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December 19, 2023

Town of Amherstburg

Town of Essex

Town of Kingsville

Town of LaSalle

Municipality of Leamington

Municipality of Lakeshore

Township of Pelee

Town of Tecumseh

City of Windsor

Attention: Municipal Council Clerks (for distribution)

**RE: ESSEX REGION CONSERVATION AUTHORITY 2024 DRAFT BUDGET  
30 DAY NOTICE TO MEMBER MUNICIPALITIES**

Please find attached the 2024 Draft Budget for the Essex Region Conservation Authority (ERCA). We do not anticipate that there will be changes to this document and the draft Budget was approved for circulation by the ERCA Board of Directors at the regular meeting on December 14, 2023. Should Administration receive further direction from the Board, revised materials will be circulated at the earliest opportunity.

Ontario Regulation 402/22 requires that participating municipalities receive a minimum a 30-day notice for which a meeting where a weighted and recorded vote will be taken, respecting non-matching levies. The weighted vote will take place on Thursday, February 15, 2024, at a meeting of the ERCA Board of Directors.

Should you have any questions regarding this 2024 Draft Budget, please feel free to contact Mr. Tim Byrne, [tbyrne@erca.org](mailto:tbyrne@erca.org) or by phone 519-776-5209 ext. 350.

Thank you,

Tim Byrne  
CAO/Secretary-Treasurer

Shelley McMullen  
CFO/Director, Finance and Corporate Services

**Attachments:** ERCA 2024 Draft Budget, Discussion & Analysis



## Essex Region Conservation Authority

### Board of Directors

BD48/23

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

Date: Tuesday, December 5, 2023

**Subject: 2024 Draft Budget and Municipal Cost Apportionment**

Compliance Action: [Conservation Authorities Act, R.S.O. 1990, c. C.27](#)  
[O. Reg. 686/21 Mandatory Programs and Services](#)  
[O. Reg. 687/21 Transition Plans and Agreements for Programs and Services](#)  
[O. Reg. 402/22 Budget and Apportionment](#)

Recommendation 1: THAT the 2024 Draft Budget including the Budget Discussion & Analysis companion document, be received for Members' review and approval; and further,

THAT the Board of Directors support the municipal cost apportionment of \$2,971,088, for mandatory programs and services (+2.6%,\$75,965) as supported by the Finance and Audit Advisory Board (Resolution FAAB 09/23); and further,

THAT the Board of Directors support the reduced municipal cost apportionment of \$317,262, restricted to the seven unanimously supported Category 3 programs and services (-63.7%,-\$555,850), and reflecting the outcome of municipal discussions and Resolutions of Councils, regarding the Cost Apportioning Agreement for Category 3 (non-mandatory) programs and services; and further,

THAT Administration circulate the 2024 Draft Budget, Discussion & Analysis companion document, as attached herein, to member municipalities for consultation in accordance with Ontario Regulation 402/22.

Recommendation 2: THAT the Board of Directors continue to endorse the full suite of Category 3 non-mandatory services, as described in the funding envelope, and included in the draft municipal Cost Apportioning Agreements; and further,

THAT the Board of Directors support the temporary pausing of the watershed stewardship & agricultural outreach program for 2024 and exclude it from non-mandatory cost apportionment, due to insufficient funding; and further,

THAT Administration continue to engage interested member municipalities in the support of agreed-to contributions for land acquisition and protection; and further,

THAT the Board of Directors accept discretionary municipal contributions to a new and separate land acquisition and protection fund, if directed by any member municipality and included in its Cost Apportioning Agreement, or a revised Agreement with the Authority.

### Background:

Administration has prepared a comprehensive companion budget document, which forms an integral part of this report, and includes the detailed 2024 draft budget, management's discussion, and extensive analysis. As required by *Ontario Regulation 402/22*, the budget is segmented by category of program and service, primarily Category 1, the mandatory programs of conservation authorities, as listed in *Ontario Regulation 686/21* and Category 3, the beneficial but non-mandatory programs and services of the Authority, as endorsed by the Board of Directors (BD 09/22). Category 2 services are the municipal services, provided by the Authority at the request of one or more municipalities and operated in accordance with an agreement. Category 2 services are included for a nominal amount in this budget and reflect the *Part IV Clean Water Act* municipal risk management services.

As of January 1<sup>st</sup>, 2024, the Authority is required to have municipal Cost Apportioning Agreements in place, to cost apportion (levy) for non-mandatory programs and services, that require any amount of municipal financial assistance. Administration is pleased to report that agreements have been signed or will be signed shortly, to allow the Authority to cost apportion for up to seven programs and services, over the term of the agreement, as seven programs of the proposed nine non-mandatory programs were unanimously approved and fully supported across the region. It should be noted that although seven programs have unanimous support in the funding envelope, availability of other funding sources from year to year, may result in any one program not requiring cost apportionment in the current budget cycle.

While the City of Windsor proposed nominal support for the watershed stewardship/agricultural outreach program, that impact, combined with other funding challenges, make the program unsustainable in its current form and the program will be paused for 2024. As the City of Windsor will not directly contribute to the Authority's existing land acquisition fund, negating the historical approach of levying for this program, but recognizing the sustained and expressed interest from other member municipalities, Administration recommends that the Board of Directors accept discretionary municipal contributions. Administration proposes that the agreed-to contributions be made to a new and separate land acquisition and protection fund, if directed by any member municipality, and included in its Cost Apportioning Agreement, or a revised Agreement, with the Authority.

The non-mandatory programs, requiring municipal financial support in 2024, are shown in Appendix F along with the proposed 2024 cost apportionment.

The Authority delivers its programs through five main service delivery areas: Watershed Management Services; Conservation Services; Water Quality/Research; Communications/Community Outreach; General/Administration; and details regarding program highlights and budgets, are included in the document, 2024 Draft Budget, Discussion & Analysis (Attachment 1).

Administration continues to support the Province's mandate to improve consistency and comparability across all conservation authorities and to promote transparency of the specific programs and services that ERCA delivers, including the mechanisms of funding for both the mandatory and non-mandatory programs and services. This budget and the companion document respond to that objective.

### Highlights From Discussion & Analysis Document:

- Building on the 2023 Budget content and presentation, Administration has further refined its 2024 budget document and presentation of 2024 projected financial activities, to fully reflect the construct for the disclosure of mandatory and non-mandatory programs and services, including funding sources, as required by [Ontario Regulation 402/22: Budget and Apportionment](#).
- As previously reported, the Authority was required to engage its municipal funders in consultations during 2023, with respect to its inventory of programs and services, and additionally to execute cost apportioning (funding) agreements no later than January 1, 2024. Cost apportioning agreements are required when municipal funding is necessary in order for the Authority to provide a Category 3 non-mandatory program or service.
- Administration, in consultation with the Finance and Audit Advisory Board on October 30<sup>th</sup>, December 1<sup>st</sup>, and 4<sup>th</sup>, has revised the 2024 budget to reflect the City of Windsor's council resolution of November 27<sup>th</sup>, 2023. The 2024 budget was initially prepared with a recommended total increase of \$96,115 (2.6%) to cost apportionment (levies), but as a result of the City's reduction in funding for land acquisition and watershed stewardship/agricultural outreach, the budget has been adjusted to **reflect a \$479,885 (-12.7%) decrease in the total cost apportionment. While municipal cost apportionment of \$2,971,088, is required for mandatory programs and services (2.6%,\$75,965), the municipal non-mandatory cost apportionment of \$317,262, has been significantly reduced (-63.7%,-\$555,850) from 2023, and is allocated solely to the remaining seven, and unanimously supported, Category 3 programs and services.**
- With the limited funding approved by the City of Windsor for the watershed stewardship & agricultural outreach program, and few government grants expected in the near term for water quality initiatives, Administration recommends the temporary pausing of the program for 2024 and it has been excluded from non-mandatory cost apportionment for 2024. Administration will undertake a review of the program in 2024, to determine which program elements are considered mandatory under the Source Protection program and plan accordingly for 2025.
- The Authority's budget includes mandatory program expenses of \$6.27 million, including capital projects, plus an additional \$254,000 in transfers to reserve funds, for a total of \$6.5million. Non-mandatory operating expenses of ~\$2.33million are included, plus a transfer to the JRPH preservation reserve fund of \$15,000, and a transfer to the HBCA maintenance reserve of \$13,000

for a **total adjusted budget of \$8,888,090**. Total revenues of \$7,880,090, plus reserve fund transfers of \$1,008,000, are expected to provide the required funds of \$8,888,090 for operations and construction/purchase of assets.

- Municipal cost apportionment of \$2,971,088 is required to fulfil the Authority's mandated obligations in 2024. Non-mandatory cost apportionment of \$302k is required to maintain other core watershed programs, which operate on a recurrent annual basis and \$15,000 is allocated to the JRPH preservation fund. The total municipal cost apportionment required to fund all categories of services is reduced to \$3,288,350 from \$3,768,235.
- While the overwhelming majority of cost apportionment (90%) supports delivery of mandatory programs, mandatory programs are also financed by provincial transfer payments, permit revenues, user fees and internal chargebacks, with total offsetting revenue sources expected to exceed \$1.8million in 2024.
- Between 2017 and 2023, local municipal investment has attracted \$1.18 for every \$1 of municipal investment, for all non-mandatory programs, special and capital projects combined. Between 2017 and 2023, the Authority received municipal funds of \$ 12,717,242, representing municipal and special-project funds, for programs and projects, that are categorized as non-mandatory under the Act. During that time, grant funds of \$ 14,944,590 were received, supporting those very same initiatives. The non-mandatory work relating to the water quality program attracted \$3.38 from outside funding sources for every municipal dollar, followed by the tree planting/restoration program which attracted \$3.55 for every municipal dollar of investment.
- This budget reflects anticipated changes to 2024 wages and benefits, as well as grid increases for applicable staff members, as service hours are completed. While no additional permanent staffing positions are included, enhanced seasonal staff capacity is required to support the operational demands of conservation areas and greenways.
- Year over year budget pressures, for mandatory programs and services total \$527,400 but offsetting items included in the budget total \$451,435, for a net increase in mandatory cost apportionment of \$75,965. Non-mandatory budget pressures amounted to \$95,400 but offset by the reduction in land acquisition funding and pausing of the agricultural stewardship/outreach program, resulting in an estimated non-mandatory cost apportionment decrease of \$555,850. Details are included in Tables 1 and 2 of the attached 2024 Draft Budget Discussion and Analysis document (on pages 8 & 10).
- The greatest threats to the Authority's financial condition and future sustainability primarily relate to the risk of infrastructure and facilities obsolescence and deterioration at two sites (John R Park Homestead, and Greenways), specifically the challenges associated with heritage asset preservation at JRPH and the magnitude of required repairs/replacements of bridges, culverts and crossings for three greenways. An asset condition report (including cost estimates) has revealed an infrastructure deficit that exceeds \$1million at John R Park Homestead and a draft report suggests a further requirement of \$1.8million for replacement of Greenway bridges/crossings, over the next five (5) years. The Authority does not own the infrastructure at Holiday Beach and is engaged in discussions with the Ministry of Natural Resources and Forestry, regarding asset management for this property.

