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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

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- 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:

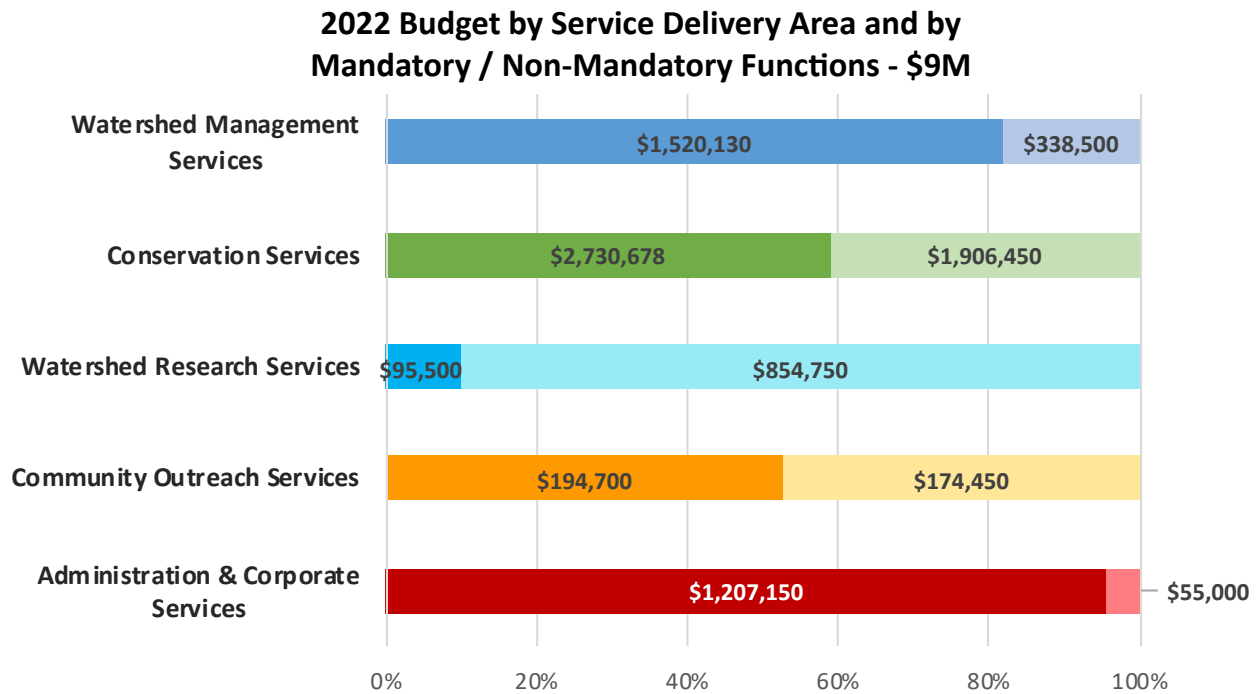
## Conservation Authorities Act 21.1 - Mandatory Programs & Services

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

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

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

This revised detailed budget presentation (**Appendix A**) includes sub sections for each service delivery area, noted as (1) Mandatory Programs & Services, (2) Non-Mandatory Ongoing/Recurring Programs & Services and (3) Non-Mandatory Municipal and Term-limited projects with special grants and fixed term funding. The budget includes ~\$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

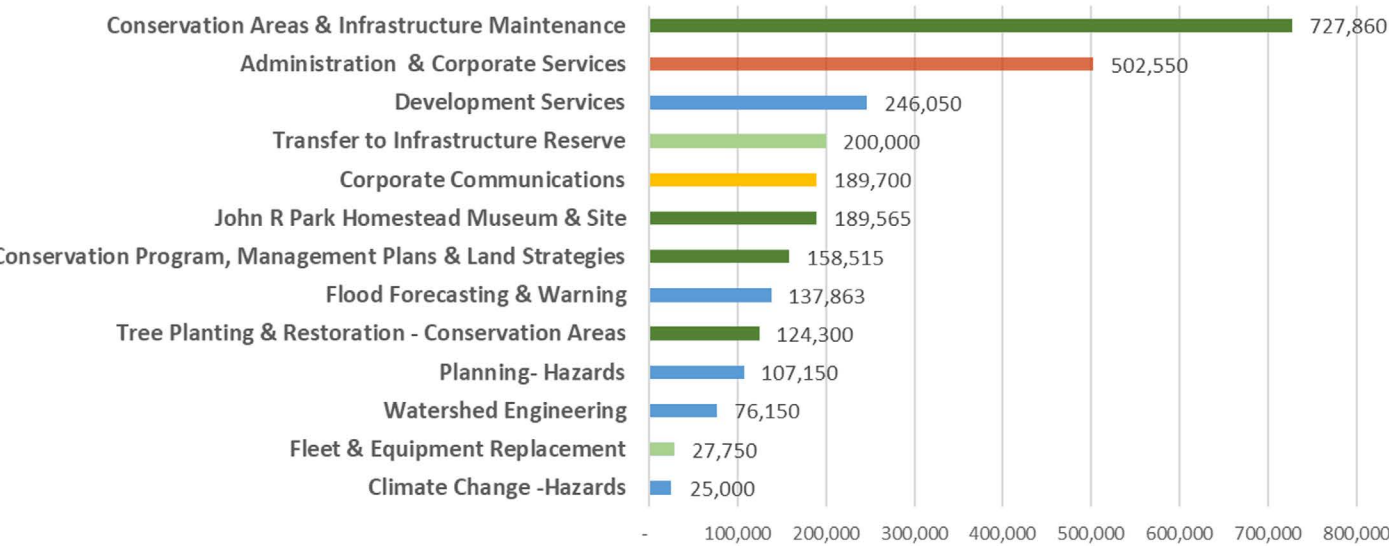
- Administration, in consultation with the Finance and Audit Advisory Board on November 30, 2021, is recommending an increase of \$85,684 (~2.5%) to levies, for total levy funding of \$3,540,303. Current value assessment in the Authority's jurisdiction has expanded by 1.3%, therefore the assessed levies 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

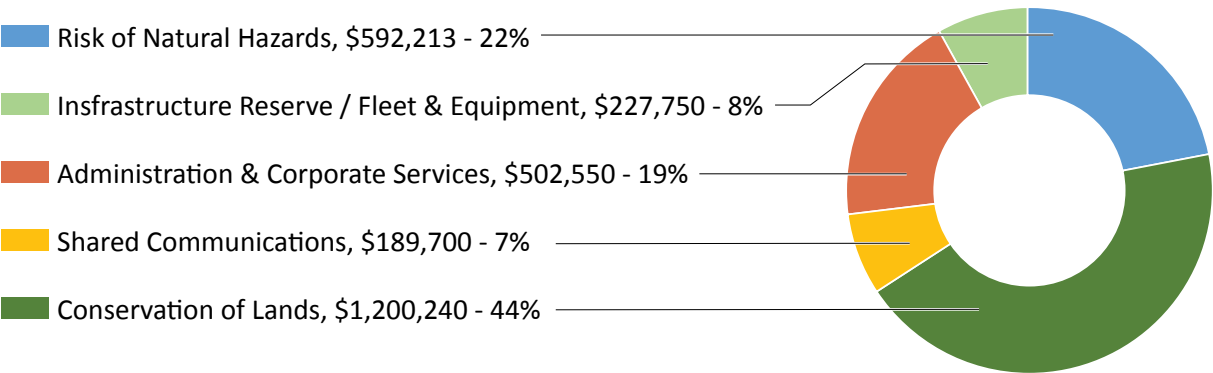
After determining wage obligations and operating costs, Administration is calculating a required Levy funding of \$2,712,453 to fulfil the Authority’s mandated obligations, as shown below. If municipal funding is required in 2024 and beyond, for Non-Mandatory services, the Authority is required to engage 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.

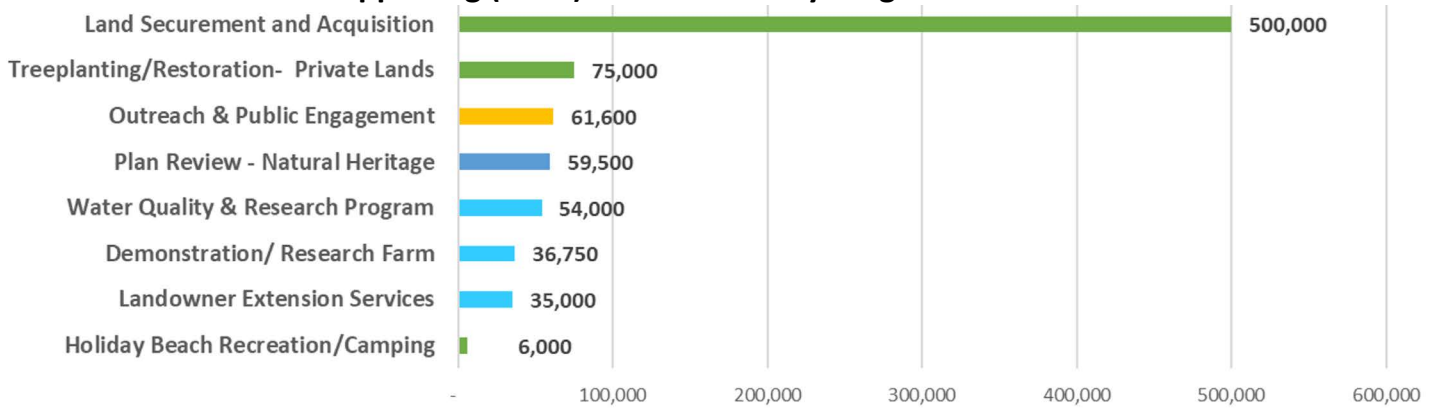
2022 Proposed General Levies  
Supporting (Draft) Mandatory Programs & Services



