REVENUES	(427,400)	(448,600)	(437,947)	(393,228)
	894,200	778,000	1,000,205	838,221
WAGES & BENEFITS	372,900	300,750	375,088	356,287
OTHER OPERATING/SITE SUPPLIES/PROF SERVICES	373,200	353,714	471,069	262,620
RECOVERIES FOR SHARED SVCS/FLEET	148,100	123,536	152,281	103,013
	894,200	778,000	998,438	721,920
SURPLUS/(DEFICIT)	-	-	1,767	116,301

CATEGORY 3 NON MANDATORY SERVICES - FEE FOR SERVICE TERM-LIMITED PROJECTS/CONTRACTS				
FEE FOR SERVICE RESTORATION PROJECTS & HABITAT STUDIES				
MUNICIPAL	1,000,000	1,507,000	118,326	756,114
PROVINCIAL GRANTS	-	75,000	15,000	60,000
FEDERAL GRANTS	-	280,000	303,151	89,102
OTHER GRANTS/USER FEES	-	50,000	67,748	7,910
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	78,575	(26,870)	107,923
	1,000,000	1,990,575	477,355	1,021,049
WAGES	-	67,000	79,125	21,137
CONSTRUCTION	1,000,000	1,765,000	262,185	916,377
ENGINEERING/CONSULTING/SUB-CONTRACTING	-	125,000	105,614	70,325
SUPPLIES/OFFICE/JANITORIAL	-	5,000	3,602	2,686
VEHICLE/TRAVEL/EQUIP'T USAGE	-	7,000	8,938	40
CORP SUPPORT/SHARED SVCS	-	20,575	14,295	9,985
RENT/INS/TAXES/UTILITIES	-	1,000	590	500
SMALL MISC	-	-	4,230	-
	1,000,000	1,990,575	478,578	1,021,050

FEE FOR SERVICE PROPERTY MAINTENANCE/MANAGEMENT				
FEDERAL GRANTS	-	-	-	31,304
OTHER GRANTS/USER FEES	12,250	5,750	9,897	13,427
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	1,400	(200)
	12,250	5,750	11,297	44,531
WAGES	7,300	4,000	9,787	25,675
SUPPLIES/OFFICE/JANITORIAL	-	-	-	3,851
VEHICLE/TRAVEL/EQUIP'T USAGE	2,800	1,000	1,245	7,197
PLANT MAT/LANDOWNER GRANTS	-	-	-	641
CORP SUPPORT/SHARED SVCS	1,750	750	1,150	5,535
RENT/INS/TAXES/UTILITIES	400	-	95	1,632
SMALL MISC	-	-	-	-
	12,250	5,750	12,277	44,531

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
SUMMARY CATEGORY 3 NON MANDATORY SERVICES				
FEE FOR SERVICE CONTRACTS/TERM LIMITED PROJECTS				
MUNICIPAL	1,000,000	1,507,000	118,326	756,114
PROVINCIAL GRANTS	-	75,000	15,000	60,000
FEDERAL GRANTS	-	280,000	303,151	120,406
OTHER GRANTS/USER FEES	12,250	55,750	77,645	21,337
TRANSFER TO/FROM DEF REVENUES	-	78,575	(25,470)	107,723
	1,012,250	1,996,325	488,652	1,065,580
WAGES & BENEFITS	7,300	71,000	88,912	46,812
CONSTRUCTION/SUPPLIES/OTHER	1,000,400	1,896,000	376,339	999,788
RECOVERIES FOR SHARED SVCS/FLEET	4,550	29,325	25,604	18,980
	1,012,250	1,996,325	490,855	1,065,580
SURPLUS/(DEFICIT)	-	-	(2,203)	-

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
WATERSHED RESEARCH				
CATEGORY 1 MANDATORY SERVICE - ESSEX REGION SOURCE PROTECTION AUTHORITY (Under Clean Water Act, 2006)				
PROVINCIAL GRANTS	95,500	95,000	92,500	52,734
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	30,763
	95,500	95,000	92,500	83,497
WAGES	79,000	80,000	80,500	68,824
SUPPLIES/OFFICE/JANITORIAL	-	-	-	879
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-	-	302
CORP SUPPORT/SHARED SVCS	12,000	12,000	12,000	9,083
RENT/INS/TAXES/UTILITIES	1,500	-	-	1,100
PER DIEMS/MISC	3,000	3,000	-	3,310
	95,500	95,000	92,500	83,497
CATEGORY 2 MUNICIPAL SERVICES - RISK MANAGEMENT SERVICES (PART IV CWA, 2006)				
MUNICIPAL	15,500	12,000	28,000	60,058
	15,500	12,000	28,000	60,058
WAGES	12,000	10,000	24,520	47,803
SUPPLIES/OFFICE/JANITORIAL	500	500	-	857
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-	-	2,450
CORP SUPPORT/SHARED SVCS	1,500	1,500	3,500	7,582
RENT/INS/TAXES/UTILITIES	1,500	-	2,000	1,366
MISC SUPPLIES	-	-	-	-
	15,500	12,000	30,020	60,058
CATEGORY 3 NON MANDATORY SERVICE - ONGOING ERCA CORE WATER QUALITY/RESEARCH PROGRAM				
WATERSHED WATER QUALITY PROGRAM				
CW~GS LEVY	54,000	72,750	72,750	40,300
FEDERAL GRANTS	-	-	5,000	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	(39,500)	-
	54,000	72,750	38,250	40,300
WAGES	28,000	44,500	12,568	18,343
CONSULTING/SUB CONTRACTING	9,750	10,000	13,556	7,725
SUPPLIES/OFFICE/JANITORIAL	2,400	2,400	1,548	2,381
VEHICLE/TRAVEL/EQUIP'T USAGE	4,500	4,500	6,608	4,725
CORP SUPPORT/SHARED SVCS	8,000	11,000	4,256	3,450
RENT/INS/TAXES/UTILITIES	1,350	350	1,235	4,500
SMALL MISC	-	-	-	-
	54,000	72,750	39,771	41,123
DEMONSTRATION/CROP RESEARCH FARM				
CW~GS LEVY	36,750	35,000	35,000	44,580
OTHER	17,600	16,600	18,814	18,121
	54,350	51,600	53,814	62,701
WAGES	35,500	35,000	38,768	42,572
SUPPLIES/OFFICE/JANITORIAL	1,500	6,000	1,260	3,421
VEHICLE/TRAVEL/EQUIP'T USAGE	3,000	1,500	2,550	1,595
PLANT MAT/LANDOWNER GRANTS	1,000	-	852	-
CORP SUPPORT/SHARED SVCS	7,500	6,000	6,123	7,500
RENT/INS/TAXES/UTILITIES	350	-	350	250
DUES/MEMBERSHIPS	500	300	259	488