- The 2024 draft budget continues with prioritizing ongoing repair and replacement of infrastructure, in response to asset condition reports, noted above. The capital budgets include mandatory and non-mandatory project expenses of ~\$1.6million and include the shoreline remediation project at Hillman Marsh Conservation Area, funded by the Provincial government.

#### Recommendations:

Administration recommends a municipal cost apportionment of \$2,971,088, (Appendix B) to fund the Authority's mandatory programs and services (increase of 2.6%, \$75,965), supported by the Finance and Audit Advisory Board (Resolution FAAB 09/23). Administration also recommends a reduced municipal cost apportionment of \$317,262, to support the seven unanimously supported Category 3 programs and services (decrease of 63.7%, -\$555,850), as shown in Appendix F.

Due to ongoing funding challenges, Administration recommends the temporary pausing of the watershed stewardship/agricultural outreach program for 2024 and with the City of Windsor's decision, to not fund(directly) the Authority's existing land acquisition fund, Administration recommends that the Board of Directors accept discretionary municipal contributions to a new and separate land acquisition and protection fund, if directed by any member municipality and included in its Cost Apportioning Agreement, or a revised Agreement, with the Authority.

#### Approved By:



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Tim Byrne  
CAO/Secretary Treasurer

#### Attachments:

- Attachment 1 – 2024 Budget, Discussion & Analysis

#### Appendices (included in the attachment above):

- Appendix A – 2024 Draft Detailed and Summary Budgets
- Appendix B - 2024 Draft Municipal Cost Apportionment Schedule
- Appendix F – Category 3 Funding Envelope and Cost Apportionment for Non-Mandatory Programs & Services

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## CONSERVATION AUTHORITIES AND LEGISLATIVE BACKGROUND

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

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), and ensure 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.

In accordance with the legislative requirement, Administration is presenting 2024 budget information based on the segregation of its activities into mandatory and non-mandatory programs and services. While the Authority delivers its programs through five service delivery areas, they are also further refined into sub-units, as presented in the Programs & Services charts below.

## PRIMARY SERVICE DELIVERY AREAS

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- 1. Watershed Management Services** is identified as mandatory and ensures that development in the region progresses in a sustainable manner. Within this business unit, Development Services, Watershed/Water Resources Engineering, Flood Management/Flood Forecasting and Warning, and Watershed Planning are all identified as mandatory services.
- 2. Conservation Services** protects, restores, and manages natural heritage systems within ERCA's watersheds. Conservation lands management, passive recreation at conservation areas, and tree planting and restoration on conservation lands, are identified as mandatory services. Conservation Services identified as non-mandatory in the Act include tree planting and restoration on private or municipal lands, and Holiday Beach Conservation Area operations.
- 3. Water Quality Services** endeavors to improve the health of local watercourses. Source Water Protection is identified as a mandatory service and ensures local sources of drinking water are protected through the implementation of policies in the Source Protection Plan. Water quality monitoring to support the Provincial Water Quality Monitoring Network is also identified as mandatory, while other watershed science programs such as the more extensive and informative water quality monitoring and agricultural Best Management Practices fall under the non-mandatory category.
- 4. Communications & Outreach Services** supports all business units of the Authority, through design and provision of all communications collateral including videos, signage, brochures and website content. Corporate communications, supporting mandatory activities, are identified as mandatory, while curriculum-based outdoor education, museum operations at the John R. Park Homestead and most outreach activities are non-mandatory. Communications & Outreach Services provide an essential link to external stakeholders.
- 5. General / Corporate Services** provides leadership and management in the delivery of all programs and services. Administration and oversight are central to the successful functioning of the entire organization, through the office of the CAO, and services are categorized as mandatory 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.



The following table presents the detailed categorization of the Authority’s portfolio of programs and services:

<b>Conservation Authorities Act 21.1 - Mandatory Programs &amp; Services</b>			
<b>Risks of Natural Hazards</b>	<b>Conservation and Management of Lands Owned /Controlled</b>	<b>Water Quality/DWSP</b>	<b>Administration &amp; Corporate Services</b>
<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>CA Lands &amp; Infrastructure Management</b> (Forest Mgmt, Biodiversity, Long Range Plans &amp; Land Strategies)</p> <p><b>CA Lands &amp; Infrastructure Maintenance</b> (Operational day to day)</p> <p><b>CA Lands - Restoration of Natural Areas</b> (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>Climate Change – Risk of Hazards</b></p> <p>Consider impacts with respect to regulatory, engineering, and planning related decisions with respect to natural hazards. This program is integrated into daily work activities</p>	<p><b>Municipal Water &amp; Erosion Control (WECI) Projects</b></p> <p>(50% Municipal / 50% Province)</p> <p><b>Other municipal technical studies or infrastructure projects</b></p> <p>(100% municipally funded)</p>	<p><b>Corporate Communications</b></p>
<p><b>TRANSFERS TO INFRASTRUCTURE RESERVES – CONSERVATION AREAS ASSET REPLACEMENT</b></p>			
<p><b>TRANSFERS TO CORPORATE (ADMINISTRATIVE) RESERVES – LEGAL, HR, IT, ETC.</b></p>			

## Conservation Authorities Act 21.1 - Non-Mandatory Programs & Services

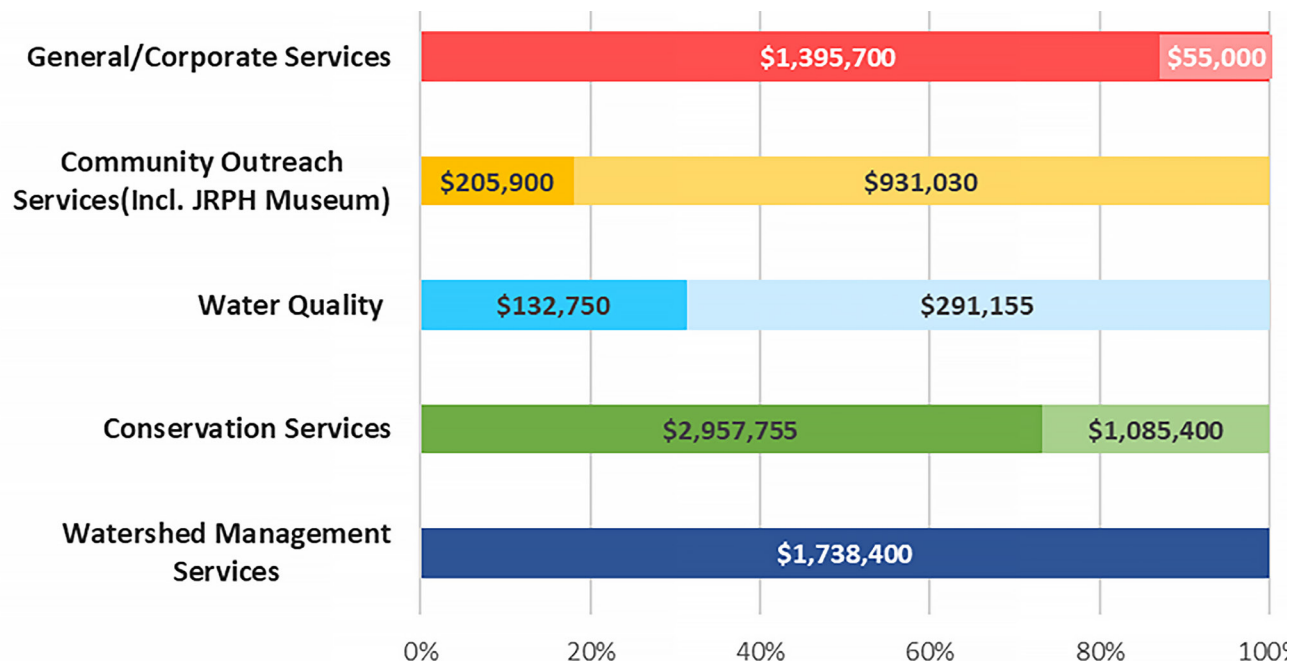
Watershed Management Services	Conservation Services	Water Quality	Education & Outreach Services
	<p style="text-align: center;"><b>Land Securement &amp; Acquisition</b></p> <p style="text-align: center;"><b>Restoration - Non ERCA lands</b> (fee for service or grant subsidized)</p> <p style="text-align: center;"><b>Holiday Beach Management - Agreement 2001-2031</b></p>	<p style="text-align: center;"><b>Water Quality &amp; Monitoring</b></p> <p style="text-align: center;"><b>Special grant/term-limited research projects &amp; studies</b></p> <p style="text-align: center;"><b>Municipal Services provided through agreement</b> (Risk Management Services Part IV CWA) Conservation Authorities Act 21.1.1</p>	<p style="text-align: center;"><b>Educational programming - various CA locations</b></p> <p style="text-align: center;"><b>General outreach, events and partnership engagement</b></p> <p style="text-align: center;"><b>Other externally - funded community engagement projects</b></p> <p style="text-align: center;"><b>John R. Park Homestead museum and Education Programs and Preservation of Heritage Buildings</b></p>
			<p><b>Essex Region Conservation Foundation</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 Municipal funding support and those that are specific to term-limited special projects or fee-for-service activities and are not municipally funded.



The budget for the five business units/service-delivery areas, allocated between mandatory (in bold) and non-mandatory functions is highlighted below:

**2024 Budget by Service Delivery Area by Mandatory / Non-Mandatory Functions - \$8.8M**



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

## 2024 Overview and Analysis

- Administration, in consultation with the Finance and Audit Advisory Board on October 30th and on December 1st, has revised the 2024 budget to reflect the City of Windsor’s council resolution of November 27th, 2023. The 2024 budget was initially prepared with a recommended increase of \$96,115 (2.6%) to levies (cost apportionment), but as a result of the City’s reduction in funding for land acquisition and watershed stewardship/agricultural outreach, the budget has been adjusted to reflect a \$479,885 (-12.7%) decrease in total levies.
- As in 2023, the 2024 draft budget prioritizes ongoing repair and replacement of infrastructure in response to asset condition reports for greenway infrastructure (bridges/culverts) and JRPB museum/heritage buildings. An asset condition report (including cost estimates) has revealed an infrastructure deficit that exceeds \$1million at John R Park Homestead and a draft report suggests a further requirement of \$1.8million for replacement of Greenway bridges/crossings, over the next five (5) years. The capital budgets include mandatory and non-mandatory project expenses of ~\$1.6million and includes the shoreline remediation project at Hillman Marsh Conservation Area.