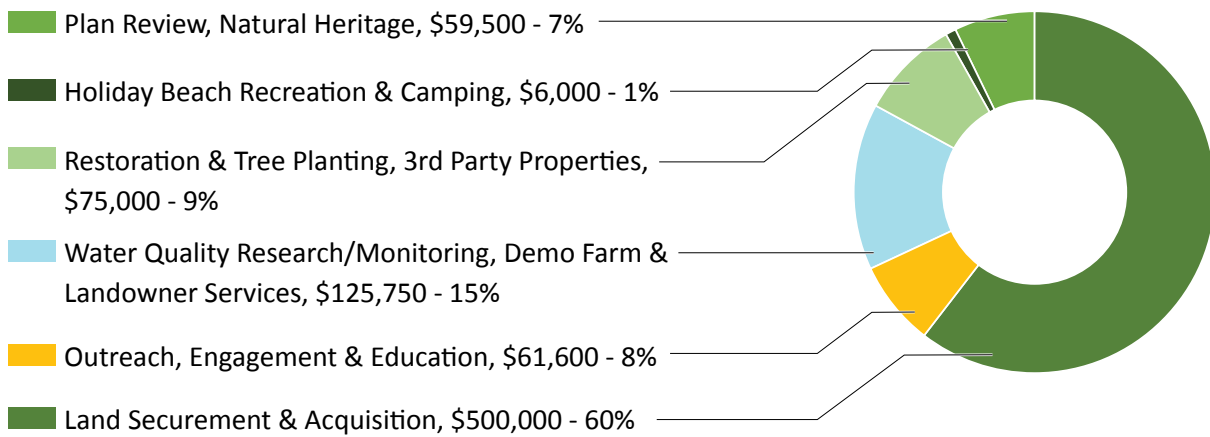
2022 Levies Summary - Mandatory Services



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

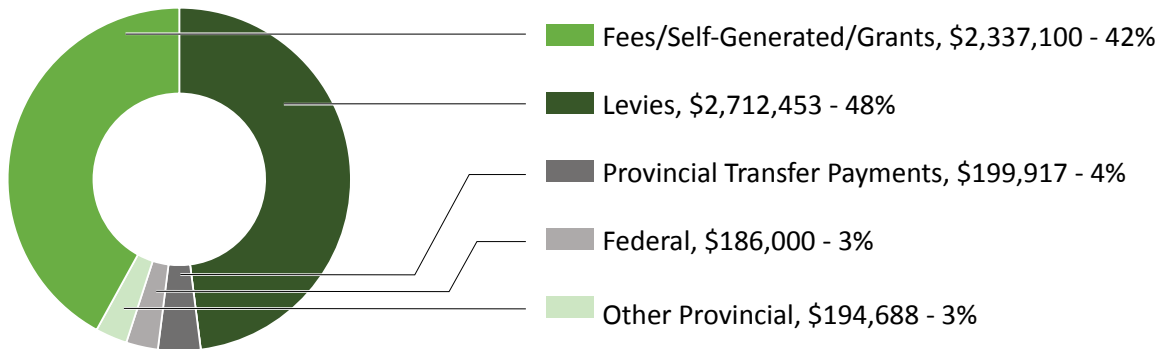


## 2022 Non-Mandatory Levies by Function

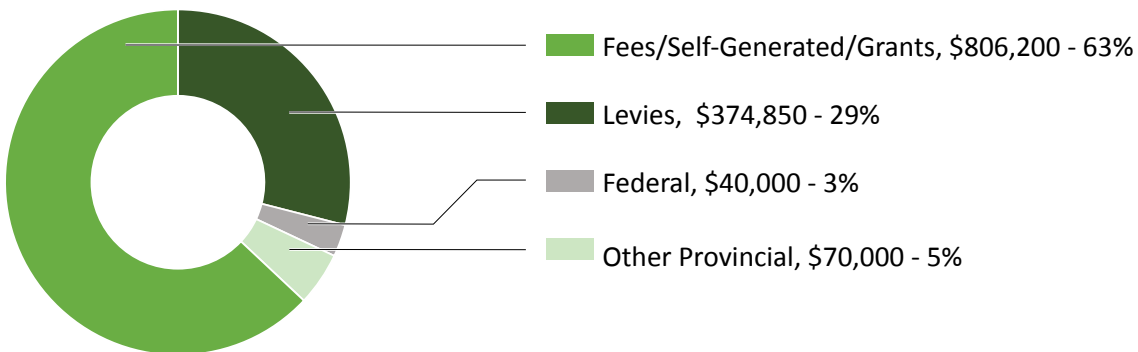




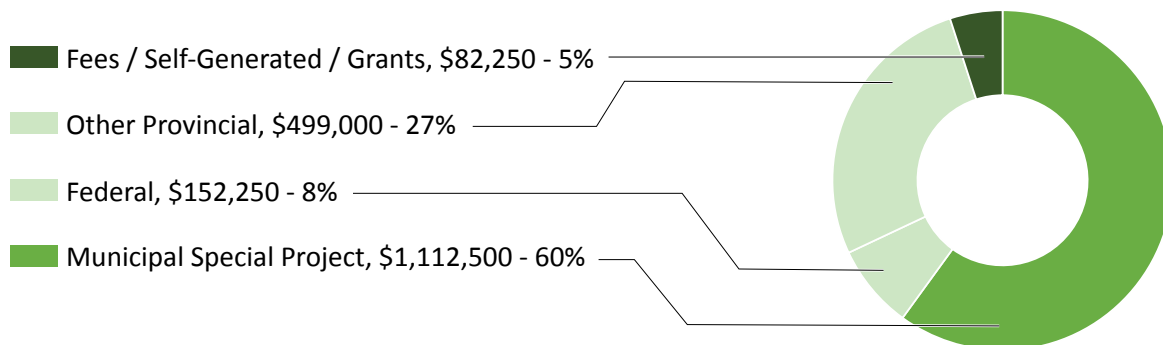
### 2022 Projected New Funds By Source - Mandatory Services (Excludes Deferred Revenue / Reserve Transfers)



### 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         |
| <b>Total FTEs -Mandatory Programs</b> | <b>28.2</b> | <b>31.7</b> |

|   |            |            |
|---|------------|------------|
| 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        |
| <b>Total FTEs Non-Mandatory – Annual Recurring Programs</b> | <b>7.7</b> | <b>8.0</b> |

|   |            |            |
|---|------------|------------|
| 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        |
| <b>Total FTEs Non-Mandatory Term Projects/Contracts</b> | <b>6.7</b> | <b>6.0</b> |

|                                    |             |             |
|------------------------------------|-------------|-------------|
| <b>Total Full Time Equivalents</b> | <b>42.5</b> | <b>45.7</b> |
|------------------------------------|-------------|-------------|

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

## 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%        |                      |
| <b>Total Funding - All Sources</b>                             | <b>\$</b> | <b>19,687,787</b> | <b>100%</b> | <b>\$1.01:\$1.00</b> |

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:

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

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.

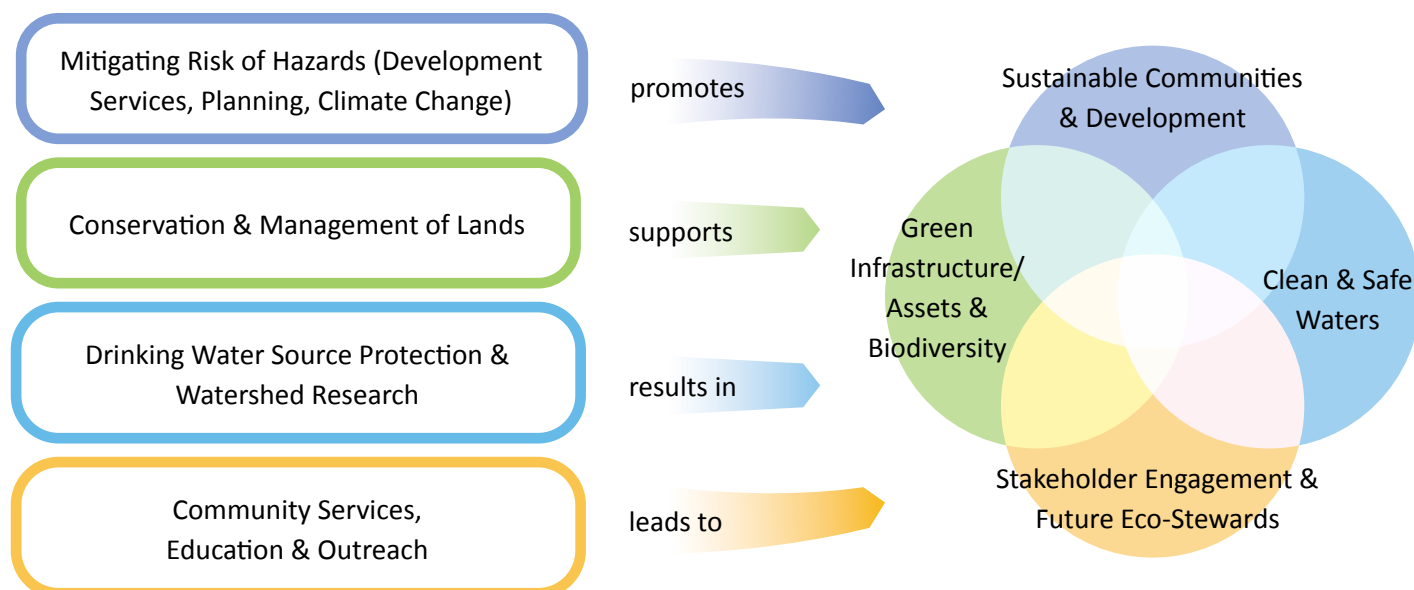
## Integrated Watershed Management

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.