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
SUB CONTRACTED SERVICES	5,000	2,000	2,611	5,342
	54,350	51,600	53,543	62,703
LANDOWNER STEWARDSHIP PROGRAM				
CW~GS LEVY	35,000	35,000	35,000	26,250
IN-KIND	20,000	20,000	4,722	21,847
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	3,000	(22,300)	-
	55,000	58,000	17,422	48,097
VEHICLE/TRAVEL/EQUIP'T USAGE	2,000	2,000	215	-
PLANT MAT/LANDOWNER GRANTS	22,000	25,000	8,669	19,862
CORP SUPPORT/SHARED SVCS	4,000	5,000	2,279	1,769
RENT/INS/TAXES/UTILITIES	-	-	128	250
IN KIND SVCS SUPPLIES	20,000	20,000	4,722	21,847
SMALL MISC	7,000	6,000	1,460	4,370
	55,000	58,000	17,473	48,097
SUMMARY CATEGORY 3 NON MANDATORY SERVICES - ERCA ONGOING WATER QUALITY/ RESEARCH PROGRAMS				
CW~GS LEVY	125,750	142,750	142,750	111,130
FEDERAL GRANTS	-	-	5,000	-
OTHER GRANTS/USER FEES	17,600	16,600	18,814	18,121
IN-KIND	20,000	20,000	4,722	21,847
TRANSFER TO/FROM DEF REVENUES	-	3,000	(61,800)	-
	163,350	182,350	109,486	151,098
WAGES & BENEFITS	70,500	85,500	52,796	65,285
SUPPLIES/TECH SERVICES/EQUIP'T	65,850	67,350	37,463	67,819
RECOVERIES FOR SHARED SVCS/FLEET	27,000	29,500	20,528	18,819
	163,350	182,350	110,787	151,923
SURPLUS/(DEFICIT)	-	-	(1,301)	(825)
CATEGORY 3 NON MANDATORY SERVICES - TERM LIMITED GRANT-FUNDED/FEE-FOR-SERVICE PROJECTS/STUDIES				
DETROIT RIVER CLEANUP COALITION				
PROVINCIAL GRANTS	73,500	-	85,000	155,018
FEDERAL GRANTS	73,500	73,500	99,833	78,917
OTHER GRANTS/USER FEES	-	-	-	4,085
TRANSFERS (TO)/FROM DEFERRED REVENUES	12,000	73,500	(25,000)	(92,000)
	159,000	147,000	159,833	146,020
WAGES	121,000	110,000	129,200	102,695
SUPPLIES/OFFICE/JANITORIAL	6,150	7,500	5,500	17,299
VEHICLE/TRAVEL/EQUIP'T USAGE	250	250	4,637	6,754
PLANT MAT/LANDOWNER GRANTS	10,000	10,000	-	2,313
CORP SUPPORT/SHARED SVCS	20,000	19,000	18,000	16,293
RENT/INS/TAXES/UTILITIES	1,600	250	-	500
CAP MAINT/LOW VALUE ASSETS	-	-	-	166
	159,000	147,000	157,337	146,020

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
REGIONAL ENERGY PLAN & CLIMATE CHANGE STUDIES				
CW~GS LEVY	-	-	-	50,000
MUNICIPAL	-	79,100	50,675	221,177
FEDERAL GRANTS	5,000	23,000	29,500	975
OTHER GRANTS/USER FEES	-	10,000	-	70,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	51,000	39,240	(16,359)
	5,000	163,100	119,415	325,793
WAGES	5,000	65,000	87,400	109,206
ENGINEERING/CONSULTING	-	87,000	19,000	194,401
SUPPLIES/OFFICE/JANITORIAL	-	-	1,000	3,536
VEHICLE/TRAVEL/EQUIP'T USAGE	-	-	-	2,400
CORP SUPPORT/SHARED SVCS	-	11,100	12,015	17,338
RENT/INS/TAXES/UTILITIES	-	-	-	750
	5,000	163,100	119,415	327,630
OTHER WATER QUALITY STUDIES (FED\$ & PROV\$)				
PROVINCIAL GRANTS	280,000	296,000	539,790	204,706
FEDERAL GRANTS	-	240,000	162,806	208,995
IN-KIND	70,000	-	6,413	12,342
TRANSFERS (TO)/FROM DEFERRED REVENUES	161,900	-	(161,000)	19,077
	511,900	536,000	548,009	445,120
WAGES	241,000	247,295	269,790	225,879
CONSTRUCTION	-	30,000	-	-
CONSULTING/SUB CONTRACTING	52,000	71,705	30,778	30,512
SUPPLIES/OFFICE/JANITORIAL	6,000	2,000	11,692	38,261
VEHICLE/TRAVEL/EQUIP'T USAGE	3,000	8,000	5,950	3,186
PLANT MAT/LANDOWNER GRANTS	70,000	114,000	161,261	85,963
CORP SUPPORT/SHARED SVCS	50,900	58,000	52,319	41,003
RENT/INS/TAXES/UTILITIES	-	-	3,169	-
IN KIND SVCS SUPPLIES	70,000	-	6,413	12,342
TECHNICAL EQUIPMENT	19,000	5,000	7,463	7,976
	511,900	536,000	548,835	445,122
OTHER WATER QUALITY FEE FOR SERVICE (SAMPLING/DATA/ANALYSIS)				
FEDERAL GRANTS	37,000	-	16,020	5,000
OTHER	-	21,985	23,000	21,840
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	(5,000)
	37,000	21,985	39,020	21,840
WAGES	31,000	16,500	34,122	17,670
CONSULTING/SUB CONTRACTING	-	600	568	631
SUPPLIES/OFFICE/JANITORIAL	500	185	485	123
VEHICLE/TRAVEL/EQUIP'T USAGE	-	1,900	1,906	654
CORP SUPPORT/SHARED SVCS	5,500	2,800	5,505	2,762
RENT/INS/TAXES/UTILITIES	-	-	236	-
	37,000	21,985	42,822	21,840