- The Authority's budget includes mandatory program expenses of \$6.27 million, including capital projects, plus an additional \$254,000 in transfers to reserve funds, for a total of \$6.5million. Non-mandatory operating expenses of ~\$2.33million are included, plus a transfer to the JRPH preservation reserve fund of \$15,000, and a transfer to the HBCA maintenance reserve of \$13,000 for a total adjusted budget of \$8,888,090. Total revenues of \$7,880,090, plus reserve fund transfers of \$1,008,000, are expected to provide the required funds of \$8,888,090 for operations and construction/purchase of assets.
- Municipal cost apportionment of \$2,971,088 is required to fulfil the Authority's mandated obligations in 2024. Non-mandatory cost apportionment of \$302k is required to maintain other core watershed programs, which operate on a recurrent annual basis and \$15,000 is allocated to the JRPH preservation fund. The total municipal cost apportionment required to fund all categories of services is reduced to \$3,288,350.
- While the overwhelming majority of cost apportionment (90%) supports delivery of mandatory programs, mandatory programs are also financed by provincial transfer payments, permit revenues, user fees and internal chargebacks, with total offsetting revenue sources expected to exceed \$1.8million in 2024.
- Between 2017 and 2023, local municipal investment has attracted \$1.18 for every \$1 of municipal investment, for all non-mandatory programs, special and capital projects. Between 2017 and 2023, the Authority received municipal funds of \$ 12,717,242, representing municipal and special-project funds, for programs and projects, that are categorized as non-mandatory under the Act. During that time, grant funds of \$ 14,944,590 were received, supporting those very same initiatives. The non-mandatory work relating to the water quality program attracted \$3.38 from outside funding sources for every municipal dollar, followed by the tree planting/restoration program which attracted \$3.55 for every municipal dollar of investment.
- This budget reflects anticipated changes to 2024 wages and benefits, as well as grid increases for applicable staff members, as service hours are completed. While no additional permanent staffing positions are included, enhanced seasonal staff capacity is required to support the operational demands of conservation areas and greenways.
- Year over year budget pressures, for mandatory programs and services total \$527,400 but offsetting items included in the budget total \$451,435, for a net increase in mandatory cost apportionment of \$75,965. Non-mandatory budget pressures amounted to \$95,400 but offset by the reduction in land acquisition funding and pausing of the agricultural stewardship/outreach program, resulting in an estimated non-mandatory cost apportionment decrease of \$555,850. Details are included in Tables 1 and 2.
- The greatest threats to the Authority's financial condition and future sustainability primarily relate to the risk of infrastructure and facilities obsolescence and deterioration at two sites (John R Park Homestead, and Greenways), specifically the challenges associated with heritage asset preservation at JRPH and the magnitude of required repairs/replacements of bridges, culverts and crossings for three greenways. The Authority does not own the infrastructure at Holiday Beach and is engaged in discussions with the Ministry of Natural Resources and Forestry, regarding asset management for this property.

# YEAR OVER YEAR BUDGET PRESSURES AND MITIGATING MEASURES

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## Financial Pressures and Cost Drivers Mandatory Programs and Services

- Consultants are expected to be engaged during 2024, to assist with the development of the mandatory Watershed Resources Strategy.
- Two WMS positions will be returned to full-time status to address permit volumes and address departmental capacity while certain staff are directed to fulfilling mandatory policy work.
- Additional capacity is proposed to be added to Conservation Services to address winter repair projects and additional seasonal maintenance demands due to CASO and Collavino properties.
- Includes anticipated COLA increases and grid/pay equity increases for all affected and potentially affected staff.
- A shifting of certain staff to support the mandatory policies, from non-mandatory projects.
- Includes return to work of staff members on legislated/authorized leaves in 2023.
- Includes IT costs related to accounting system migration to Microsoft Dynamics and WMS PIMS application.

## Mitigating Measures

- High interest rates continue to mitigate budget increases with additional interest revenues of \$106k included, over the 2023 budgeted amount.
- The transfer to the infrastructure fund is reduced to planned \$200k level from 2023 one-time increase to \$325k, however interest of \$44,000 is expected to increment the fund.
- Fee for service levels are increased to reflect 2023 volumes, which are higher than the 2023 conservative budget for fees.
- Staff positions, vacant or expected to be vacant in 2024 due to attrition, and which were supporting municipal natural heritage (Planning) requirements, will not be refilled.

**Table 1- Budget Pressures and Mitigating Items - Mandatory and General (Administrative/Corporate) Programs & Services**

**2024 BUDGET PRESSURES/SAVINGS MANDATORY AND GENERAL (ADMINISTRATIVE) PROGRAMS & SERVICES**

<b>Item</b>	<b>Impacts</b>	<b>Year over Year Budget Impact</b>
Consulting - mandatory policies under CAA due 12/31/2024	WMS	105,000
Reduction in special project grants (watershed modelling, Hillman)	WMS/Cons Svcs	54,300
COLA/Pay Equity/staffing assignment adjustments	WMS	51,550
COLA/Pay Equity/staffing assignment adjustments	Corp Svcs	49,000
Reduction in transfers from reserves/def revenues	Corp Svcs	47,250
COLA/ grid movements/staffing reassignments from NMS	Cons Svcs	46,000
Conservation areas maintenance staff-retain staff during winter + increased seasonal capacity for CASO/Collavino	Cons Svcs	45,500
Consulting/training - Business Central migration & implementation	Corp Svcs	44,400
Staffing reassignments to 2024 Transition Plan deliverables	Cons Svcs	35,000
Increase provision for legal & insurance	WMS	23,200
Cloud computing/website	Corp Svcs	11,700
Campbell Scientific-flood data services	WMS	8,500
Increase provision for pay equity consulting	Corp Svcs	6,000
<b>Total of budget items increasing mandatory cost apportionment</b>		<b>\$527,400</b>

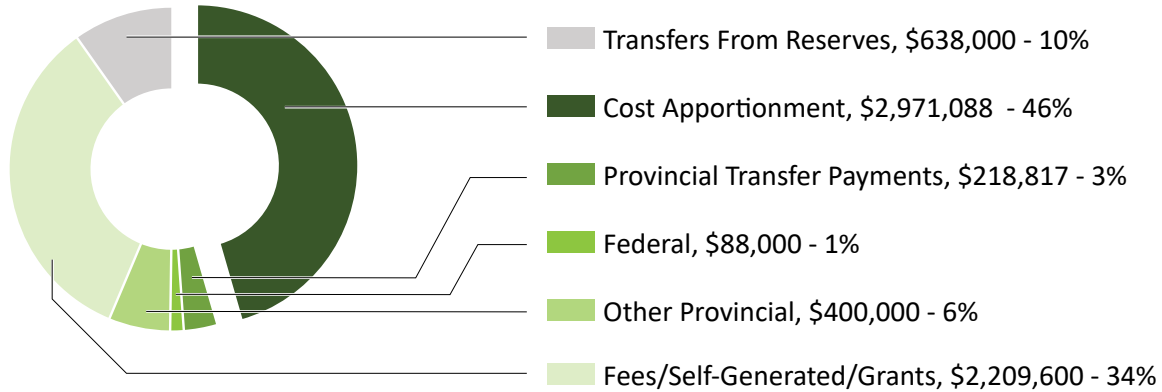
**MITIGATING/OFFSETTING ITEMS- MANDATORY & GENERAL PROGRAMS & SERVICES**

<b>Item</b>	<b>Impacts</b>	<b>Year over Year Budget Impact</b>
Reduction in transfer to Infrastructure Reserve to customary level of \$200k	Corp Svcs/Cons Svcs	125,000
Increase estimated fee for service revenues	WMS/Cons Svcs	124,200
Interest revenues/Other	Corp Svcs	106,400
Position attrition/redundancy	Cons Svcs	61,200
Increased corporate service chargebacks	Corp Svcs	16,635
Anticipated lower conservation area restoration expenses	Cons Svcs	18,000
<b>Total offsetting items</b>		<b>\$451,435</b>

**Net Increase - Mandatory Cost Apportionment** **\$75,965**

Sources of funds for mandatory programs and services are depicted as follows:

### 2024 Projected Sources of Funds- Mandatory Programs & Services



### Financial Pressures and Cost Drivers Non-Mandatory Programs and Services

- Reduced government grants are anticipated after several budget cycles of robust grants, however staff continue to aggressively pursue grant opportunities.
- Accounts for reduced availability of previous year revenue transfers that were available in 2023.

### Mitigating Pressures

- Primary contributor to the significant reduction in non-mandatory cost apportionment is the elimination of the transfer to the land acquisition fund and the pausing of the watershed stewardship/agricultural outreach program due to funding challenges.

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

**2024 BUDGET PRESSURES/SAVINGS NON-MANDATORY PROGRAMS & SERVICES**

Item	Impacts	Year over Year Budget Impact
WQ program expenses previously covered by WQ term-limited grants	Water Quality	25,000
Redeployment of staff from 2023 special projects/COLA and Grid increases/.8FTE increase	JRPH/FCCC	34,000
Net increase in supplies, taxes, + additional corporate service allocation	JRPH/FCCC	5,400
Reduced prior year revenue transfers	Outreach	20,000
Redeployment of staff from 2023 special projects+additional corporate service allocations	Outreach	11,000
<b>Total of budget items increasing non-mandatory cost apportionment</b>		<b>\$95,400</b>

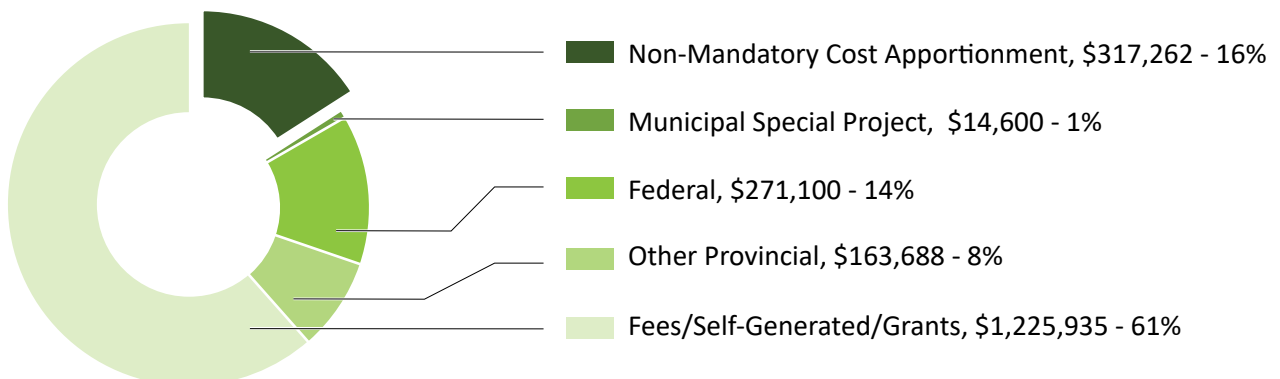
**MITIGATING/OFFSETTING ITEMS - NON-MANDATORY & GENERAL PROGRAMS & SERVICES**

Item	Impacts	Year over Year Budget Impact
Eliminate transfer to land acquisition	Conservation Services	540,000
Pausing of watershed stewardship/Ag outreach program	Water Quality	73,000
Increase in fees and grants	JRPH	30,250
Increase in ERCF grants	Outreach	8,000
<b>Total offsetting items</b>		<b>\$651,250</b>