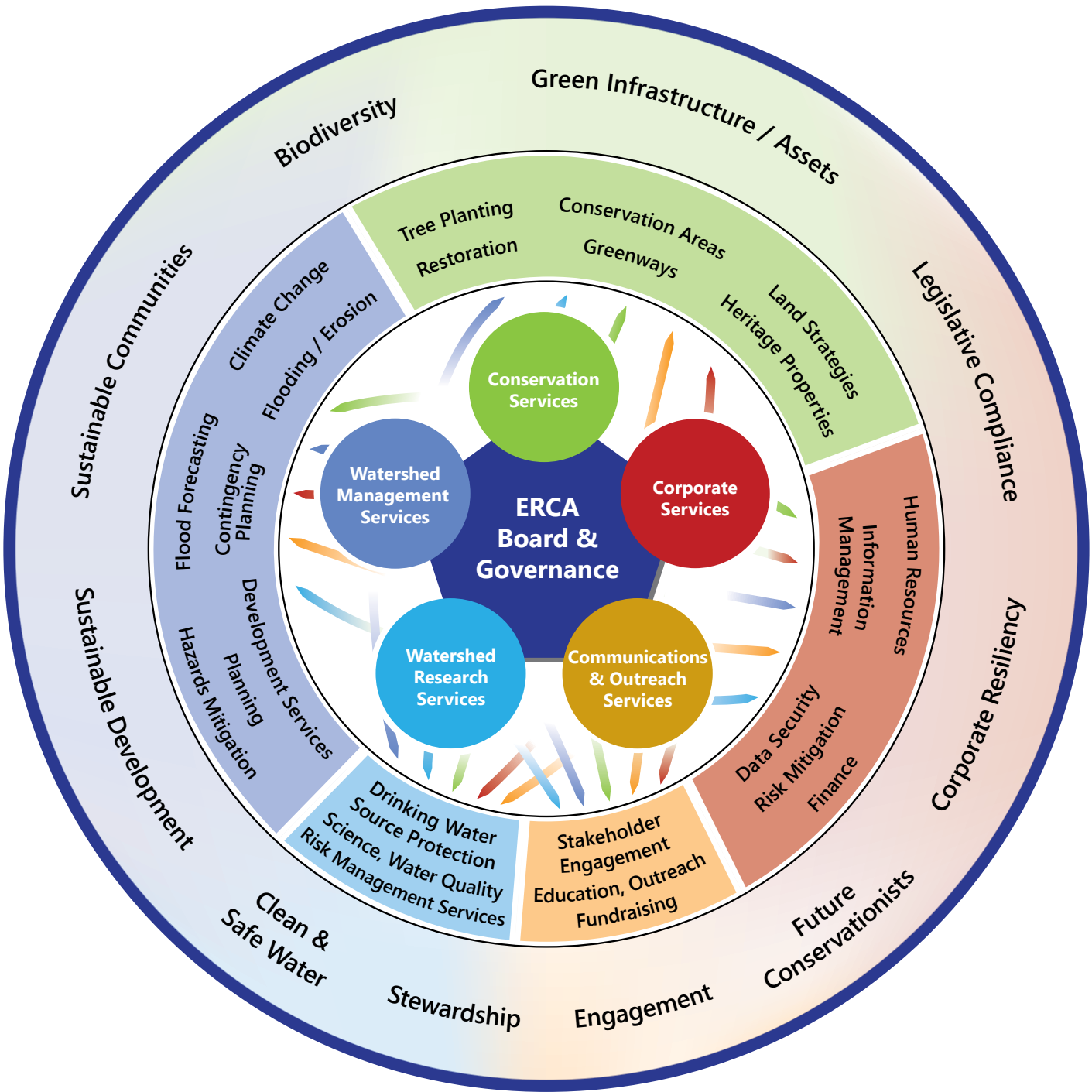
These programs were developed by, and are implemented by recognized experts in civil/environmental engineering, environmental studies, watershed planning, forestry, biology, ecology, agronomy, water quality science, restoration and natural resource management. ERCA works across all sectors and levels 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.

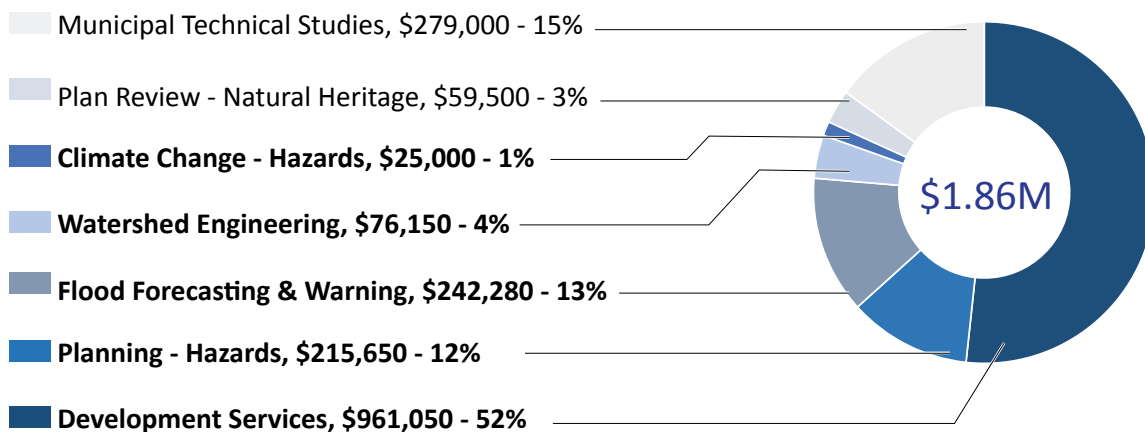
Watershed Management Services are delivered through four programs:

- 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

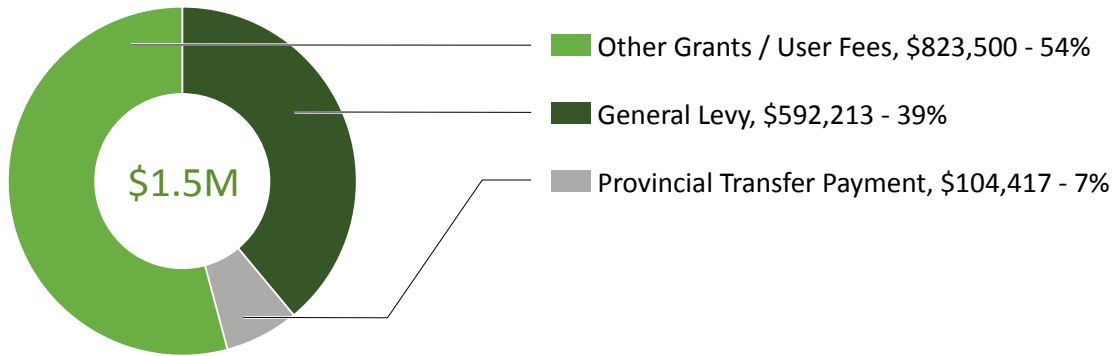
Mandatory Services are in bold



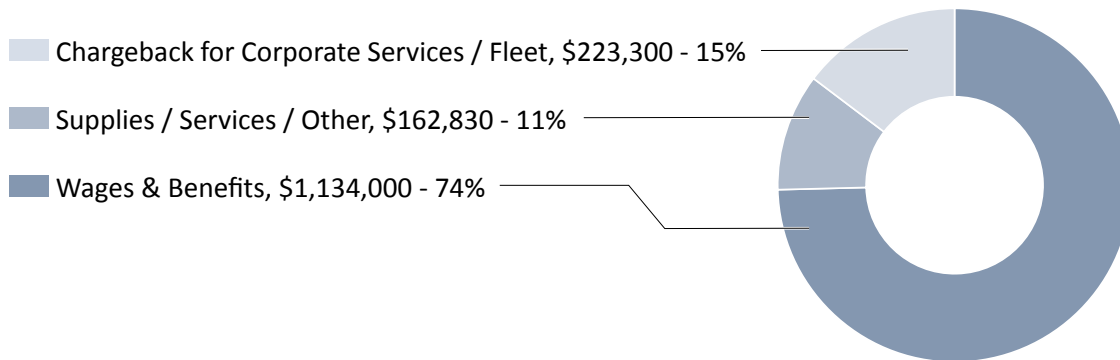
In general, the budgeted Watershed Management Services expenses are greater than 2021 as a result of additional administrative staff to support the needs across the Service Area, but primarily within Development Services program area, and additional fee-for-service projects / ancillary services that 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.



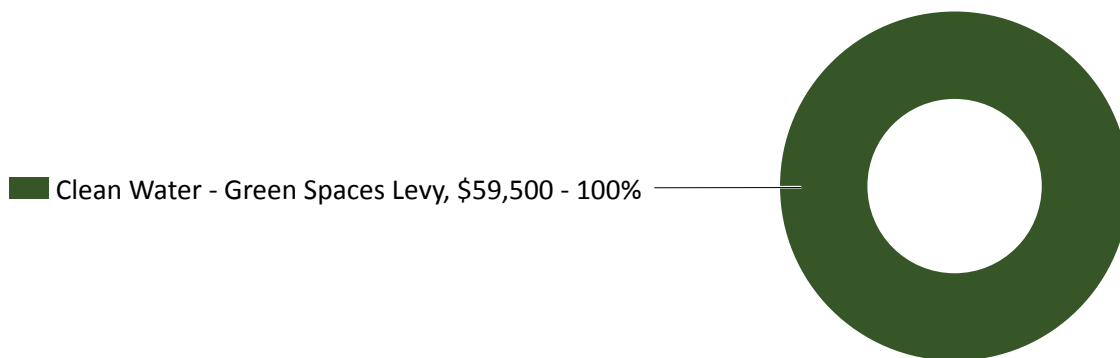
### MANDATORY Watershed Management Services Revenues



### MANDATORY Watershed Management Services Expensed by Classification



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



## DEVELOPMENT SERVICES

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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

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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

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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

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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