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
SUMMARY CATEGORY 3 NON MANDATORY SERVICES -				
TERM LIMITED GRANT-FUNDED/FEE-FOR-SERVICE				
PROJECTS/STUDIES				
CW~GS LEVY	-	-	-	50,000
MUNICIPAL	-	79,100	50,675	221,177
PROVINCIAL GRANTS	353,500	296,000	624,790	359,724
FEDERAL GRANTS	115,500	336,500	308,159	293,887
OTHER GRANTS/USER FEES	-	31,985	23,000	95,925
IN-KIND	70,000	-	6,413	12,342
TRANSFER TO/FROM DEF REVENUES	173,900	124,500	(146,760)	(94,282)
	712,900	868,085	866,277	938,774
WAGES & BENEFITS				
	398,000	438,795	520,512	455,450
SUBSIDIES/MATERIALS/TECH SVCS/EQUIP'T				
	235,250	328,240	251,950	398,927
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET				
	79,650	101,050	95,948	86,235
	712,900	868,085	868,409	940,612
SURPLUS/(DEFICIT)	-	-	(2,132)	(1,838)

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
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COMMUNITY SERVICES

CATEGORY 1 MANDATORY SERVICES- SUPPORTS ALL MANDATORY SERVICES

CORPORATE COMMUNICATIONS

GENERAL LEVY	189,700	177,700	177,700	125,650
CW~GS LEVY	-	-	-	26,000
ERCF/OTHER GRANTS	5,000	20,000	21,667	-
	194,700	197,700	199,367	151,650
WAGES	174,000	192,000	173,827	148,759
CONSULTING	15,000	-	-	-
SUPPLIES/OFFICE/JANITORIAL	4,800	4,800	13,676	3,895
VEHICLE/TRAVEL/EQUIP'T USAGE	450	450	-	38
CAP MAINT/LOW VALUE ASSETS	450	450	-	-
SMALL MISC	-	-	-	-
	194,700	197,700	187,503	152,693

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

OUTDOOR & CONSERVATION EDUCATION

GENERAL LEVY	-	-	-	-
CW~GS LEVY	-	16,000	31,000	32,000
OTHER GRANTS/USER FEES	73,000	50,000	54,460	12,787
TRANSFERS (TO)/FROM DEFERRED REVENUES	(20,000)	3,000	(24,300)	(4,500)
	53,000	69,000	61,160	40,287
WAGES	36,100	55,000	59,863	36,775
SUPPLIES/OFFICE/JANITORIAL	2,320	2,670	505	409
VEHICLE/TRAVEL/EQUIP'T USAGE	1,080	830	252	124
CORP SUPPORT/SHARED SVCS	11,900	10,000	9,328	4,500
RENT/INS/TAXES/UTILITIES	1,600	500	1,565	500
SMALL MISC	-	-	-	-
	53,000	69,000	71,513	42,308

OUTREACH & ENGAGEMENT

CW~GS LEVY	61,600	62,600	47,600	95,805
OTHER GRANTS/USER FEES	10,000	30,000	6,835	9,313
	71,600	92,600	54,435	105,118
WAGES	45,000	42,000	42,433	80,527
SUPPLIES/OFFICE/JANITORIAL	3,850	6,150	2,548	5,338
VEHICLE/TRAVEL/EQUIP'T USAGE	1,950	3,200	1,024	2,505
PARTNER GRANTS/PLANT MATERIAL	9,000	19,000	-	2,794
CORP SUPPORT/SHARED SVCS	10,000	21,000	7,067	12,000
RENT/INS/TAXES/UTILITIES	1,300	750	1,221	950
CAP MAINT/LOW VALUE ASSETS	500	500	-	-
TOTAL EXPENSES	71,600	92,600	54,466	104,114
SMALL MISC	-	-	173	-
	71,600	92,600	54,466	104,114

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

CW~GS LEVY	61,600	62,600	47,600	95,805
OTHER GRANTS/USER FEES	10,000	30,000	6,835	9,313
	71,600	92,600	54,435	105,118
WAGES & BENEFITS	45,000	42,000	42,433	80,527
OTHER OPERATING/SITE SUPPLIES/PROF SERVICES	14,850	26,600	3,942	9,187
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	11,750	24,000	8,091	14,400

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
CATEGORY 3 NON MANDATORY SERVICES - FUNDRAISING/COMMUNITY EVENTS & GRANT FUNDED TERM PROJECTS				
FEDERAL GRANTS	250	-	4,750	-
OTHER GRANTS/USER FEES	-	32,000	61,810	43,700
TRANSFERS (TO)/FROM DEFERRED REVENUES	49,600	35,500	(17,200)	(43,700)
	49,850	67,500	49,360	-
WAGES	15,250	17,000	25,210	169
TREES/SUPPLIES	34,600	50,500	22,901	317
	49,850	67,500	48,112	486



	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
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CORPORATE SERVICES