**Net Decrease - Non-Mandatory Cost Apportionment -\$555,850**

**After consideration of mitigating items described above, the required additional cost apportionment contribution, to sustain mandatory programs and services is \$75,965, but a savings of \$555,850 is anticipated as highlighted above, resulting in a net decrease in cost apportionment of \$479,885 (-12.7%).**

Sources of funds for non-mandatory programs and services are depicted as follows:





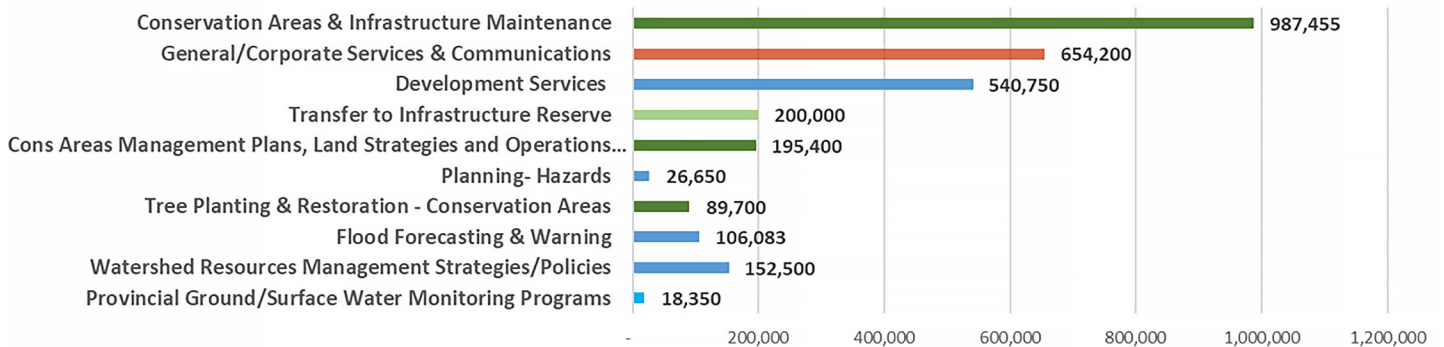
# COST APPORTIONMENT ANALYSIS AND DRAFT ALLOCATION

After determining operating costs and infrastructure requirements, Administration has calculated required cost apportionment funding of \$2,971,088 to fulfil the Authority’s mandated obligations, as shown below. Municipal funding of \$317,262 is required in 2024, to support the ongoing non-mandatory services and the Authority has executed Cost Apportioning Agreements, effective for January 1, 2024. The 2024 budget aligns the previous categories of ‘General’ and ‘Clean Water~Green Spaces’ levies with mandatory and non-mandatory cost apportionment, respectively.

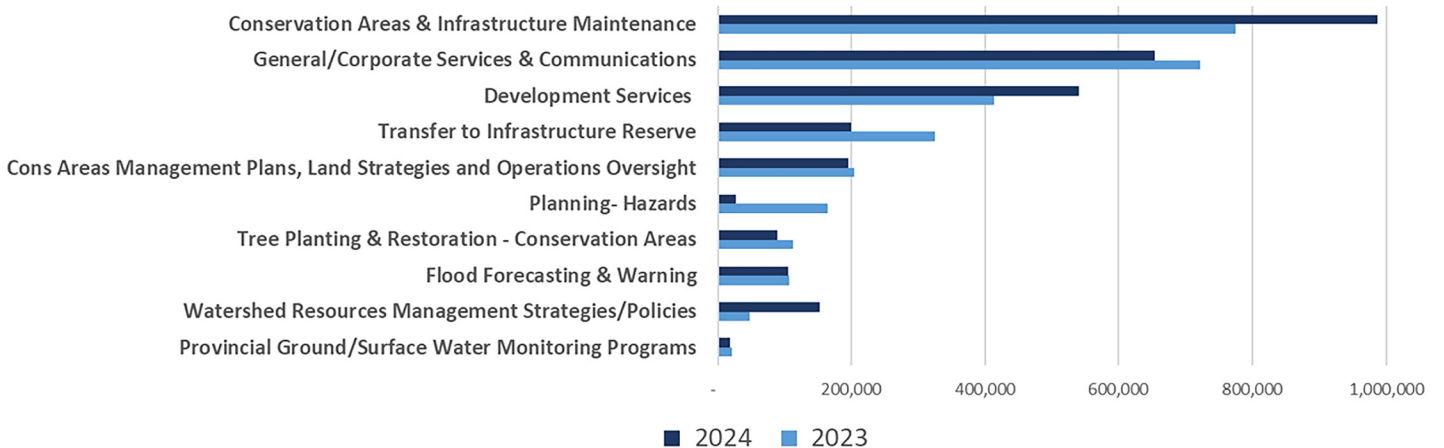
## Mandatory Cost Apportionment

The Conservation Authorities Act and O. Regulation 402/22 Budget and Apportionment also make reference to General Programs and Services, defined as operating or capital costs that are not related to the provision of a program or service that an Authority provides. These costs are specific to the administrative, governance, finance, HR, communications, and IS/IT requirements of the Authority and are to be allocated to its participating municipalities using the modified current value assessment method (MVCA)

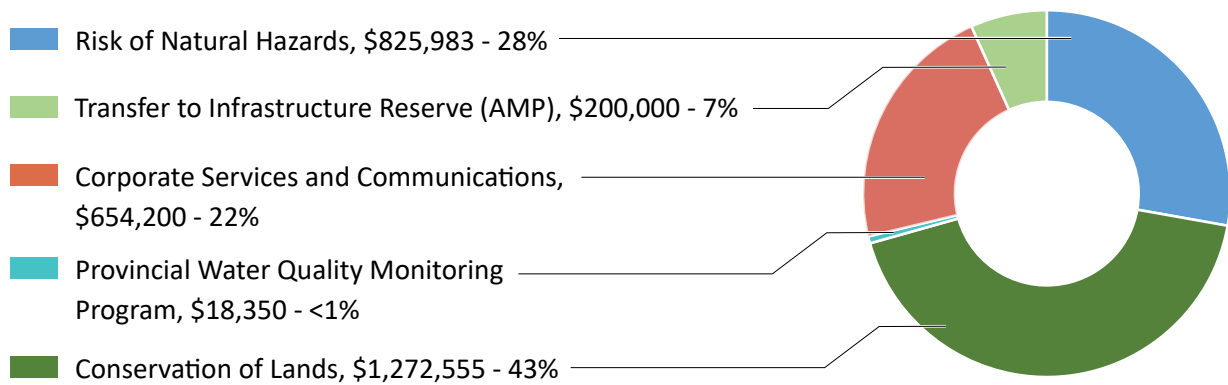
### 2024 Required Cost Apportionment Supporting Mandatory Programs & General Services - \$2,971,088



### Cost Apportionment Supporting Mandatory Programs Services - Year Over Year Comparison



## 2024 Cost Apportionment Allocation \$2,971,088 - Mandatory Programs & Services

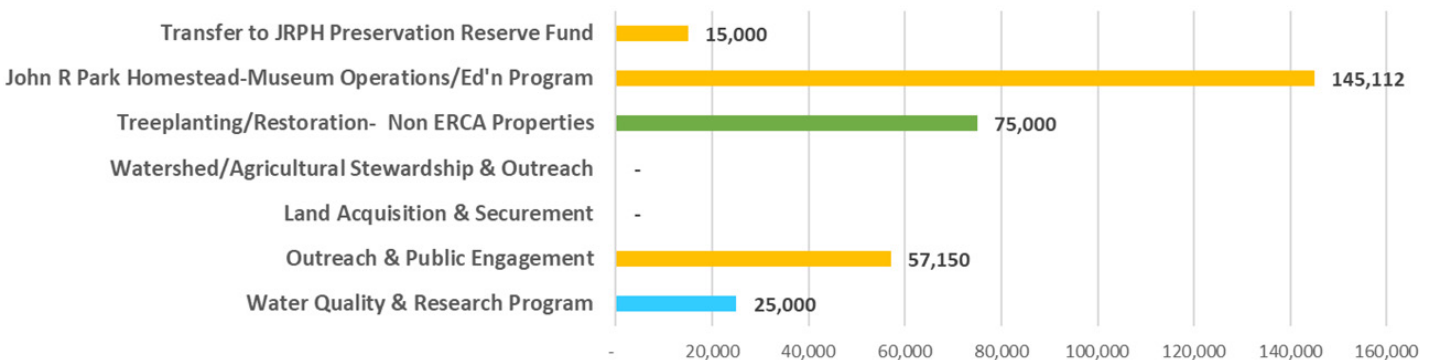


### Non-Mandatory Cost Apportionment

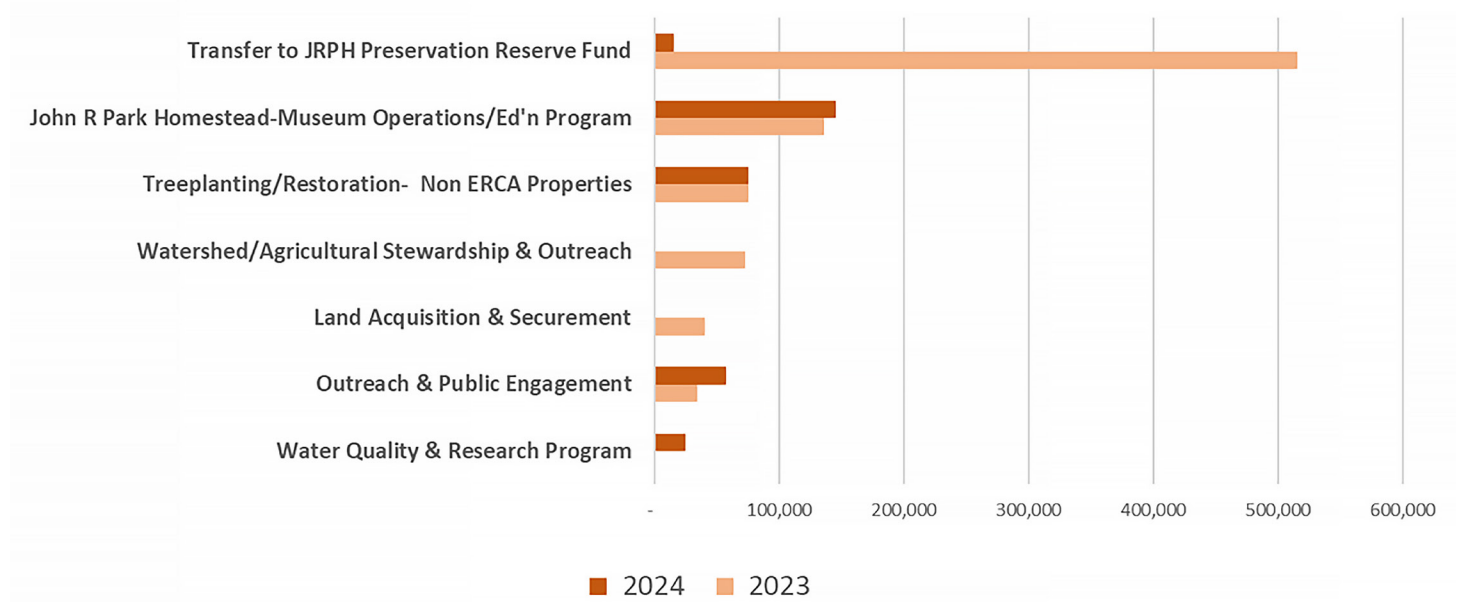
**Cost Apportionment associated with non-mandatory services totals \$317,262, representing only 27% of the cost to deliver the ongoing non-mandatory programs and services.** While the non-mandatory cost apportionment supports a variety of programs including tree-planting, water quality monitoring, community outreach, approximately 50% is directed to operational support of the John R Park Homestead.