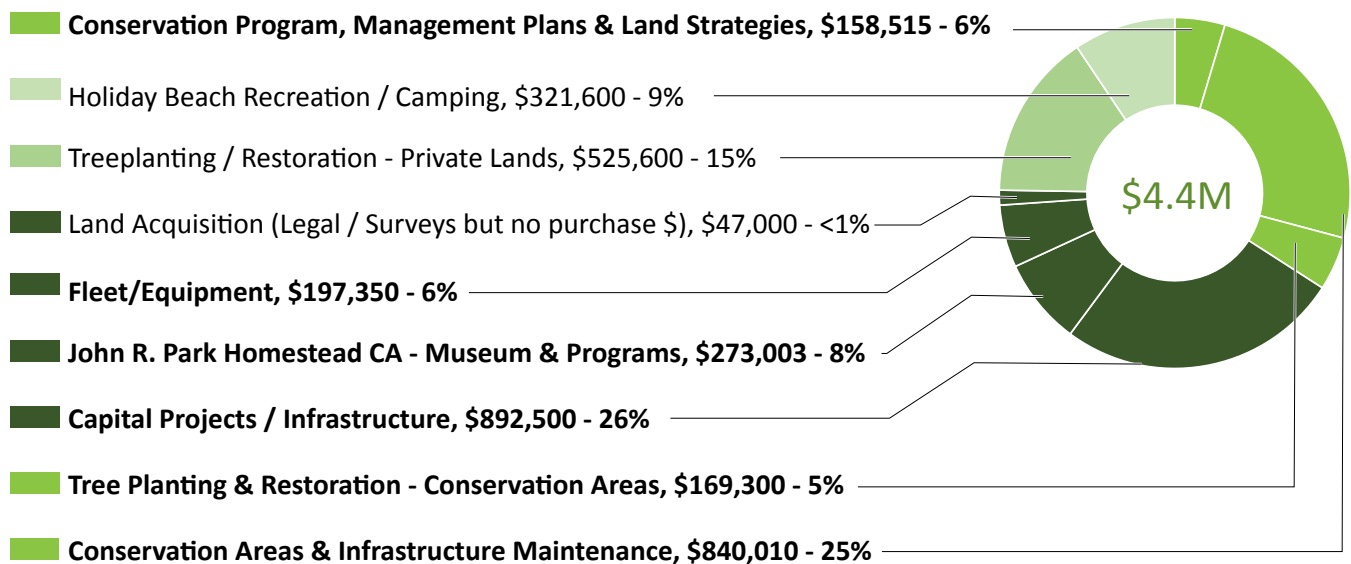
ERCA's Conservation Services programs protect, restore, and manage natural heritage areas and systems within ERCA's watersheds. This is accomplished through a system of conservation lands, strategic and leveraged investment in land securement, and by identifying and implementing priority restoration 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                               |  |

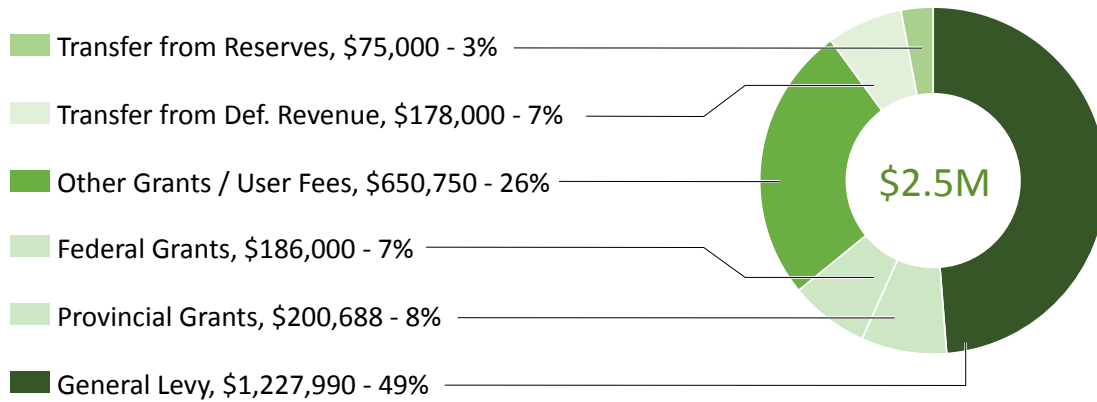
Approximately 15 FTEs deliver the services and includes seasonal restoration workers, tree planters, conservation areas technicians and support staff. Included in the 2022 budget are costs associated with expanded staff capacity during the winter months to undertake overdue maintenance along the greenway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

## Conservation Services by Function

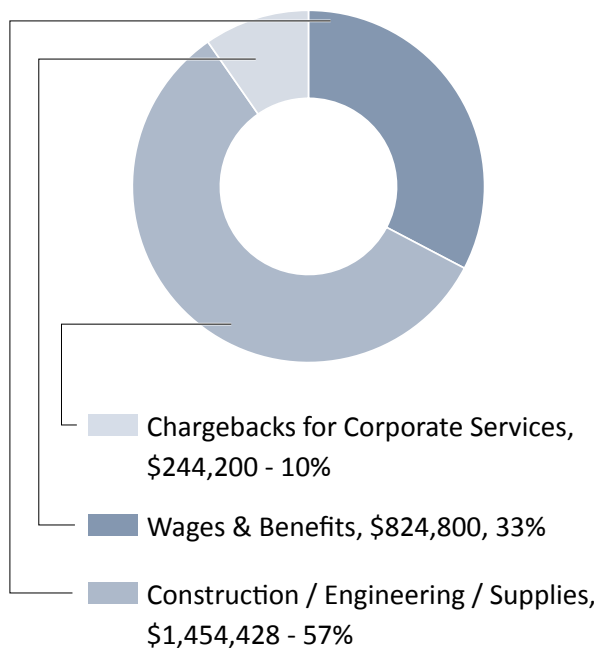
Mandatory Services are in bold



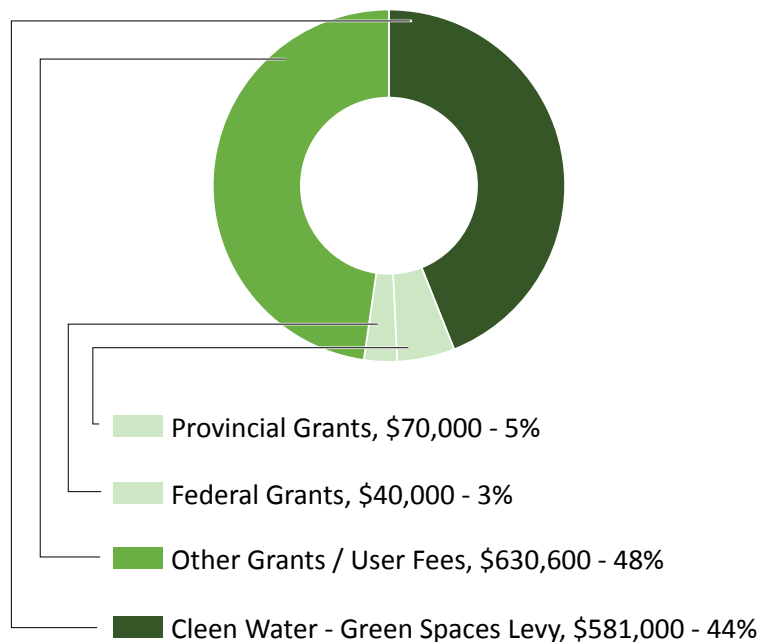
## MANDATORY Conservation Services Revenues



## 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

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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

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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

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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/<br>Reserve<br>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 |
| <b>Totals</b>  | <b>\$262,000</b>                      | <b>\$169,000</b> | <b>\$300,000</b> | <b>\$161,000</b> | <b>\$892,000</b> |               |

\*Pending contribution agreements



# Watershed Research Services

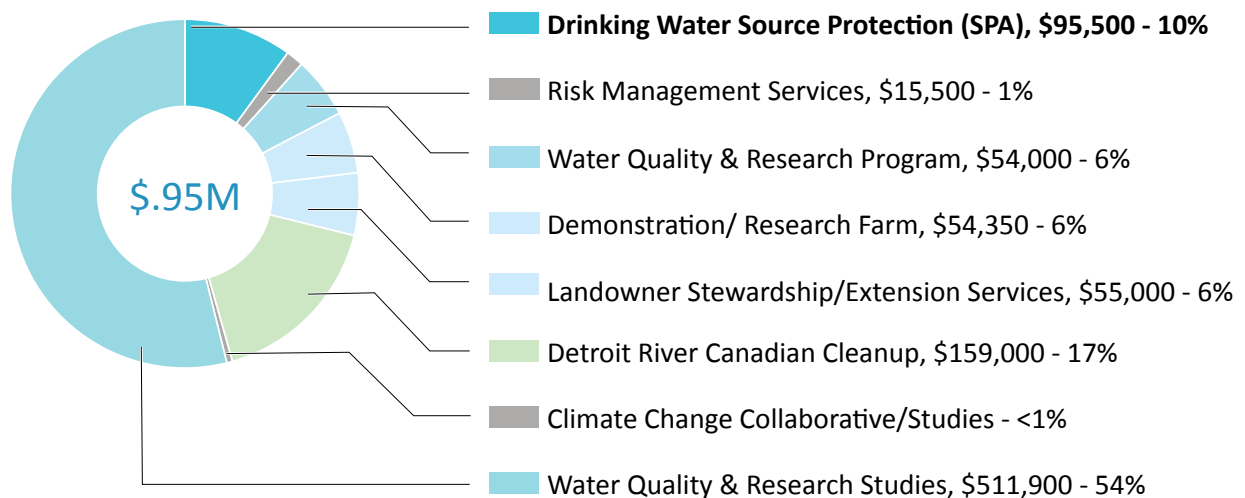
Watershed Research endeavors to improve the health of local watercourses through agricultural Best Management Practices, enhanced monitoring at the watershed and edge-of-field scale and collection of landscape information through Geographic Information Services. Strengthened relationships with the University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

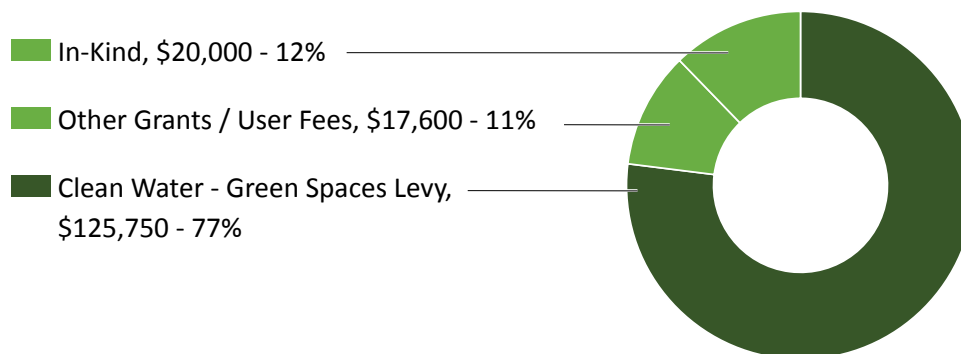


## MANDATORY Conservation Services Revenues

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

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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.