CATEGORY 1 MANDATORY SERVICES- CORPORATE & SUPPORT FUNCTIONS

ADMINISTRATION, GOVERNANCE, RISK, COMPLIANCE, HR, FINANCE & IM/IT

GENERAL LEVY	502,550	456,750	487,750	388,608
OTHER GRANTS/USER FEES/RECOVERIES	661,600	660,000	633,530	595,076
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	(365)
TRANSFERS (TO)/FROM RESERVES	-	15,000	(5,353)	(23,052)
	1,164,150	1,131,750	1,115,927	960,268
WAGES	816,000	784,000	769,414	604,517
MEMBER EXPENSES/CO DUES	57,500	57,500	54,000	57,613
AUDIT/LEGAL/CONSULTING	48,000	54,900	23,608	77,231
SUPPLIES/EQUIPT/NETWORK	71,150	59,350	56,822	50,786
OCCUPANCY/PHONE	146,500	142,500	145,670	138,446
TRAVEL & BD/STAFF MEETINGS	3,000	2,000	710	2,022
RETIREE BENEFITS	22,000	16,000	19,842	12,125
	1,164,150	1,116,250	1,070,066	942,740

CORPORATE SPECIAL PROJECTS (RECORDS/IS/IT)

TRANSFERS FROM RESERVES	43,000	25,000	-	-
	43,000	25,000	-	-
CONSULTING/OTHER	43,000	25,000	-	-
	43,000	25,000	-	-

TRANSFER TO INFRASTRUCTURE RESERVE

GENERAL LEVY	200,000	300,000	300,000	356,091
CWGS	-	64,000	64,000	-
TRANSFER TO RESERVES	(200,000)	(364,000)	(364,000)	(272,000)
EXTRAORDINARY LOSS	-	-	-	(292,742)
	-	-	-	(208,651)

SUMMARY CATEGORY 1 MANDATORY SERVICES - CORPORATE SERVICES

GENERAL LEVY	702,550	756,750	787,750	744,699
CW~GS LEVY	-	64,000	64,000	-
OTHER GRANTS/USER FEES	661,600	660,000	633,530	595,076
TRANSFER TO/FROM DEF REVENUES	-	-	-	(365)
TRANSFER TO/FROM RESERVES	(157,000)	(324,000)	(369,353)	(295,052)
	1,207,150	1,156,750	1,115,927	1,044,359
WAGES & BENEFITS	816,000	784,000	769,414	604,517
OTHER OPERATING/SUPPLIES/PROF SERVICES	391,150	357,250	300,652	630,965
	1,207,150	1,141,250	1,070,066	1,235,482
SURPLUS/(DEFICIT)	-	15,500	45,860	(191,124)

NON MANDATORY SERVICES- ESSEX REGION CONSERVATION GOVERNANCE & FINANCE SUPPORTS

GRANT TO ERCA FOR STAFF SUPPORTS	55,000	10,000	18,333	30,000
ERCF-RELATED WAGE SUPPORTS	55,000	25,500	37,883	48,636
NET FINANCIAL SUPPORT OF/(PROVIDED BY) ERCF	-	(15,500)	(19,550)	(18,636)

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
AUTHORITY FINANCIAL SUMMARY OF PROGRAMS & SERVICES BY CATEGORY				
CATEGORY 1 MANDATORY PROGRAMS & SERVICES				
Risks of Hazards, Conservation and Management of Lands, Source Protection Authority & Corporate Svcs				
Total Municipal Levies associated with mandatory programs & services	2,688,953	2,631,269	2,565,769	2,377,034
Other Government Funding	245,605	265,105	268,648	218,792
Self-generated/Other Grants	1,813,850	1,681,550	1,848,568	1,567,912
Deferred Revenue Transfers	4,000	5,800	7,935	22,399
Reserve transfers	(109,000)	(306,000)	(401,353)	(312,052)
Total revenues associated with mandatory programs & services	4,643,408	4,277,724	4,289,566	3,874,085
Operational Expenses associated with mandatory services				
Wages & benefits -ERCA operations	3,036,300	2,796,500	2,709,165	2,396,683
Plant material, removals and landowner subsidies - ERCA operations	48,071	30,371	26,404	3,689
Site & operational supplies/services - Conservation Areas	70,545	77,821	75,538	45,245
Office supplies & expenses - other ERCA programs	14,480	19,130	15,020	20,675
Occupancy, taxes, utilities & waste removal	295,260	282,860	274,101	262,626
Maintenance, repairs & security-sites	87,900	46,100	69,063	41,442
Maintenance, repairs & supplies-fleet/equipment	94,500	100,900	108,320	99,033
Equipment, software/hardware & website- ERCA operations	75,523	95,173	69,185	36,670
Technical & sub-contracted services/consulting - ERCA operations	159,000	75,000	43,960	45,358
Insurance, audit & legal	124,050	104,600	110,194	163,393
Dues & memberships	50,229	49,229	45,376	47,559
Travel, training & professional development	15,750	15,750	5,817	1,876
Board ,committee & meeting expenses	20,000	19,000	15,000	21,487
Bank, credit card charges and interest	17,600	9,600	19,632	15,574
Internal recoveries included in revenues	449,200	452,190	412,301	370,063
Fleet/Equipment replacement	85,000	88,000	93,246	53,635
Other	-	-	-	(0)
Extraordinary item	-	-	-	292,787
Total operational expenses -mandatory programs	4,643,408	4,262,224	4,092,321	3,917,793
Operating surplus/(Deficit) - mandatory programs/services	-	15,500	197,245	(43,709)
Capital projects associated with conservation areas infrastructure				
Total Municipal Levies associated with capital projects/infrastructure	23,500	15,000	15,000	-
Transfers from Infrastructure Reserve	27,000	425,000	366,500	569,193
Grants from ERCF/Other funders	842,000	260,000	463,403	886,795
Total revenues associated with capital projects/infrastructure	892,500	700,000	844,903	1,455,988
Construction/engineering-ERCA capital projects (transferred to Tangible Capital Assets at year end)	878,500	685,000	856,547	196,281
Wages	14,000	15,000	43,106	13,986
Capitalized Infrastructure replacement				1,245,839
Total ERCA infrastructure investment	892,500	700,000	899,653	1,456,106
Surplus/(Deficit) - capital projects	-	-	(54,750)	(118)
TOTAL SURPLUS/(DEFICIT)-MANDATORY ACTIVITIES	-	15,500	142,495	(43,826)