Note that approximately \$330k is included in the 2024 budget, for term-limited projects financed by a third party, or government funding, or fee-for-service contracts. These projects do not require municipal funding nor do they require municipal cost-apportioning agreements.

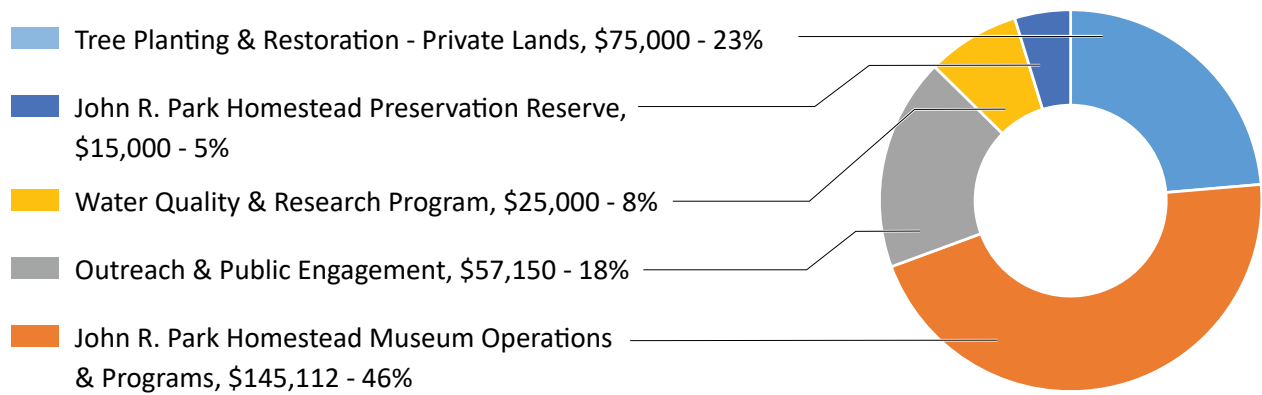
### 2024 Proposed Cost Apportionment (Draft) Supporting Non Mandatory Programs & Services - \$317,262



## Cost Apportionment Supporting Non-Mandatory Programs & Services - Year Over Year Comparison



## 2024 Cost Apportionment Allocation \$317,262 - Non-Mandatory Programs & Services



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

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The threats to the Authority's financial condition and future sustainability primarily relate to risk of infrastructure and facilities obsolescence and deterioration at two sites (John R Park Homestead CA and Greenways). The Greenways infrastructure represents the lowest financial risk due to the fact that the infrastructure is associated with passive recreation and maintenance of same, and is eligible for mandatory cost apportionment. Conversely the JRPH museum and other heritage buildings are associated with the provision of non-mandatory services and the Authority is precluded from cost apportioning for preservation of these heritage assets, without a municipal agreement in place. This is despite the fact that the transfer of the property from the Province in 2008, contained a number of restrictive covenants and obligations, regarding operations and preservation/maintenance of the assets.

While the risk of infrastructure and facilities failure and obsolescence is an on-going concern at Holiday Beach, the Authority does not have ownership nor an easement over the property and is operating the property by way of a management agreement that expires in 2031. Significant investments have been made at this conservation area over the past 10 years, utilizing the infrastructure reserve, however operations there are fully non-mandatory and the Authority is not responsible for asset replacement. Administration is currently in discussions with MNRF (Ministry of Natural Resources and Forestry) regarding this property and the management agreement. This budget includes a small provision (\$13,000) to seed a maintenance reserve for this site, but funded with the projected HBCA operating surplus as no cost apportionment has been allocated to site operations.

As a result of the bi-furcation of programs and services into mandatory and non-mandatory and the consequential categorization of those respective assets which support the two-stream service delivery model, Administration engaged consultants in 2022, to undertake asset condition reports for both the JRPH museum and heritage buildings and the infrastructure located within Greenways, such as bridges and culverts. Being aware of the costs to maintain and replace assets is essential to the municipal discussions regarding the funding of non-mandatory services, specifically the costs to preserve the John R. Park homestead museum and buildings in perpetuity. The budget includes JRPH-related capital projects (non-mandatory) of \$370,000, but funded with the JRPH restricted reserve.

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

Upon receipt and review of final asset condition reports, Administration will initiate the update to the asset management plan.

## RESERVE FUNDS (Appendix C)

The Authority maintains several reserve funds and this budget includes transfers of \$244,000 to the general infrastructure reserve fund, \$15,000 to the JRPH preservation fund, \$13,000 to the Holiday Beach maintenance reserve and \$10,000 to the Kingsville train station preservation reserve. Accounting for the transfers from reserves, of \$1,008,000,000, results in a net transfer from reserves, of \$726,000. No other transfers to reserves are contemplated in this budget. Of the \$292,000 transfer to reserves, \$200,000 is financed through mandatory cost apportionment (asset management plan), and \$15,000 is financed through non-mandatory cost apportionment (JRPH preservation). The remaining transfers to reserves are financed through user fees or with interest revenues. Capital projects include the following:

**Table 3 - Capital Projects 2024 - Mandatory and Non-Mandatory Programs & Services**

<b>Mandatory Projects</b>	<b>Total Cost</b>	<b>Infrastructure/ Other Reserve</b>
Hillman Marsh coastal erosion rehabilitation	510,000	-
Central Workshop (Civic Center) recladding/repairs	258,000	258,000
Greenways culvert/bridge remediation	140,000	140,000
Parking lot(s) resurfacing	100,000	100,000
Contingency for emergency infrastructure repairs	25,000	25,000
Conservation Areas signage	25,000	25,000
Maidstone restoration	12,000	-
Collavino development + generator (pump operation)	185,000	15,000
	<b>\$ 1,255,000</b>	<b>\$ 563,000</b>
<b>Non-Mandatory Projects</b>	<b>Total Cost</b>	<b>Maintenance/ Other Reserve</b>
JRPH museum preservation and maintenance	307,500	307,500
JRPH outbuilding repairs	25,000	25,000
JRPH /FCCC communications connectivity	37,500	37,500
	<b>\$ 370,000</b>	<b>\$ 370,000</b>

## HUMAN RESOURCES ANALYSIS

Compensation, including payroll taxes and benefits is the Authority's largest category of expense, comprising 46% of the budget and 76% of the compensation expense is associated with mandatory services. Overall, total FTEs of 47 are slightly lower than the 48 budgeted 2023 FTEs, due to a contraction in Water Quality, as term grant funding ended in March 2023. This reduction does not impact cost apportionment, as the positions were funded with term-limited special grants.

The primary driver for the increase in FTEs related to mandatory programs is the reflection of additional human resources that are required, in order to maintain (in good condition), and operate (with acceptable risk) the many public conservation areas and greenways of the Authority. Recently, the Authority acquired the Collavino conservation area as well as CASO trail, which require active management and maintenance, resulting in additional budget pressure.

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

**Table 4 – 2024 Compensation Analysis**

	2024 BUDGETED WAGES	2023 BUDGETED WAGES	2023 PROJECTED WAGES
Total Wages & Benefits Mandatory/General Programs & Services	\$3,107,710	\$ 3,004,150	\$2,864,859
Total Wages & Benefits Non-Mandatory Programs & Services-Annual Recurring	778,695	791,350	876,290
Total Wages & Benefits Non-Mandatory Term-Limited Special Projects + Category 2 Municipal Services	208,100	334,284	348,270
<b>Total Wages &amp; Benefits</b>	<b>\$ 4,094,505</b>	<b>\$ 4,129,784</b>	<b>\$4,089,419</b>

**Table 5- Summary of Employee Full Time Equivalents**

Service Delivery Area	2024 Mandatory	2024 Non-Mandatory Ongoing	2024 Non-Mandatory Term Project	2023 Mandatory	2023 Non-Mandatory Ongoing	2023 Non-Mandatory Term Project
Watershed Management Services	12.3			12		
Conservation Services	11.2	5.8	.2	9	6	1.4
Water Quality	1.2	.5	.4	1	.7	2
Comm’ns/ Outreach/ Heritage programs	1.7	5.3	.1	1.7	5	1
General/ Corporate Services	8	.4		7.7	.4	
<b>Total FTEs</b>	<b>34.4</b>	<b>12</b>	<b>.7</b>	<b>31.4</b>	<b>12.1</b>	<b>4.4</b>

## RETURN ON LOCAL INVESTMENT

Historically, the local municipal investment and municipal special project funding directed to the Authority has been matched dollar for dollar, if not exceeded. Between 2017 and 2023, the Authority received municipal funds of \$ 12,717,242, representing municipal funds, for programs and projects, that are categorized as non-mandatory under the Act, but during that time, non- municipal funds of \$ 14,944,590 were received, supporting those very same initiatives.

A recent report to Board noted that since 2021, ERCA has received or received confirmation of \$8.6 million dollars in external funding, primarily from the Federal and Provincial Governments along with grants from non-governmental agencies (NGOs) and the Essex Region Conservation Foundation and more than \$4.9 million in grant funding was received to support non-mandatory services.