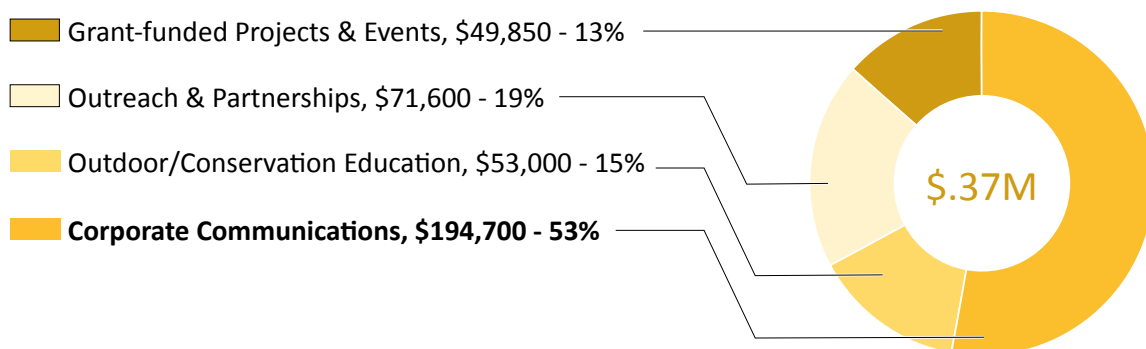
Community Outreach Services are delivered through three programs:

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

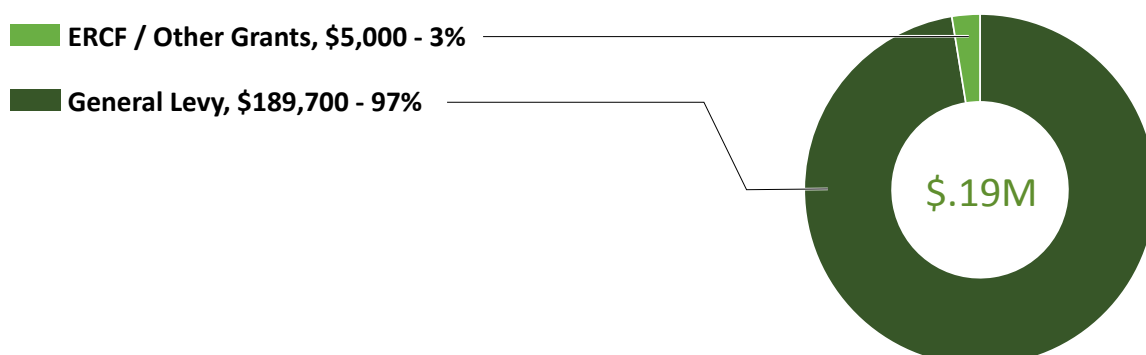
3 FTEs will continue to deliver community outreach services, a reduction of approximately 1.5 FTEs.

## Community Outreach Services by Function

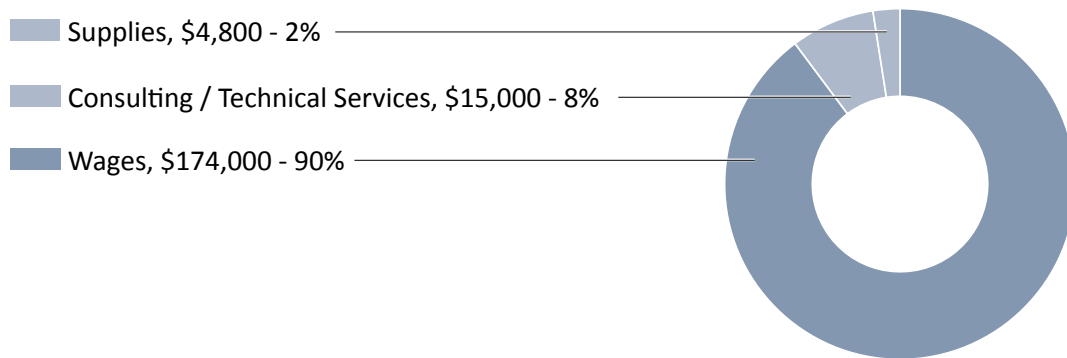
Mandatory Services are in bold



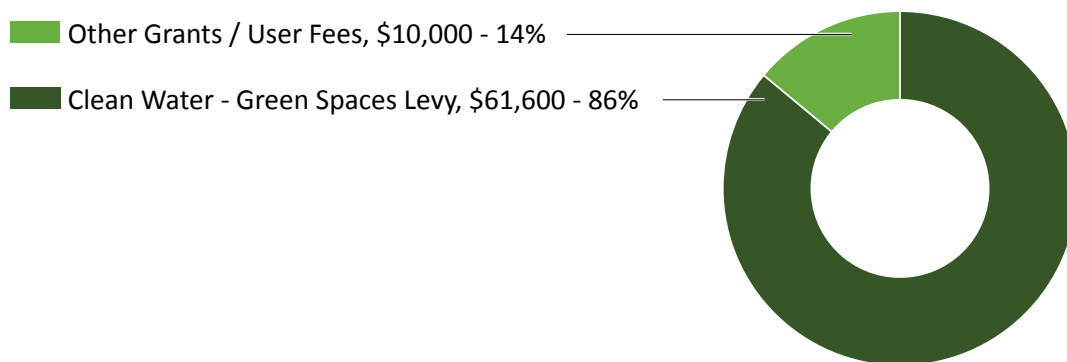
## MANDATORY Community Outreach Services Revenues



## 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

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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

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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

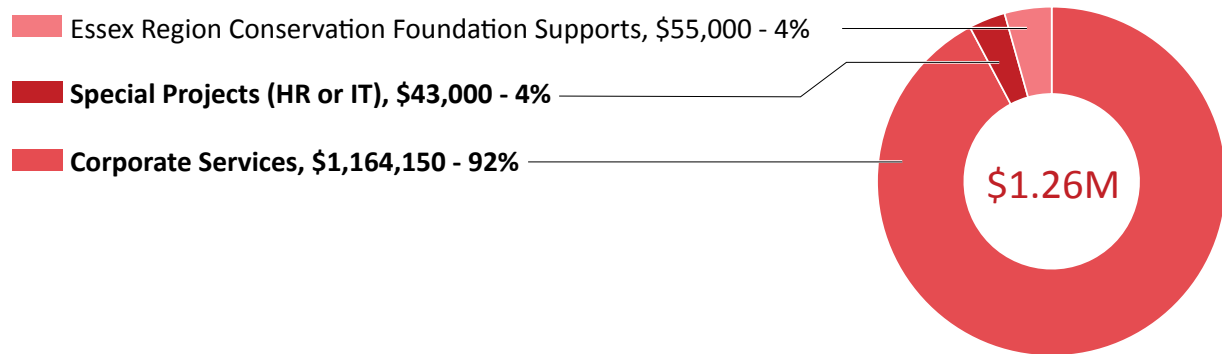
Corporate Services includes:

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

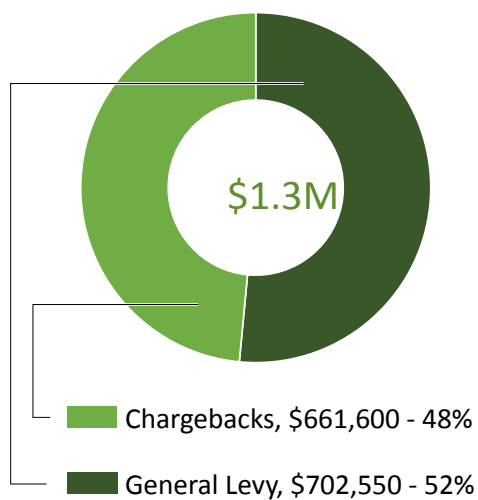
All services are provided to ERCF. Approximately 6 FTEs will deliver Corporate Services, an increase of 1 FTE from 2021.

## Corporate Services by Function

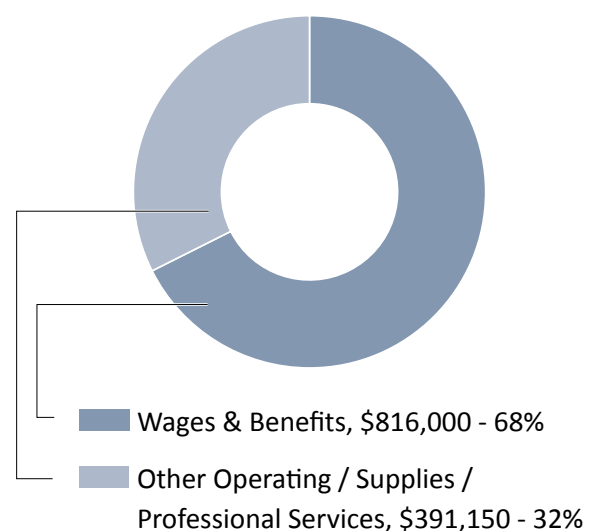
Mandatory Services are in bold



## MANDATORY Corporate Services Revenues



## MANDATORY Corporate & Shared Services - Expenses by Classification



## ADMINISTRATION / GOVERNANCE

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### 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

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### 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

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### 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

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### 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](http://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<br>DRAFT BUDGET | 2021<br>BUDGET | 2021<br>PROJECTION | 2020<br>AUDITED |
|----------------------|----------------|--------------------|-----------------|
|----------------------|----------------|--------------------|-----------------|

## 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        |
|                                   | <b>961,050</b> | <b>854,650</b> | <b>938,795</b> | <b>873,461</b> |
| 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          | -              |
|                                   | <b>961,050</b> | <b>854,650</b> | <b>856,218</b> | <b>804,711</b> |