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
CATEGORY 3 NON MANDATORY PROGRAMS & SERVICES				
On-going recurring core watershed programs & services				
Total Municipal Levies associated with non-mandatory programs & services	827,850	808,350	873,850	959,632
Other Government \$	110,000	90,500	65,281	100,486
Self-generated/Other grants	806,200	766,700	894,037	533,638
Deferred Revenue Transfers	(447,400)	(442,600)	(524,047)	(399,228)
Total revenues associated with ERCA-ongoing non-mandatory programs & services	1,296,650	1,222,950	1,309,120	1,194,528
	1,296,650			
Expenses associated with ERCA ongoing non-mandatory programs & services				
Wages & benefits -non mandatory operations	631,500	584,750	626,293	605,821
Construction& consulting engineering	13,700	17,500	29,043	17,949
Plants, removals and landowner subsidies	255,500	262,500	286,729	149,907
Supplies	39,585	44,085	40,575	24,426
Maintenance, repairs & security	21,072	19,086	22,502	29,516
Occupancy, taxes, utilities & waste removal	38,553	36,653	38,559	34,020
Equipment, software/hardware & website	7,000	6,750	6,715	7,373
Lab, data, technical & sub-contracted services	14,750	12,000	28,046	14,625
Insurance & legal	33,600	26,600	26,113	30,738
Dues & memberships	650	450	3,872	4,741
Travel, training & professional development	2,790	2,790	1,298	813
Bank, credit card charges and interest	10,700	4,500	11,911	5,246
In-kind supplies & services	20,000	20,000	19,200	26,879
Land acquisition	-	-	-	115,562
Recoveries-shared/corp svcs/fleet	207,250	200,786	199,023	146,650
	1,296,650	1,238,450	1,339,879	1,214,268
Surplus/(Deficit) associated with ERCA-ongoing non-mandatory programs & services				
	-	(15,500)	(30,759)	(19,739)
Category 2 & 3 Municipal and Non Mandatory Term-limited projects with special grants and fixed terms				
Total Municipal Levies associated with term-limited special projects	-	-	-	50,000
Municipal Special Project/Fee For Service	1,112,500	2,023,600	383,444	1,088,846
Other Government \$	651,250	1,005,125	1,229,198	855,588
Self-generated/Other grants	82,250	119,735	168,867	173,305
Deferred Revenue Transfer	223,500	306,150	(170,411)	(72,957)
Total Revenues associated with term limited 3rd-party funded projects & services	2,069,500	3,454,610	1,611,099	2,094,782
Expenses associated with term limited 3rd-party funded projects & services				
Wages & benefits -special grant & municipal projects	461,550	557,545	677,858	535,886
Construction& consulting engineering-special grant & municipal	1,266,500	2,537,750	548,362	1,236,866
Plants, removals and landowner subsidies-special grant projects	101,000	160,000	171,984	88,918
Program supplies- special grant projects	16,150	23,185	29,654	32,899
Maintenance, repairs & security	-	-	846	-
Occupancy, taxes, utilities & waste removal	1,000	1,000	1,000	932
Equipment, software/hardware & website-special grant projects	20,000	6,000	13,149	40,979
Lab, data, technical & sub-contracted services-special grant	32,000	22,305	24,803	33,406
Insurance & legal	3,500	1,250	6,090	3,548
Dues & memberships	-	-	-	-

	2022 DRAFT BUDGET	2021 BUDGET	2021 PROJECTION	2020 AUDITED
Surplus/(Deficit) associated with term limited 3rd party funded projects & services	-	-	(3,806)	(2,326)
SURPLUS/(DEFICIT) ASSOCIATED WITH ALL NON MANDATORY ACTIVITIES	-	(15,500)	(34,565)	(22,066)
Consolidated Surplus(Deficit)	-	-	107,929	(65,892)
Municipal Levies associated with mandatory services	2,712,453	2,646,269	2,580,769	2,377,034
Municipal Levies associated with non-mandatory services	827,850	808,350	873,850	1,009,632
Total Municipal Levies	3,540,303	3,454,619	3,454,619	3,386,666

AUTHORITY FINANCIAL SUMMARY- ALL PROGRAMS & SERVICES				
Levy - Operations	\$ 2,712,453	\$ 2,485,204	\$ 2,485,204	\$ 2,336,666
Levy - Clean Water~Green Spaces	827,850	969,415	969,415	1,050,000
Total Municipal Levy	3,540,303	3,454,619	3,454,619	3,386,666
Water & erosion control infrastructure and special projects	1,097,000	2,011,600	455,444	1,028,788
Risk management services	15,500	12,000	28,000	60,058
	4,652,803	5,478,219	3,938,063	4,475,512
Provincial				
Section 39 Flood/Erosion Program	104,417	104,417	104,417	104,417
Drinking Water Source Protection	95,500	95,000	92,500	52,734
WECl (Water Erosion Control Infrastructure Grant)	-	17,625	(26,652)	52,875
Other (CMOG, SEO etc)	806,188	474,188	722,058	519,926
	1,006,105	691,230	892,323	729,953
Federal	341,750	729,500	837,052	996,414
Total Government Transfer Payments & Fees-For-Services	6,000,658	6,898,949	5,667,439	6,201,879
Other revenues				
Permit and applicant fees - mandatory services	823,500	721,000	867,210	708,358
Admissions, program fees & other services	662,100	498,385	745,732	(608,850)
Leases & property rentals	85,500	80,600	85,337	80,255
Donations and other grants				
General	113,000	193,500	256,168	156,010
Essex Region Conservation Foundation grants	467,000	421,500	460,780	544,276
In-kind contributions	90,000	20,000	30,613	39,222
Interest income	30,000	30,000	25,935	64,690
Total other revenues	2,271,100	1,964,985	2,471,776	983,961
Transfers from/(to) deferred revenues	(45,900)	(130,650)	(822,999)	(545,651)
Interdepartmental recoveries	758,200	803,000	767,065	668,848
TOTAL REVENUES	\$ 8,984,058	\$ 9,536,284	\$ 8,083,280	\$ 7,309,037