**Table 6 - Leverage Analysis-External Grant Funds (excludes self-generated revenues e.g. fees)**

<b>2017-2023 Sources of Funds - On going/Core Programs &amp; Services</b>	<b>Mandatory</b>	<b>Non-Mandatory</b>
<b>Cost Apportionment / Levies+ Municipal Special Project \$</b>	<b>\$15,903,911</b>	<b>\$7,697,904</b>
Federal & Provincial Grants	2,120,834	3,229,500
Essex Region Conservation Foundation Grants	140,193	731,534
Other Non-Government Grants & Donations	41,650	981,209
<b>Total available funds</b>	<b>18,206,588</b>	<b>12,640,157</b>
<b>Municipal Funding to External Grants</b>	<b>\$1:\$0.14</b>	<b>\$1:\$0.64</b>

<b>2017-2023 Sources of Funds - Non-Mandatory Term Limited Special</b>	<b>Mandatory</b>	<b>Non-Mandatory</b>
<b>Cost Apportionment / Levies+ Municipal Special Project \$</b>		<b>\$3,217,870</b>
Federal & Provincial Grants		6,961,350
Essex Region Conservation Foundation Grants		451,775
Other Non-Government Grants & Donations		350,054
<b>Total available funds</b>		<b>\$10,981,049</b>
<b>Municipal Funding to External Grants</b>		<b>\$1:\$2.41</b>

For mandatory capital projects, which support passive recreation, ERCA has attracted \$1.49, for every \$1 of local taxpayer investment, primarily supported by the Foundation. Non-mandatory capital projects, have been supported with significant government grants, as shown below:

<b>2017-2023 Sources of Funds - Capital Projects</b>	<b>Mandatory</b>	<b>Non-Mandatory</b>
<b>Cost Apportionment / Levies + Municipal Special Project \$</b>	<b>\$ 941,205</b>	<b>\$ 1,802,267</b>
Federal & Provincial Grants	370,200	1,092,249
Essex Region Conservation Foundation Grants	1,029,740	905,855
Other Non-Government Grants & Donations	2,945	231,065
<b>Total available funds</b>	<b>\$2,344,090</b>	<b>\$4,031,436</b>
<b>Municipal Funding to External Grants</b>	<b>\$1:\$1.49</b>	<b>\$1:\$1.24</b>

It should be noted that the Essex Region Conservation Foundation provided funds of almost \$2.0 million, towards capital projects, between 2017 and 2023, with substantial investment directed to the Cypher Systems Greenway, the Fox Creek Conservation Centre and recently, to the JRP house repairs.

## LEVERAGED INVESTMENT HIGHLIGHTS

- Since 2016, the Watershed Management Service department has successfully secured over \$1.2 million in grant funds to support flood and erosion hazard programs and projects across the Essex Region, including over \$400,000 through funding programs only available to Conservation Authorities, which have enabled significant repair and improvement projects as well as condition assessments for flood and erosion control infrastructure.
- An initial investment of approximately \$46,000 into the development of a Floodplain Prioritization assessment resulted in securing a total of \$422,000 from the federal and provincial governments to undertake updates to hydrologic and hydraulic modelling and subsequent flood mapping updates.
- Over the past 5 years, approximately 70% of secured grant funding obtained through Watershed Management Services has benefitted the City of Windsor, with the remaining 30% largely focused on maintaining critical flood control infrastructure throughout the region.
- ERCA has restored over 400 acres and planted over 400,000 trees over the past five years with \$740,000 support from CW~GS municipal funding, attracting \$2,623,500 in government grants, and non-government grants and donations, including \$163,000 from the Foundation (ERCF).
- Between 2017 and 2023, \$623,039 in CW~GS municipal funding was used to support watershed research and water quality sampling at approximately 62 sampling locations throughout the region, and 275 water quality improvement projects were implemented, while corporate, federal and provincial contributions towards these initiatives, to enhance our understanding of impacts on our local water sources, was \$2,796,337.
- From 2017 – 2023, a total of \$659,900 of municipal funding was used to support outreach and education programs, while \$300,578 in external funding was contributed through grants and donations. During that period, a total of 69 Community Outreach Events were undertaken across the region, resulting in 8,196 volunteers planting 17,647 trees, 2,660 native plant plugs and removing 3 metric tonnes of garbage across the region – even though stewardship events were severely curtailed though 2020 and 2021.
- From 2021 to current, Administration has actively solicited private funding as part of a focused fundraising campaign through the Essex Region Conservation Foundation, which has eliminated the need for municipal funding for curriculum-based Outdoor Education programs until 2025.



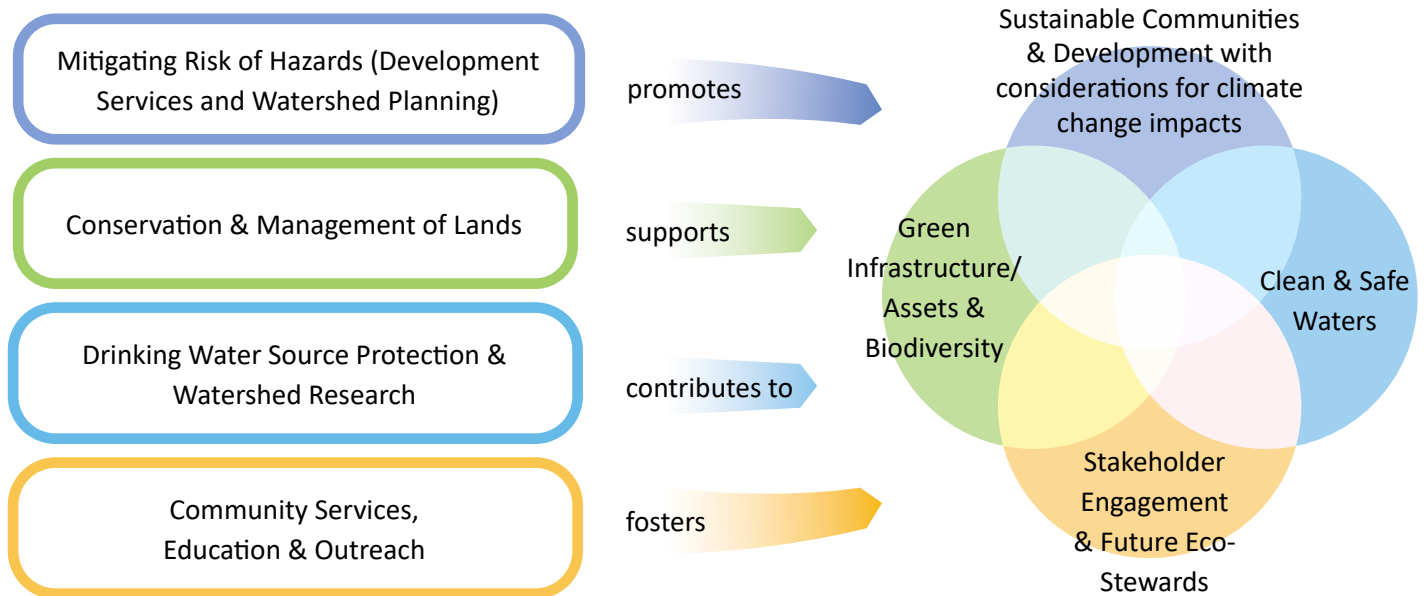
# Integrated Watershed Management

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

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

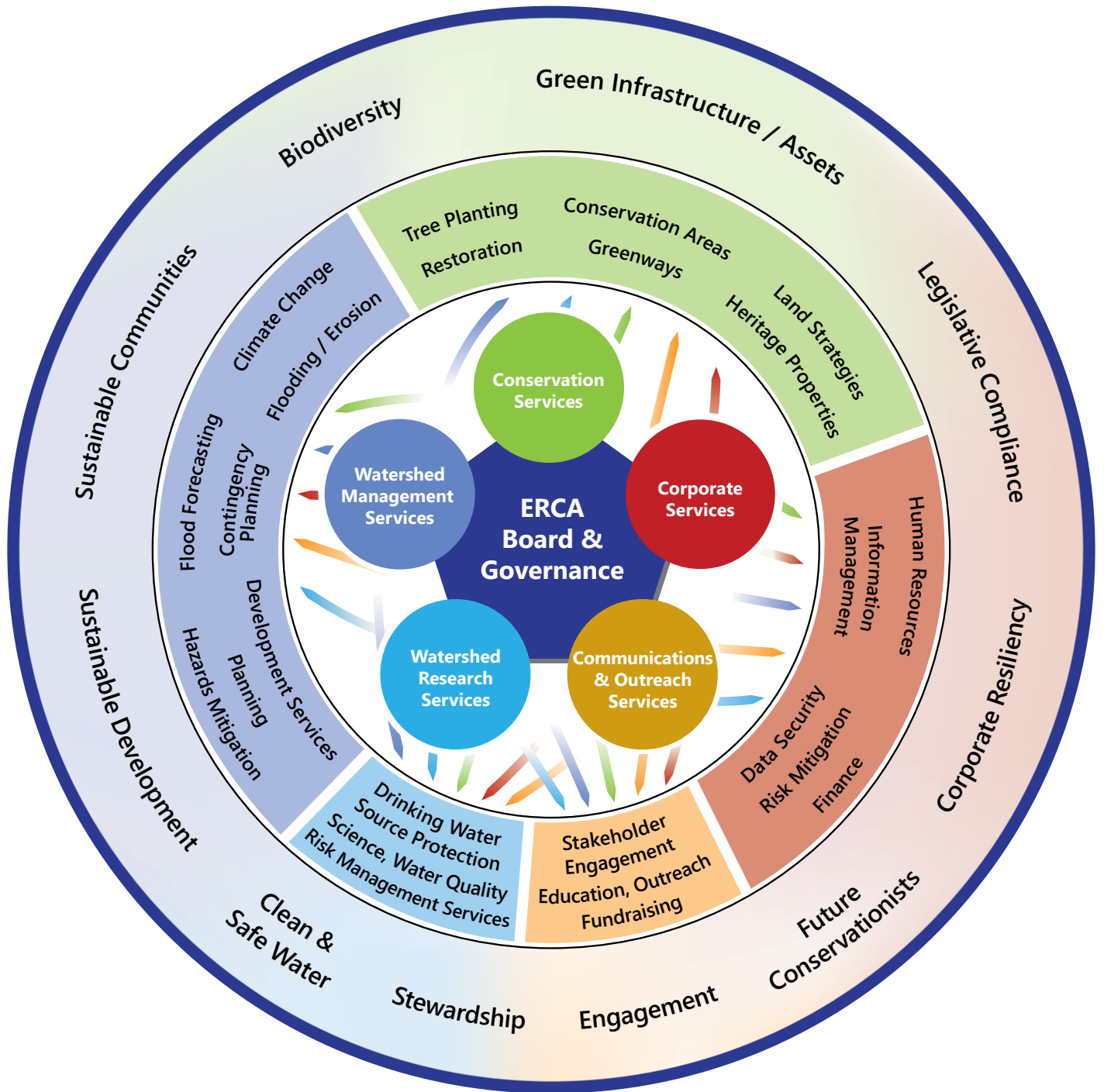
Recent changes to the Conservation Authorities Act confirmed core and the mandatory functions of conservation authorities including: mitigating risks of natural hazards; conserving and managing lands, for heritage and hazards; drinking water source protection; and surface water and groundwater monitoring. To continue to be relevant and to serve the residents of this region, ERCA should be delivering, and can continue to deliver the ancillary programs **and services that impact the overall well-being, health and safety of the region and its citizens. As noted above, the programs, which are now categorized as non-mandatory, have attracted government and other grants of \$1.18 for every local taxpayer dollar since 2017.**

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



ERCA delivers programs consistent with the objects of Conservation Authorities, as defined in the Conservation Authorities Act and is committed to delivering the non-mandatory local natural resource programs and services, in consultation with its participating municipalities and with their valued financial support, though the negotiated cost apportioning agreements.