#### 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         |
|                                   | <b>215,650</b> | <b>99,550</b> | <b>212,765</b> | <b>285,810</b> |
| 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          |
|                                   | <b>215,650</b> | <b>99,550</b> | <b>194,963</b> | <b>259,436</b> |

#### 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        |
|                              | <b>242,280</b> | <b>248,680</b> | <b>240,430</b> | <b>239,699</b> |
| 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          |
|                              | <b>242,280</b> | <b>248,680</b> | <b>240,375</b> | <b>239,635</b> |

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

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

|  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|
| <b>SUMMARY - CATEGORY 1 WMS MANDATORY SERVICES, RISKS OF NATURAL HAZARDS</b> |                  |                  |                  |                  |
| 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)         | -                |
|  | <b>1,520,130</b> | <b>1,322,030</b> | <b>1,462,740</b> | <b>1,507,270</b> |
| 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          |
|  | <b>1,520,130</b> | <b>1,322,030</b> | <b>1,362,403</b> | <b>1,411,064</b> |
| <b>SURPLUS/(DEFICIT)</b>   | -                | -                | <b>100,338</b>   | <b>96,206</b>    |

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

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

|   | 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<br>DRAFT BUDGET | 2021<br>BUDGET | 2021<br>PROJECTION | 2020<br>AUDITED |
|--|----------------------|----------------|--------------------|-----------------|
|--|----------------------|----------------|--------------------|-----------------|

# 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         | -              | -             |
|                              | <b>158,515</b> | <b>204,215</b> | <b>179,215</b> | <b>92,755</b> |
| 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           |
|                              | <b>158,515</b> | <b>202,715</b> | <b>148,722</b> | <b>94,578</b> |

### 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)        |
|                                       | <b>840,010</b> | <b>709,776</b> | <b>682,837</b> | <b>673,983</b> |
| 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         |
|                                       | <b>840,010</b> | <b>709,776</b> | <b>655,381</b> | <b>624,160</b> |

### 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          |
|  | <b>892,500</b> | <b>700,000</b> | <b>844,903</b> | <b>1,455,988</b> |
| 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            |
|  | <b>892,500</b> | <b>700,000</b> | <b>899,653</b> | <b>210,267</b>   |

|  | 2022<br>DRAFT BUDGET | 2021<br>BUDGET   | 2021<br>PROJECTION | 2020<br>AUDITED  |
|--|----------------------|------------------|--------------------|------------------|
| <b>JOHN R PARK HOMESTEAD</b>   |                      |                  |                    |                  |
| 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)         |
|  | <b>273,003</b>       | <b>280,303</b>   | <b>233,471</b>     | <b>195,251</b>   |
| 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            |
|  | <b>273,003</b>       | <b>280,303</b>   | <b>246,187</b>     | <b>194,655</b>   |
| <b>TREE PLANTING AND RESTORATION -ERCA LANDS</b>   |                      |                  |                    |                  |
| 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             | -                |
|  | <b>169,300</b>       | <b>119,700</b>   | <b>119,074</b>     | <b>-</b>         |
| 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            | -                  | -                |
|  | <b>169,300</b>       | <b>119,700</b>   | <b>120,252</b>     | <b>-</b>         |
| <b>FLEET &amp; FIELD EQUIPMENT</b>   |                      |                  |                    |                  |
| 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           | -                  | -                |
|  | <b>197,350</b>       | <b>198,000</b>   | <b>215,732</b>     | <b>169,851</b>   |
| 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           |
|  | <b>202,350</b>       | <b>198,000</b>   | <b>213,237</b>     | <b>189,327</b>   |
| <b>SUMMARY CATEGORY 1 MANDATORY SERVICES - LAND MGMT, (OWNED) CONSERVATION AREAS OPERATIONS, MAINTENANCE &amp; CAPITAL</b> |                      |                  |                    |                  |
| 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          |
|  | <b>2,518,428</b>     | <b>2,206,244</b> | <b>2,263,935</b>   | <b>2,543,297</b> |

|                                   | 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<br>DRAFT BUDGET | 2021<br>BUDGET | 2021<br>PROJECTION | 2020<br>AUDITED |
|--|----------------------|----------------|--------------------|-----------------|
| <b>SUMMARY CATEGORY 3 NON MANDATORY SERVICES -<br/>ERCA ONGOING CORE CONSERVATION PROGRAMS</b> |                      |                |                    |                 |
| 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         |
| <b>SURPLUS/(DEFICIT)</b>   | -                    | -              | 1,767              | 116,301         |

|  |           |           |          |           |
|--|-----------|-----------|----------|-----------|
| <b>CATEGORY 3 NON MANDATORY SERVICES - FEE FOR SERVICE TERM-LIMITED PROJECTS/CONTRACTS</b> |           |           |          |           |
| <b>FEE FOR SERVICE RESTORATION PROJECTS &amp; HABITAT STUDIES</b>                          |           |           |          |           |
| 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 |

|  |        |       |        |        |
|--|--------|-------|--------|--------|
| <b>FEE FOR SERVICE PROPERTY MAINTENANCE/MANAGEMENT</b> |        |       |        |        |
| 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<br>DRAFT BUDGET | 2021<br>BUDGET   | 2021<br>PROJECTION | 2020<br>AUDITED  |
|--|----------------------|------------------|--------------------|------------------|
| <b>SUMMARY CATEGORY 3 NON MANDATORY SERVICES</b>       |                      |                  |                    |                  |
| <b>FEE FOR SERVICE CONTRACTS/TERM LIMITED PROJECTS</b> |                      |                  |                    |                  |
| 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          |
|  | <b>1,012,250</b>     | <b>1,996,325</b> | <b>488,652</b>     | <b>1,065,580</b> |
| <b>WAGES &amp; BENEFITS</b>                            | <b>7,300</b>         | <b>71,000</b>    | <b>88,912</b>      | <b>46,812</b>    |
| <b>CONSTRUCTION/SUPPLIES/OTHER</b>                     | <b>1,000,400</b>     | <b>1,896,000</b> | <b>376,339</b>     | <b>999,788</b>   |
| <b>RECOVERIES FOR SHARED SVCS/FLEET</b>                | <b>4,550</b>         | <b>29,325</b>    | <b>25,604</b>      | <b>18,980</b>    |
|  | <b>1,012,250</b>     | <b>1,996,325</b> | <b>490,855</b>     | <b>1,065,580</b> |
| <b>SURPLUS/(DEFICIT)</b>                               | <b>-</b>             | <b>-</b>         | <b>(2,203)</b>     | <b>-</b>         |

|  | 2022<br>DRAFT BUDGET | 2021<br>BUDGET | 2021<br>PROJECTION | 2020<br>AUDITED |
|--|----------------------|----------------|--------------------|-----------------|
| <b>WATERSHED RESEARCH</b>  |                      |                |                    |                 |
| <b>CATEGORY 1 MANDATORY SERVICE - ESSEX REGION SOURCE PROTECTION AUTHORITY (Under Clean Water Act, 2006)</b> |                      |                |                    |                 |
| 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          |
| <b>CATEGORY 2 MUNICIPAL SERVICES - RISK MANAGEMENT SERVICES (PART IV CWA, 2006)</b>                          |                      |                |                    |                 |
| 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          |
| <b>CATEGORY 3 NON MANDATORY SERVICE - ONGOING ERCA CORE WATER QUALITY/RESEARCH PROGRAM</b>                   |                      |                |                    |                 |
| <b>WATERSHED WATER QUALITY PROGRAM</b>   |                      |                |                    |                 |
| 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          |
| <b>DEMONSTRATION/CROP RESEARCH FARM</b>  |                      |                |                    |                 |
| 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<br>DRAFT BUDGET | 2021<br>BUDGET | 2021<br>PROJECTION | 2020<br>AUDITED |
|--|----------------------|----------------|--------------------|-----------------|
| SUB CONTRACTED SERVICES  | 5,000                | 2,000          | 2,611              | 5,342           |
|  | <b>54,350</b>        | 51,600         | 53,543             | 62,703          |
| <b>LANDOWNER STEWARDSHIP PROGRAM</b>   |                      |                |                    |                 |
| 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)           | -               |
|  | <b>55,000</b>        | 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           |
|  | <b>55,000</b>        | 58,000         | 17,473             | 48,097          |
| <b>SUMMARY CATEGORY 3 NON MANDATORY SERVICES -<br/>ERCA ONGOING WATER QUALITY/ RESEARCH<br/>PROGRAMS</b> |                      |                |                    |                 |
| 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)           | -               |
|  | <b>163,350</b>       | <b>182,350</b> | <b>109,486</b>     | <b>151,098</b>  |
| 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          |
|  | <b>163,350</b>       | <b>182,350</b> | <b>110,787</b>     | <b>151,923</b>  |
| <b>SURPLUS/(DEFICIT)</b>   | -                    | -              | <b>(1,301)</b>     | <b>(825)</b>    |
| <b>CATEGORY 3 NON MANDATORY SERVICES - TERM LIMITED GRANT-FUNDED/FEE-FOR-SERVICE PROJECTS/STUDIES</b>    |                      |                |                    |                 |
| <b>DETROIT RIVER CLEANUP COALITION</b>   |                      |                |                    |                 |
| 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)        |
|  | <b>159,000</b>       | 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             |
|  | <b>159,000</b>       | 147,000        | 157,337            | 146,020         |

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

|  | 2022<br>DRAFT BUDGET | 2021<br>BUDGET | 2021<br>PROJECTION | 2020<br>AUDITED |
|--|----------------------|----------------|--------------------|-----------------|
| <b>SUMMARY CATEGORY 3 NON MANDATORY SERVICES -</b> |                      |                |                    |                 |
| <b>TERM LIMITED GRANT-FUNDED/FEE-FOR-SERVICE</b>   |                      |                |                    |                 |
| <b>PROJECTS/STUDIES</b>                            |                      |                |                    |                 |
| 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)        |
|  | <b>712,900</b>       | <b>868,085</b> | <b>866,277</b>     | <b>938,774</b>  |
| <b>WAGES &amp; BENEFITS</b>                        |                      |                |                    |                 |
|  | 398,000              | 438,795        | 520,512            | 455,450         |
| <b>SUBSIDIES/MATERIALS/TECH SVCS/EQUIP'T</b>       |                      |                |                    |                 |
|  | 235,250              | 328,240        | 251,950            | 398,927         |
| <b>INTERNAL RECOVERIES FOR SHARED SVCS/FLEET</b>   |                      |                |                    |                 |
|  | 79,650               | 101,050        | 95,948             | 86,235          |
|  | <b>712,900</b>       | <b>868,085</b> | <b>868,409</b>     | <b>940,612</b>  |
| <b>SURPLUS/(DEFICIT)</b>                           | -                    | -              | (2,132)            | (1,838)         |

|  | 2022<br>DRAFT BUDGET | 2021<br>BUDGET | 2021<br>PROJECTION | 2020<br>AUDITED |
|--|----------------------|----------------|--------------------|-----------------|
|--|----------------------|----------------|--------------------|-----------------|