	2022	2021	2021	2020
	DRAFT BUDGET	BUDGET	PROJECTION	AUDITED
EXPENSES BY CLASSIFICATION				
Wages & benefits -ERCA operations	\$ 3,681,800	\$ 3,396,250	\$ 3,378,563	3,016,491
Wages & benefits -special grant projects	461,550	557,545	677,858	535,886
Construction-municipal projects	283,500	481,750	155,019	61,385
Construction-special grant projects	1,000,000	1,977,000	408,533	1,176,295
Construction-ERCA capital projects	938,200	818,000	795,958	178,516
Plant material, removals and landowner subsidies-special grant projects	343,571	368,571	471,747	229,364
Plant material, removals and landowner subsidies - ERCA operations	61,000	84,300	13,371	18,129
Program supplies- special grant projects	39,750	39,785	43,484	41,665
Site & operational supplies - Conservation Areas	92,273	75,899	100,993	60,754
Office supplies & expenses - other ERCA operations	23,737	35,037	24,636	24,683
Maintenance, repairs & security-sites	108,972	55,186	83,892	70,530
Maintenance, repairs & supplies-fleet/equipment	94,500	100,900	108,320	99,033
Equipment, software/hardware & website-special grant projects	24,000	10,000	14,123	43,913
Equipment, software/hardware & website - ERCA operations	86,523	97,923	118,689	41,109
Lab, data, technical & sub-contracted services - special grant	46,750	34,305	37,585	46,880
Lab, data, technical & sub-contracted services - ERCA operations	42,500	52,500	66,957	45,259
Insurance, audit & legal	161,150	132,450	142,396	197,679
Dues & memberships	50,879	49,679	49,248	52,300
Travel, training & professional development	18,540	18,540	8,006	3,314
Board, committee & meeting expenses	20,000	19,000	15,000	21,487
Bank, credit card charges and interest	28,300	14,100	32,814	20,820
In-kind supplies & services	90,000	20,000	25,613	39,222
Amortization	317,500	315,500	312,500	309,545
Extraordinary item	-	-	-	292,742
Internal recoveries included in revenues	784,750	808,051	763,018	655,160
TOTAL EXPENSES	\$ 9,134,558	\$ 9,882,784	\$ 8,166,013	\$ 7,579,784
Total Revenues	8,984,058	9,536,284	8,089,541	8,362,242
Total Expenses	9,134,558	9,882,784	8,166,013	7,579,784
SURPLUS/(DEFICIT) (ACCRUAL BASIS)	(150,500)	(346,500)	(76,472)	782,458
ADD/SUBTRACT: NON CASH ITEMS				
Amortization	317,500	315,500	312,500	309,545
Transfers from Reserves (Per Schedule)	344,000	-	-	819,693
DEDUCT: CAPITAL ITEMS				
Land acquisition	-	-	-	(115,562)
Purchased fleet/equipment	(85,000)	(88,000)	(93,246)	(53,635)
Infrastructure additions	-	-	-	(1,245,839)
(DECREASE)/INCREASE IN NET SURPLUS (prior to reserve transfers)	426,000	(119,000)	142,782	496,660
TRANSFER (TO) RESERVES (Per Schedule)	(426,000)	119,000	(34,853)	(562,552)
INCREASE/(DECREASE) IN UNRESTRICTED ACCUMULATED OPERATING FUND SURPLUS	\$ -	\$ -	\$ 107,929	\$ (65,892)

Appendix B: Draft Municipal Levy Schedule (2.5%)

MUNICIPALITY	CVA % 2022	CVA % 2021	General Levy 2022	General Levy 2021	CW-GS Levy 2022	CW-GS Levy 2021	Total Levies 2022	Total Levies 2021	2022-2021	%
Town of Amherstburg	6.00%	5.95%	\$162,713	\$147,897	\$49,660	\$57,691	\$212,373	\$205,588	\$6,785	3.3%
Town of Essex	4.76%	4.76%	129,173	118,222	39,424	46,115	168,597	164,337	4,260	2.6%
Town of Kingsville	6.34%	6.24%	171,975	154,982	52,487	60,455	224,462	215,437	9,026	4.2%
Municipality of Lakeshore	9.69%	9.61%	262,878	238,901	80,231	93,189	343,109	332,090	11,019	3.3%
Town of Lasalle	8.95%	8.83%	242,710	219,360	74,076	85,567	316,785	304,927	11,858	3.9%
Town of Leamington	6.17%	6.07%	167,404	150,891	51,092	58,859	218,497	209,749	8,748	4.2%
Town of Pelee	0.28%	0.28%	7,490	6,883	2,286	2,685	9,776	9,568	207	2.2%
Town of Tecumseh	8.27%	8.33%	224,440	206,947	68,500	80,725	292,940	287,672	5,269	1.8%
City of Windsor	49.54%	49.94%	1,343,671	1,241,121	410,093	484,130	1,753,764	1,725,250	28,513	1.7%
TOTALS	100%	100%	\$2,712,453	\$2,485,204	\$827,850	\$969,415	\$3,540,303	\$3,454,619	\$85,684	2.5%