# PROGRAM INTEGRATION MODEL



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

# Service Delivery Area

## Operating Plan Highlights



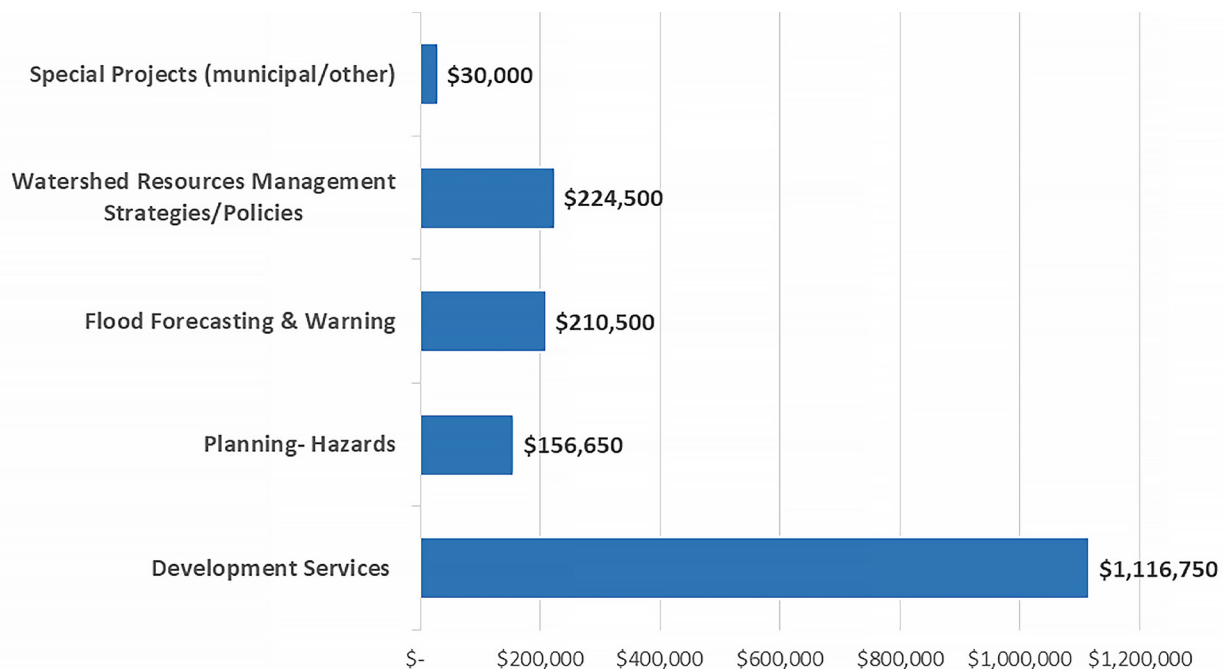
### Watershed Management Services

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

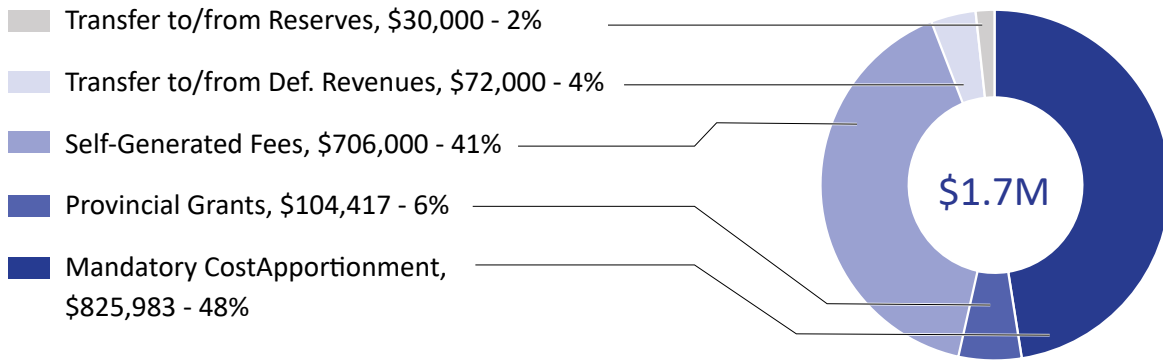
Watershed Management Services are delivered through four programs:

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

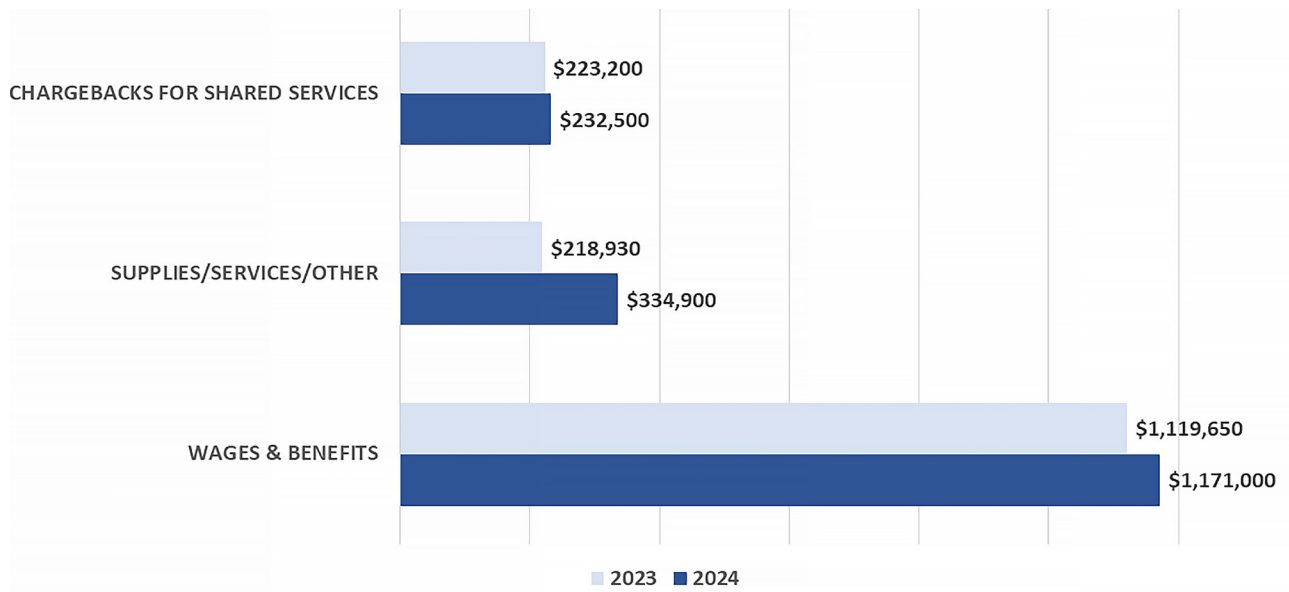
#### Mandatory Watershed Management Programs & Services - \$1.7M



## Watershed Management Services Sources of Revenues for MANDATORY Programs



## MANDATORY Watershed Management Program Expenses by Category



## 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, damage to property, and social disruptions resulting from natural hazards.

### 2024 Program Highlights

- Administration will review the Authority's development policies from 1987 and 2006 and complete an update to comply with current development practices and legislative requirements.
- In an effort to continue with modernizing development review processes, Watershed Management Services is working closely with Information Technology to migrate the permitting and Property Information Management System to a cloud-based service to reduce potential points of failure (i.e., Civic Centre power failures) that disrupt service delivery. This modernization includes a phased approach to build the necessary cloud-based software for staff use and a government-client portal to expand online services.
- Staff will continue to participate on various Conservation Ontario committees, such as the Regulatory and Compliance Committee, which continues to enhance staff knowledge, build new and support existing relationships with other conservation authorities, and maintain awareness of ongoing and future legislative changes.

## 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 and beginning new undertakings to update the coastal hazard mapping completed in 1976.

### 2024 Program Highlights

- Complete a Watershed-Based Resource Management Strategy by December 31, 2024, as required by Ontario Regulation 686/21: Mandatory Programs and Services.
- New shoreline flood and erosion hazard mapping is anticipated to be completed by the end of Q1 of 2024. This mapping will replace the original shoreline mapping completed in 1976. The total project is valued at approximately \$480,000 and includes \$240,000 in federal grant dollars obtained through the Flood Hazard Identification and Mapping Program.
- An update to the Windsor-Essex Region Stormwater Manual (2018) was initiated in 2023. This project includes participation and funding from all municipalities in the region, including local and upper tier municipalities and the City of Windsor. The updated manual is anticipated to be completed within Q1 of 2024.
- The Engineering Technologist position has been vacant since Q2 of 2023. This vacancy is anticipated to be filled in Q1 of 2024 and will provide technical support to all facets of Watershed Management Services.
- 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.

### 2024 Program Highlights

- Update ERCA's Flood Contingency Plan.
- Finalize an Operating and Maintenance Manual for ERCA owned and managed climate stations.
- ERCA's climate stations will be upgraded to keep pace with changing technology. Data loggers are approximately 30 years old and are anticipated to be obsolete by the year 2025. Additionally, station telemetry will be converted from historic landline to cellular service, which is expected to provide more reliable and cost-effective service.
- Explore opportunities for increasing flood forecasting operational capacity, including grant funds support field data collection and telemetry.
- Explore grant opportunities through Water and Erosion Control Infrastructure (WECl) mandatory flood management activities across member municipalities.
- Monitor lake levels and a network of 30 climate stations to provide advanced warning of flooding and accelerated erosion.

## 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 the mandatory service category. ERCA's service delivery through Watershed Planning includes all mandatory-related reviews and comments on various Planning Act instruments, as mandated through the amended [Conservation Authorities Act](#) and [Ontario Regulations 686/21: Mandatory Programs and Services](#). It is through this service that Administration provides the necessary comments related to natural hazards, source water protection, and conservation authority owned lands, ensuring the continued "planning-first approach" to protecting the watershed.

### 2024 Program Highlights

- Watershed Planning currently delivers hazard reviews and comments on circulated Planning Act instruments, as required through Ontario Regulation 686/21: Mandatory Programs and Services, ensuring consistency with the current Provincial Policy Statement and local natural hazard development policy. Source Water Protection, more specifically, the Risk Management Services related to Part IV of the Clean Water Act and comments related to lands owned by ERCA, are also delivered through Watershed Planning. The program is funded through a combination of General cost apportionment and supplemented by program user fees, consistent with the "user pay principle".
- Development of new documentation, such as flow charts for the various planning processes, to enhance clarity for applicants and enhance client service.
- Modify payment processes in consultation with member municipalities, changing from 3 different processes to one consistent approach.
- The decentralization of climate change considerations continues to be implemented. Such considerations are delivered through Watershed Planning and Engineering services as potential impacts are often multi-faceted and require input from various professionals within WMS.