# 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<br>DRAFT BUDGET | 2021<br>BUDGET | 2021<br>PROJECTION | 2020<br>AUDITED |
|--|----------------------|----------------|--------------------|-----------------|
| <b>CATEGORY 3 NON MANDATORY SERVICES - FUNDRAISING/COMMUNITY EVENTS &amp; GRANT FUNDED TERM PROJECTS</b> |                      |                |                    |                 |
| 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<br>DRAFT BUDGET | 2021<br>BUDGET | 2021<br>PROJECTION | 2020<br>AUDITED |
|--|----------------------|----------------|--------------------|-----------------|
|--|----------------------|----------------|--------------------|-----------------|

# 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<br>DRAFT BUDGET | 2021<br>BUDGET   | 2021<br>PROJECTION | 2020<br>AUDITED  |
|---|----------------------|------------------|--------------------|------------------|
| <b>AUTHORITY FINANCIAL SUMMARY OF PROGRAMS &amp; SERVICES BY CATEGORY</b>                                       |                      |                  |                    |                  |
| <b>CATEGORY 1 MANDATORY PROGRAMS &amp; SERVICES</b>   |                      |                  |                    |                  |
| <b>Risks of Hazards, Conservation and Management of Lands, Source Protection Authority &amp; Corporate Svcs</b> |                      |                  |                    |                  |
| 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)        |
| <b>Total revenues associated with mandatory programs &amp; services</b>   | <b>4,643,408</b>     | <b>4,277,724</b> | <b>4,289,566</b>   | <b>3,874,085</b> |
| <b>Operational Expenses associated with mandatory services</b>  |                      |                  |                    |                  |
| 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          |
| <b>Total operational expenses -mandatory programs</b>   | <b>4,643,408</b>     | <b>4,262,224</b> | <b>4,092,321</b>   | <b>3,917,793</b> |
| <b>Operating surplus/(Deficit) - mandatory programs/services</b>  | <b>-</b>             | <b>15,500</b>    | <b>197,245</b>     | <b>(43,709)</b>  |
| <b>Capital projects associated with conservation areas infrastructure</b>                                       |                      |                  |                    |                  |
| 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          |
| <b>Total revenues associated with capital projects/infrastructure</b>   | <b>892,500</b>       | <b>700,000</b>   | <b>844,903</b>     | <b>1,455,988</b> |
| 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        |
| <b>Total ERCA infrastructure investment</b>   | <b>892,500</b>       | <b>700,000</b>   | <b>899,653</b>     | <b>1,456,106</b> |
| <b>Surplus/(Deficit) - capital projects</b>   | <b>-</b>             | <b>-</b>         | <b>(54,750)</b>    | <b>(118)</b>     |
| <b>TOTAL SURPLUS/(DEFICIT)-MANDATORY ACTIVITIES</b>   | <b>-</b>             | <b>15,500</b>    | <b>142,495</b>     | <b>(43,826)</b>  |

|   | 2022<br>DRAFT BUDGET | 2021<br>BUDGET   | 2021<br>PROJECTION | 2020<br>AUDITED  |
|---|----------------------|------------------|--------------------|------------------|
| <b>CATEGORY 3 NON MANDATORY PROGRAMS &amp; SERVICES</b>   |                      |                  |                    |                  |
| <b>On-going recurring core watershed programs &amp; services</b>  |                      |                  |                    |                  |
| 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)        |
| <b>Total revenues associated with ERCA-ongoing non-mandatory programs &amp; services</b>                        | <b>1,296,650</b>     | <b>1,222,950</b> | <b>1,309,120</b>   | <b>1,194,528</b> |
|   | 1,296,650            |                  |                    |                  |
| <b>Expenses associated with ERCA ongoing non-mandatory programs &amp; services</b>                              |                      |                  |                    |                  |
| 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        |
| <b>Surplus/(Deficit) associated with ERCA-ongoing non-mandatory programs &amp; services</b>                     |                      |                  |                    |                  |
|   | -                    | (15,500)         | (30,759)           | (19,739)         |
| <b>Category 2 &amp; 3 Municipal and Non Mandatory Term-limited projects with special grants and fixed terms</b> |                      |                  |                    |                  |
| 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)         |
| <b>Total Revenues associated with term limited 3rd-party funded projects &amp; services</b>                     | <b>2,069,500</b>     | <b>3,454,610</b> | <b>1,611,099</b>   | <b>2,094,782</b> |
| <b>Expenses associated with term limited 3rd-party funded projects &amp; services</b>                           |                      |                  |                    |                  |
| 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<br>DRAFT BUDGET | 2021<br>BUDGET   | 2021<br>PROJECTION | 2020<br>AUDITED  |
|--|----------------------|------------------|--------------------|------------------|
| <b>Surplus/(Deficit) associated with term limited 3rd party funded projects &amp; services</b> | -                    | -                | (3,806)            | (2,326)          |
| <b>SURPLUS/(DEFICIT) ASSOCIATED WITH ALL NON MANDATORY ACTIVITIES</b>                          | -                    | (15,500)         | (34,565)           | (22,066)         |
| <b>Consolidated Surplus(Deficit)</b>   | -                    | -                | 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        |
| <b>Total Municipal Levies</b>  | <b>3,540,303</b>     | <b>3,454,619</b> | <b>3,454,619</b>   | <b>3,386,666</b> |

| <b>AUTHORITY FINANCIAL SUMMARY- ALL PROGRAMS &amp; SERVICES</b>   |                     |                     |                     |                     |
|---|---------------------|---------------------|---------------------|---------------------|
| 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           |
| <b>Total Municipal Levy</b>                                       | <b>3,540,303</b>    | <b>3,454,619</b>    | <b>3,454,619</b>    | <b>3,386,666</b>    |
| 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              |
|   | <b>4,652,803</b>    | <b>5,478,219</b>    | <b>3,938,063</b>    | <b>4,475,512</b>    |
| <b>Provincial</b>   |                     |                     |                     |                     |
| 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             |
|   | <b>1,006,105</b>    | <b>691,230</b>      | <b>892,323</b>      | <b>729,953</b>      |
| <b>Federal</b>  | <b>341,750</b>      | <b>729,500</b>      | <b>837,052</b>      | <b>996,414</b>      |
| <b>Total Government Transfer Payments &amp; Fees-For-Services</b> | <b>6,000,658</b>    | <b>6,898,949</b>    | <b>5,667,439</b>    | <b>6,201,879</b>    |
| <b>Other revenues</b>   |                     |                     |                     |                     |
| 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              |
| <b>Total other revenues</b>                                       | <b>2,271,100</b>    | <b>1,964,985</b>    | <b>2,471,776</b>    | <b>983,961</b>      |
| <b>Transfers from/(to) deferred revenues</b>                      | <b>(45,900)</b>     | <b>(130,650)</b>    | <b>(822,999)</b>    | <b>(545,651)</b>    |
| <b>Interdepartmental recoveries</b>                               | <b>758,200</b>      | <b>803,000</b>      | <b>767,065</b>      | <b>668,848</b>      |
| <b>TOTAL REVENUES</b>   | <b>\$ 8,984,058</b> | <b>\$ 9,536,284</b> | <b>\$ 8,083,280</b> | <b>\$ 7,309,037</b> |

|   | 2022                | 2021                | 2021                | 2020                |
|---|---------------------|---------------------|---------------------|---------------------|
|   | DRAFT BUDGET        | BUDGET              | PROJECTION          | AUDITED             |
| <b>EXPENSES BY CLASSIFICATION</b>   |                     |                     |                     |                     |
| 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             |
| <b>TOTAL EXPENSES</b>   | <b>\$ 9,134,558</b> | <b>\$ 9,882,784</b> | <b>\$ 8,166,013</b> | <b>\$ 7,579,784</b> |
| <b>Total Revenues</b>   | <b>8,984,058</b>    | <b>9,536,284</b>    | <b>8,089,541</b>    | <b>8,362,242</b>    |
| <b>Total Expenses</b>   | <b>9,134,558</b>    | <b>9,882,784</b>    | <b>8,166,013</b>    | <b>7,579,784</b>    |
| <b>SURPLUS/(DEFICIT) (ACCRUAL BASIS)</b>                                      | <b>(150,500)</b>    | <b>(346,500)</b>    | <b>(76,472)</b>     | <b>782,458</b>      |
| <b>ADD/SUBTRACT: NON CASH ITEMS</b>   |                     |                     |                     |                     |
| Amortization  | 317,500             | 315,500             | 312,500             | 309,545             |
| Transfers from Reserves (Per Schedule)  | 344,000             | -                   | -                   | 819,693             |
| <b>DEDUCT: CAPITAL ITEMS</b>  |                     |                     |                     |                     |
| Land acquisition  | -                   | -                   | -                   | (115,562)           |
| Purchased fleet/equipment   | (85,000)            | (88,000)            | (93,246)            | (53,635)            |
| Infrastructure additions  | -                   | -                   | -                   | (1,245,839)         |
| <b>(DECREASE)/INCREASE IN NET SURPLUS (prior to reserve transfers)</b>        | <b>426,000</b>      | <b>(119,000)</b>    | <b>142,782</b>      | <b>496,660</b>      |
| <b>TRANSFER (TO) RESERVES (Per Schedule)</b>                                  | <b>(426,000)</b>    | <b>119,000</b>      | <b>(34,853)</b>     | <b>(562,552)</b>    |
| <b>INCREASE/(DECREASE) IN UNRESTRICTED ACCUMULATED OPERATING FUND SURPLUS</b> | <b>\$ -</b>         | <b>\$ -</b>         | <b>\$ 107,929</b>   | <b>\$ (65,892)</b>  |