Appendix C: Draft Reserves Continuity Schedule

ESSEX REGION CONSERVATION AUTHORITY 2022 PROJECTED RESERVES	INFRA- STRUCTURE / 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
PROJECTED OPENING BALANCE -01/01/2022	\$94,198	\$148,342	\$100,000	\$164,287	\$274,508	\$104,685	\$50,000	\$90,374	\$90,000	\$47,857	\$1,164,250
Transfers to reserves	200,000	-	-	-	-	-	-	15,000	-		215,000
Interest	-						-				-
Repayments	211,000	-									211,000
AVAILABLE BALANCE	505,198	148,342	100,000	164,287	274,508	104,685	50,000	105,374	90,000	47,857	1,590,250
RESERVE FUND EXPENSES/ TRANSFERS											
JRPH museum repairs	100,000							36,000			136,000
Greenways culvert/ crossing condition assessment	26,000										26,000
Parking lot(s) resurfacing	60,000										60,000
Conservation areas signage	16,000										16,000
Train Station maintenance & repairs								20,000			20,000
Vehicles/Equipment				43,000							43,000
Cloud Infrastructure/ Servers Project					43,000						43,000
TOTAL EXPENSES	202,000	-	-	43,000	43,000	-	-	56,000	-	-	344,000
PROJECTED CLOSING BALANCE 12/31/2022	\$303,198	\$148,342	\$100,000	\$121,287	\$231,508	\$104,685	\$50,000	\$49,374	\$90,000	\$47,857	\$1,246,250
											\$82,000

Appendix D: Funding Sources by Service Delivery Area

Primary Function/Dept	Program Sub-Unit	Budgeted Expenses	General Levy	CW~GS Levy	Municipal Special	Prov TPAs-Mandatory Service	Prov Special Grant	Federal	Fees/ Grants/ Def Rev	(To/ From) Reserves	Total	Levy %	Levy Per Household
Watershed Management Programs & Services													
Risks of Natural Hazards	Development Services	\$961,050	\$246,050	\$-	\$-	\$-	\$-	\$-	\$715,000	\$-	\$961,050	26%	\$1.61
Risks of Natural Hazards	Planning - Hazards	215,650	107,150	-	-	-	-	-	108,500	-	215,650	50%	\$0.70
Risks of Natural Hazards	Flood Forecasting & Warning	242,280	137,863	-	-	104,417	-	-	-	-	242,280	57%	\$0.90
Risks of Natural Hazards	Watershed Engineering	76,150	76,150	-	-	-	-	-	-	-	76,150	100%	\$0.50
Risks of Natural Hazards	Climate Change - Hazards	25,000	25,000	-	-	-	-	-	-	-	25,000	100%	\$0.16
Non Mandatory Services	Plan Review - Natural Heritage	59,500	-	59,500	-	-	-	-	-	-	59,500	100%	\$0.39
Non Mandatory Services	Municipal WECl Projects	-	-	-	-	-	-	-	-	-	-	0%	\$-
Non Mandatory Services	Municipal Technical Studies	279,000	-	-	97,000	-	182,000	-	-	-	279,000	0%	\$-
Watershed Management Summary		1,858,630	592,213	59,500	97,000	104,417	182,000	-	823,500	-	1,858,630	35%	\$4.26
Conservation Programs & Services													
Lands Mgmt/Conservation	Conservation Program, Management Plans & Land Strategies	158,515	158,515	-	-	-	-	-	-	-	158,515	100%	\$1.04
Lands Mgmt/Conservation	Conservation Areas & Infrastructure Maintenance	840,010	704,360	-	-	-	-	-	115,650	20,000	840,010	84%	\$4.61
Lands Mgmt/Conservation	Tree Planting & Restoration - Conservation Areas	169,300	124,300	-	-	-	10,000	-	35,000	-	169,300	73%	\$0.81
Lands Mgmt/Conservation	Capital Projects/Infrastructure	892,500	23,500	-	-	-	161,000	180,000	501,000	27,000	892,500	3%	\$0.15
Lands Mgmt/Conservation/ Prov Agreement	John R Park Homestead -Museum & Programs	273,003	189,565	-	-	-	23,688	6,000	68,750	(15,000)	273,003	69%	\$1.24
Lands Management/ Conservation	Fleet/Equipment	197,350	27,750	-	-	-	-	-	126,600	43,000	197,350	14%	\$0.18
Lands Management/ Conservation	Transfer to Infrastructure Reserve - Cons Areas/ Greenways	-	200,000	-	-	-	-	-	-	(200,000)	-		\$1.31
Non Mandatory Services	Land Securement and Acquisition	47,000	-	500,000	-	-	-	-	(453,000)	-	47,000	100%	\$3.27
Non Mandatory Services	Treeplanting/Restoration- Private Lands	525,600	-	75,000	-	-	70,000	40,000	340,600	-	525,600	14%	\$0.49
Non Mandatory Services	Holiday Beach Recreation/ Camping	321,600	-	6,000	-	-	-	-	315,600	-	321,600	2%	\$0.04
Fee for Service/ Contracts	Special Term Projects (Municipal/other)	1,000,000	-	-	1,000,000	-	-	-	-	-	1,000,000	0%	\$-
Fee for Service/ Contracts	Property Maintenance	12,250	-	-	-	-	-	-	12,250	-	12,250	0%	\$-
Conservation/Lands Summary		4,437,128	1,427,990	581,000	1,000,000	-	264,688	226,000	1,062,450	(125,000)	4,437,128	45%	\$13.14

Appendix D: Funding Source by Service Delivery Area (cont'd)