## Appendix B: Draft Municipal Levy Schedule (2.5%)

| MUNICIPALITY              | CVA %<br>2022 | CVA %<br>2021 | General<br>Levy 2022 | General<br>Levy 2021 | CW-GS<br>Levy 2022 | CW-GS<br>Levy 2021 | Total Levies<br>2022 | Total Levies<br>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%        |
| <b>TOTALS</b>             | <b>100%</b>   | <b>100%</b>   | <b>\$2,712,453</b>   | <b>\$2,485,204</b>   | <b>\$827,850</b>   | <b>\$969,415</b>   | <b>\$3,540,303</b>   | <b>\$3,454,619</b>   | <b>\$85,684</b> | <b>2.5%</b> |

# Appendix C: Draft Reserves Continuity Schedule

| ESSEX REGION<br>CONSERVATION AUTHORITY<br>2022 PROJECTED RESERVES | INFRA-<br>STRUCTURE<br>/ MAJOR<br>MAINTENANCE | REVENUE<br>STABILIZATION | GRANT<br>MATCHING | VEHICLE/<br>CA EQUIP'T | SUITE/F&F/<br>IT/IS | HUMAN<br>RESOURCES/<br>ADMIN | LEGAL/<br>INSURANCE | HISTORIC<br>PROPERTIES | TREE<br>WARRANTY<br>& SELF-<br>INSURANCE | OTHER<br>WATERSHED | TOTAL<br>RESERVES  |
|---|---|--------------------------|-------------------|------------------------|---------------------|------------------------------|---------------------|------------------------|--|--------------------|--------------------|
| <b>PROJECTED OPENING<br/>BALANCE -01/01/2022</b>                  | \$94,198                                      | \$148,342                | \$100,000         | \$164,287              | \$274,508           | \$104,685                    | \$50,000            | \$90,374               | \$90,000                                 | \$47,857           | <b>\$1,164,250</b> |
| Transfers to reserves   | 200,000                                       | -                        | -                 | -                      | -                   | -                            | -                   | 15,000                 | -  |                    | <b>215,000</b>     |
| Interest  | -   |                          |                   |                        |                     |                              | -                   |                        |  |                    | -                  |
| Repayments  | 211,000                                       | -                        |                   |                        |                     |                              |                     |                        |  |                    | <b>211,000</b>     |
| <b>AVAILABLE BALANCE</b>  | <b>505,198</b>                                | <b>148,342</b>           | <b>100,000</b>    | <b>164,287</b>         | <b>274,508</b>      | <b>104,685</b>               | <b>50,000</b>       | <b>105,374</b>         | <b>90,000</b>                            | <b>47,857</b>      | <b>1,590,250</b>   |
| <b>RESERVE FUND EXPENSES/<br/>TRANSFERS</b>                       |   |                          |                   |                        |                     |                              |                     |                        |  |                    |                    |
| JRPH museum repairs   | 100,000                                       |                          |                   |                        |                     |                              |                     | 36,000                 |  |                    | <b>136,000</b>     |
| Greenways culvert/<br>crossing condition<br>assessment            | 26,000  |                          |                   |                        |                     |                              |                     |                        |  |                    | <b>26,000</b>      |
| Parking lot(s) resurfacing  | 60,000  |                          |                   |                        |                     |                              |                     |                        |  |                    | <b>60,000</b>      |
| Conservation areas signage  | 16,000  |                          |                   |                        |                     |                              |                     |                        |  |                    | <b>16,000</b>      |
| Train Station maintenance<br>& repairs                            |   |                          |                   |                        |                     |                              |                     | 20,000                 |  |                    | <b>20,000</b>      |
| Vehicles/Equipment  |   |                          |                   | 43,000                 |                     |                              |                     |                        |  |                    | <b>43,000</b>      |
| Cloud Infrastructure/<br>Servers Project                          |   |                          |                   |                        | 43,000              |                              |                     |                        |  |                    | <b>43,000</b>      |
| <b>TOTAL EXPENSES</b>   | <b>202,000</b>                                | <b>-</b>                 | <b>-</b>          | <b>43,000</b>          | <b>43,000</b>       | <b>-</b>                     | <b>-</b>            | <b>56,000</b>          | <b>-</b>                                 | <b>-</b>           | <b>344,000</b>     |
| <b>PROJECTED CLOSING<br/>BALANCE 12/31/2022</b>                   | <b>\$303,198</b>                              | <b>\$148,342</b>         | <b>\$100,000</b>  | <b>\$121,287</b>       | <b>\$231,508</b>    | <b>\$104,685</b>             | <b>\$50,000</b>     | <b>\$49,374</b>        | <b>\$90,000</b>                          | <b>\$47,857</b>    | <b>\$1,246,250</b> |
|   |   |                          |                   |                        |                     |                              |                     |                        |  |                    | <b>\$82,000</b>    |

# 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)

|  |   |                    |                    |                  |                    |                  |                  |                  |                    |                  |                    |            |                |
|--|---|--------------------|--------------------|------------------|--------------------|------------------|------------------|------------------|--------------------|------------------|--------------------|------------|----------------|
| <b>Watershed Research Programs &amp; Services</b>      |   |                    |                    |                  |                    |                  |                  |                  |                    |                  |                    |            |                |
| <b>Source Protection Authority under CWA</b>           | <b>Drinking Water Source Protection</b>       | 95,500             | -                  | -                | -                  | 95,500           | -                | -                | -                  | -                | 95,500             | 0%         | \$-            |
| <b>Municipal Services provided through Agreements</b>  | <b>Risk Management Services</b>               | 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%         | \$-            |
| <b>Watershed Research Summary</b>                      |   | <b>950,250</b>     | <b>-</b>           | <b>125,750</b>   | <b>15,500</b>      | <b>95,500</b>    | <b>353,500</b>   | <b>78,500</b>    | <b>281,500</b>     | <b>-</b>         | <b>950,250</b>     | <b>13%</b> | <b>\$0.82</b>  |
| <b>Community Outreach Programs &amp; Services</b>      |   |                    |                    |                  |                    |                  |                  |                  |                    |                  |                    |            |                |
| <b>Mandatory</b>                                       | <b>Corporate Communications</b>               | 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%         | \$-            |
| <b>Community Outreach Summary</b>                      |   | <b>369,150</b>     | <b>189,700</b>     | <b>61,600</b>    | <b>-</b>           | <b>-</b>         | <b>-</b>         | <b>250</b>       | <b>117,600</b>     | <b>-</b>         | <b>369,150</b>     | <b>68%</b> | <b>\$1.64</b>  |
| <b>Administration &amp; Corporate Services</b>         |   |                    |                    |                  |                    |                  |                  |                  |                    |                  |                    |            |                |
| <b>Mandatory</b>                                       | <b>Corporate Services</b>                     | 1,164,150          | 502,550            | -                | -                  | -                | -                | -                | 661,600            | -                | 1,164,150          | 43%        | \$3.29         |
| <b>Mandatory</b>                                       | <b>Special Projects (HR/IT)</b>               | 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%         | \$-            |
| <b>Administration &amp; Corporate Services Summary</b> |   | <b>1,262,150</b>   | <b>502,550</b>     | <b>-</b>         | <b>-</b>           | <b>-</b>         | <b>-</b>         | <b>-</b>         | <b>716,600</b>     | <b>43,000</b>    | <b>1,262,150</b>   | <b>0%</b>  | <b>3.29</b>    |
|  |   | <b>\$8,877,308</b> | <b>\$2,712,453</b> | <b>\$827,850</b> | <b>\$1,112,500</b> | <b>\$199,917</b> | <b>\$800,188</b> | <b>\$304,750</b> | <b>\$3,001,650</b> | <b>-\$82,000</b> | <b>\$8,877,308</b> | <b>40%</b> | <b>\$23.15</b> |
| <b>Mandatory Services (BOLDED)</b>                     |   | <b>\$5,603,158</b> | <b>\$2,712,453</b> | <b>\$-</b>       | <b>\$-</b>         | <b>\$199,917</b> | <b>\$194,688</b> | <b>\$186,000</b> | <b>\$2,337,100</b> | <b>-\$82,000</b> | <b>\$5,548,158</b> | <b>49%</b> | <b>17.74</b>   |
| <b>Non Mandatory Services</b>                          |   | <b>\$3,274,150</b> | <b>\$-</b>         | <b>\$827,850</b> | <b>\$1,112,500</b> | <b>\$-</b>       | <b>\$605,500</b> | <b>\$118,750</b> | <b>\$664,550</b>   | <b>\$-</b>       | <b>\$3,329,150</b> | <b>25%</b> | <b>5.41</b>    |



## 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,<br>Finance & Corporate Services |
| Tom Dufour       | Geomatics Technician  |
| Nicole Kupnicki  | Human Resources Manager /<br>Executive Assistant                    |
| Lisa Pavan       | Administrative Associate: Corporate<br>Services                     |
| Ryan Rossman     | Director, Information Technology<br>Services                        |
| Bryan Schmidt    | Application Support Technician                                      |
| Kristen Walton   | Payroll & Accounting Specialist                                     |

### Watershed Management Services

|                         |  |
|-------------------------|--|
| James Bryant            | Director, Watershed Management<br>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 Stammler    | Water Quality Scientist / Project<br>Manager, Source Water Protection |
| Jacqueline Serran | Detroit River Remedial Action Plan<br>Coordinator                     |
| William Tate      | Superintendent, Field Operations                                      |
| Amy Weinz         | Water Quality Technician  |
| Laren Weller      | Watershed Data Technician   |

### Community Outreach Services

|                           |   |
|---------------------------|---|
| Danielle Breault Stuebing | Director, Communications &<br>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                          |
| Aaron Zimmer              | Multimedia Specialist                           |

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