Watershed Research Programs & Services													
Source Protection Authority under CWA	Drinking Water Source Protection	95,500	-	-	-	95,500	-	-	-	-	95,500	0%	\$-
Municipal Services provided through Agreements	Risk Management Services	15,500	-	-	15,500	-	-	-	-	-	15,500	0%	\$-
Non Mandatory Services	Water Quality & Research Program	54,000	-	54,000	-	-	-	-	-	-	54,000	100%	\$0.35
Non Mandatory Services	Demonstration/ Research Farm	54,350	-	36,750	-	-	-	-	17,600	-	54,350	68%	\$0.24
Non Mandatory Services	Landowner Stewardship/ Extension Services	55,000	-	35,000	-	-	-	-	20,000	-	55,000	64%	\$0.23
NMS Special/Term Projects	Detroit River CDN Cleanup	159,000	-	-	-	-	73,500	73,500	12,000	-	159,000	0%	\$-
NMS Special/Term Projects	Climate Change Collaborative/Studies	5,000	-	-	-	-	-	5,000	-	-	5,000	0%	\$-
NMS Special/Term Projects	Water Quality & Research Studies	511,900	-	-	-	-	280,000	-	231,900	-	511,900	0%	\$-
Watershed Research Summary		950,250	-	125,750	15,500	95,500	353,500	78,500	281,500	-	950,250	13%	\$0.82
Community Outreach Programs & Services													
Mandatory	Corporate Communications	194,700	189,700	-	-	-	-	-	5,000	-	194,700	97%	\$1.24
Non Mandatory Services	Outdoor/Conservation Education	53,000	-	-	-	-	-	-	53,000	-	53,000	0%	\$-
Non Mandatory Services	Outreach & Partnerships	71,600	-	61,600	-	-	-	-	10,000	-	71,600	86%	\$0.40
NMS Special/Term Projects	Grant - funded Projects/ Events	49,850	-	-	-	-	-	250	49,600	-	49,850	0%	\$-
Community Outreach Summary		369,150	189,700	61,600	-	-	-	250	117,600	-	369,150	68%	\$1.64
Administration & Corporate Services													
Mandatory	Corporate Services	1,164,150	502,550	-	-	-	-	-	661,600	-	1,164,150	43%	\$3.29
Mandatory	Special Projects (HR/IT)	43,000	-	-	-	-	-	-	-	43,000	43,000	0%	\$-
Non Mandatory Services	Essex Region Conservation Foundation Supports	55,000	-	-	-	-	-	-	55,000	-	55,000	0%	\$-
TBD	Administrative Reserves	-	-	-	-	-	-	-	-	-	-	0%	\$-
Administration & Corporate Services Summary		1,262,150	502,550	-	-	-	-	-	716,600	43,000	1,262,150	0%	3.29
		\$8,877,308	\$2,712,453	\$827,850	\$1,112,500	\$199,917	\$800,188	\$304,750	\$3,001,650	-\$82,000	\$8,877,308	40%	\$23.15
Mandatory Services (BOLDED)		\$5,603,158	\$2,712,453	\$-	\$-	\$199,917	\$194,688	\$186,000	\$2,337,100	-\$82,000	\$5,548,158	49%	17.74
Non Mandatory Services		\$3,274,150	\$-	\$827,850	\$1,112,500	\$-	\$605,500	\$118,750	\$664,550	\$-	\$3,329,150	25%	5.41

Appendix E: Where Does Your Levy Go?



ERCA Board

Tania Jobin, Town of Tecumseh - Chair	Larry Patterson, Town of Kingsville	Dayne Malloch, Township of Pelee
Kieran McKenzie, City of Windsor - Vice Chair	Tracey Bailey, Municipality of Lakeshore	Joe Bachetti, Town of Tecumseh
Peter Courtney, Town of Amherstburg	Len Janisse, Municipality of Lakeshore	Jeewen Gill, City of Windsor
Michael Prue, Town of Amherstburg	Mark Carrick, Town of LaSalle	Jim Morrison, City of Windsor
Morley Bowman, Town of Essex	Sue Desjarlais, Town of LaSalle	Ed Sleiman, City of Windsor
Chris Vander Doelen, Town of Essex	Trevor Jones, Municipality of Leamington	
Laura Lucier, Town of Kingsville	Larry Verbeke, Municipality of Leamington	

ERCA Staff

Tim Byrne Chief Administrative Officer / Secretary Treasurer

Corporate Services

Shelley McMullen	Chief Financial Officer / Director, Finance & Corporate Services
Tom Dufour	Geomatics Technician
Nicole Kupnicki	Human Resources Manager / Executive Assistant
Lisa Pavan	Administrative Associate: Corporate Services
Ryan Rossman	Director, Information Technology Services
Bryan Schmidt	Application Support Technician
Kristen Walton	Payroll & Accounting Specialist

Watershed Management Services

James Bryant	Director, Watershed Management Services
Vitra Chodha	Resource Planner
Sydney Clackett	Regulations Analyst
Kim Darroch	Team Lead, Planning Services
Lina Florian	Watershed Engineer
Tom Gutpell	Engineering Technologist
Ashley Gyori	Regulations Analyst
Dan Jenner	Regulations Coordinator
Summer Locknick	Regulations Technician
Tian Martin	Water Resources Engineer
Madison McKnight	Surveyor / Technical Assistant (PT)
Laura Neufeld (LOA)	Regulations Technician
Kathleen Schnekenburger	Regulations Technician

Conservation Services

Kevin Money	Director, Conservation Services
Kathryn Arthur	Restoration Biologist
Tim Baxter	Conservation Area Technician
Michael Dick	Agricultural Technician
Rob Davies	Forester
TBD	Water Quality Technician
Russ Jones	Conservation Area Technician
Dan Lebedyk	Biologist / Ecologist
Bevin Martin	Conservation Area Technician
Devin McCann	Assistant Superintendent, HBCA
Katie Stammer	Water Quality Scientist / Project Manager, Source Water Protection
Jacqueline Serran	Detroit River Remedial Action Plan Coordinator
William Tate	Superintendent, Field Operations
Amy Weinz	Water Quality Technician
Laren Weller	Watershed Data Technician

Community Outreach Services

Danielle Breault Stuebing	Director, Communications & Outreach Services
Kris Ives	Curator / Education Coordinator
Madison McKnight	Surveyor / Technical Assistant (PT)
TBD	Interpreter
Gina Pannunzio	Partnerships & Outreach Coordinator
Jessica Rose (LOA)	Environmental Educator
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