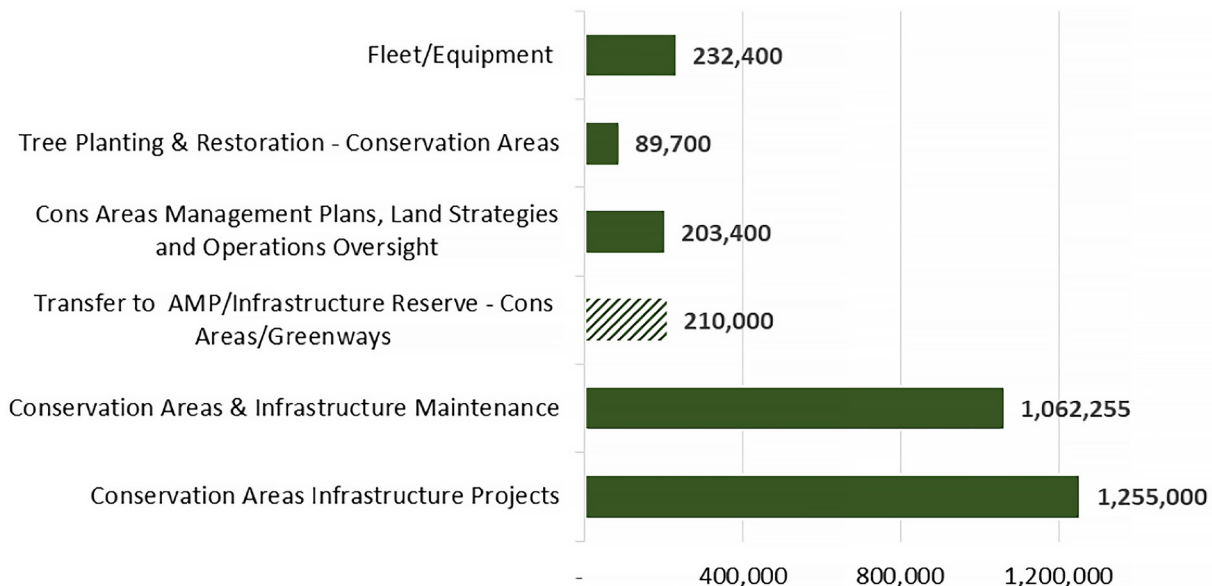
# Conservation Services

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

Mandatory Services	Non-Mandatory Services
Conservation Land Management	Tree Planting and Habitat Restoration on Private and Municipal lands
Public Conservation Areas	Land Securement & Acquisition
Tree Planting & Restoration-Conservation Lands	Holiday Beach Conservation Area
Capital Projects	

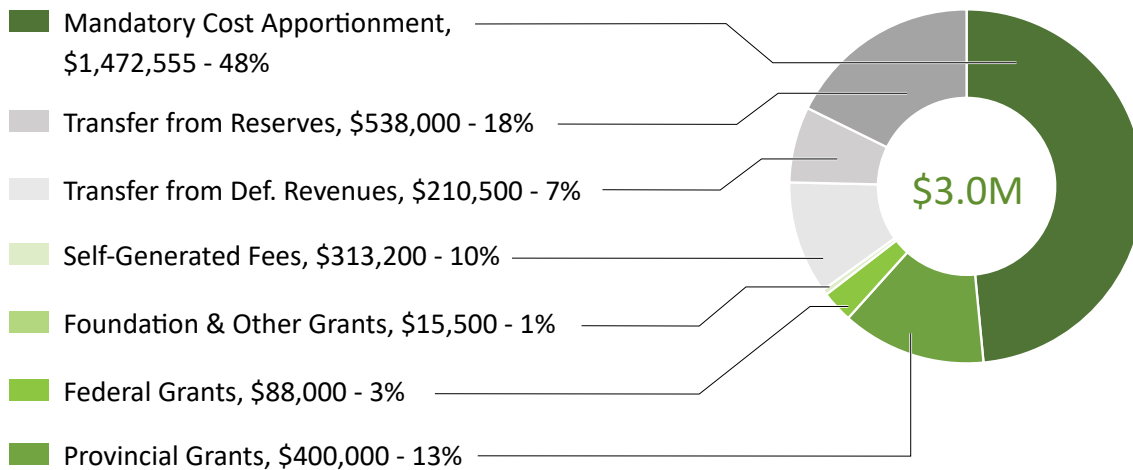
Approximately 15 FTEs deliver the services and includes seasonal restoration workers, tree planters, conservation areas technicians and support staff. Included in the 2024 budget are costs associated with expanded staff capacity during the winter months to undertake maintenance along the greenways, including the new CASO property and implement hazard tree removals to ensure public safety.

## Mandatory Conservation Programs & Services - \$3M

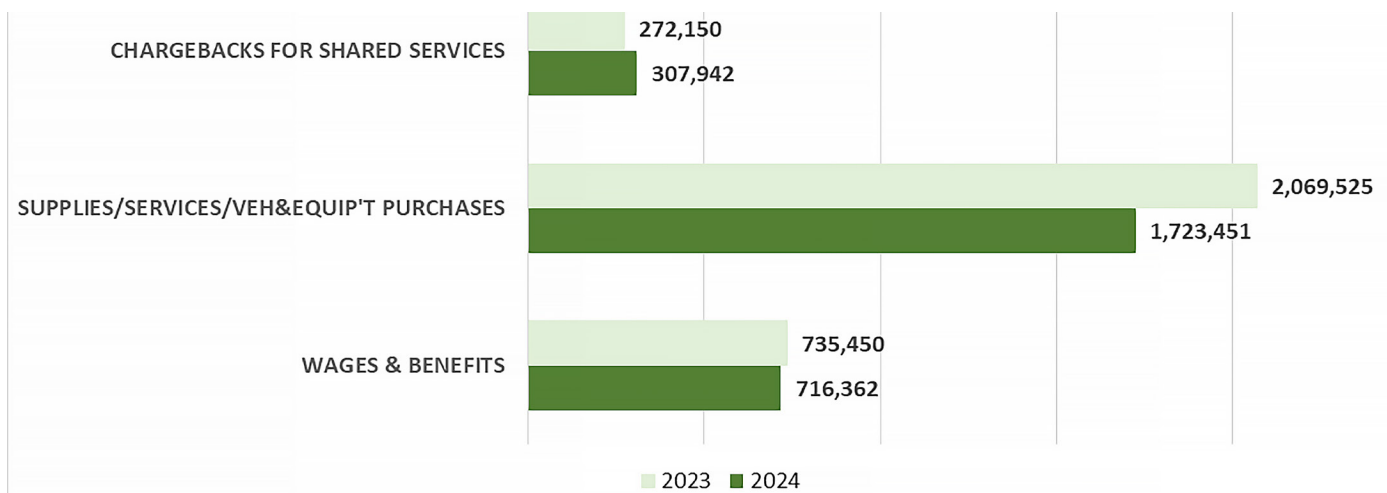




## Conservation Services Sources of Revenues for MANDATORY Programs



## MANDATORY Conservation Programs & Services Expenses by Category



## CONSERVATION LAND MANAGEMENT

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

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

### 2024 Program Highlights

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



- In collaboration with the Town of Kingsville, ERCA is working through the Drainage Act to permanently protect a wetland adjacent to Cedar Creek.
- In keeping with revisions to the Conservation Authority Act, staff have initiated the creation of a new Conservation Areas Land Management Strategy.
- ERCA has initiated a restoration and climate adaptation planning process at Hillman Marsh to restore habitat lost in this wetland and to stabilize the eroding shoreline.
- Restore 3 acres of mowed grass to natural habitat in Maidstone Conservation Area.

## PUBLIC CONSERVATION AREAS

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

### 2024 Program Highlights

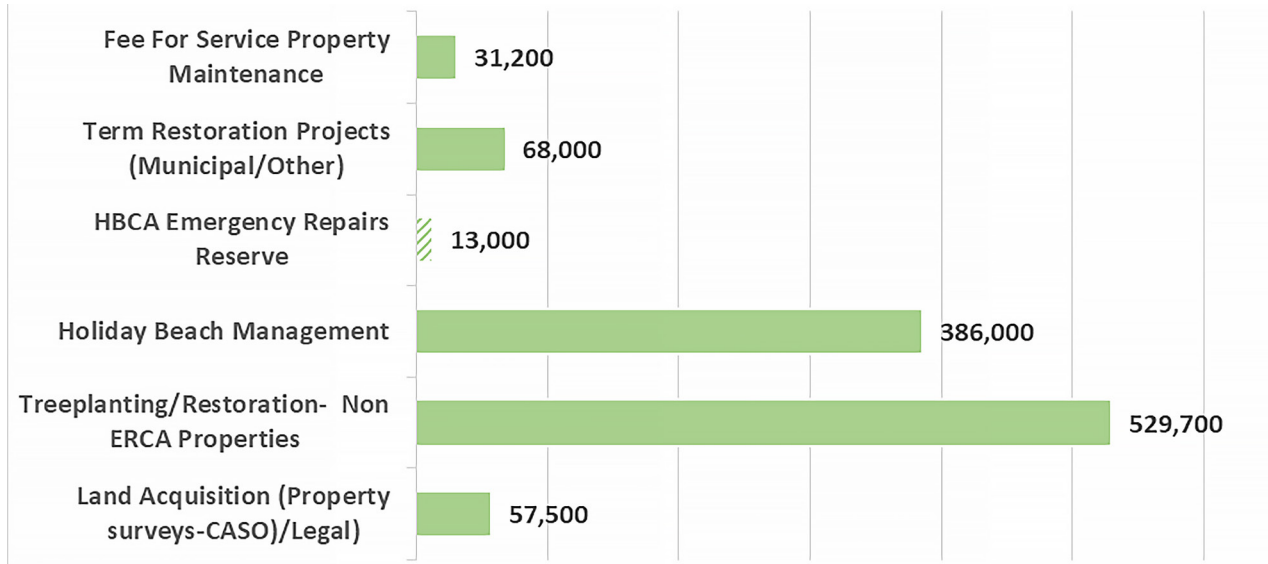
- Operate and maintain 17 conservation areas welcoming thousands of visitors each year.
- Ongoing replacement of fleet and equipment assets.
- Expansion of the Maidstone Conservation Area parking facilities along with tar and chipping surfacing to manage ongoing demand that far exceeds availability of parking.
- Continue to contribute to the update of ERCA’s Asset Management Plan to accurately reflect future capital funding requirements.
- Continue restoration works of the main house at the John R. Park Homestead.
- Initiate wetland and shoreline restoration works at Hillman Marsh Conservation Area.
- Insulate and clad the exterior of ERCA’s main operations workshop along with replacing large garage doors.
- Remove vegetation from trail edges and remove hazardous trees, primarily along the Greenway multi-use paths.
- Continue making public infrastructure investments in the Collavino Conservation Area with the goal of making the site publicly accessible within two years.
- Ongoing Tree Planting and Restoration in Conservation Areas.

ERCA continues to expand natural habitat in this region by increasing wetland, prairie and tree cover on properties it owns. Through partnerships, lands will continue to be strategically acquired through purchase or donation to create a more sustainable region. In 2024, a new wetland on ERCA’s Cedar Creek landholdings will prevent ongoing erosion of our field and provide multiple co-benefits such as flood attenuation, water quality improvements and habitat for wildlife.

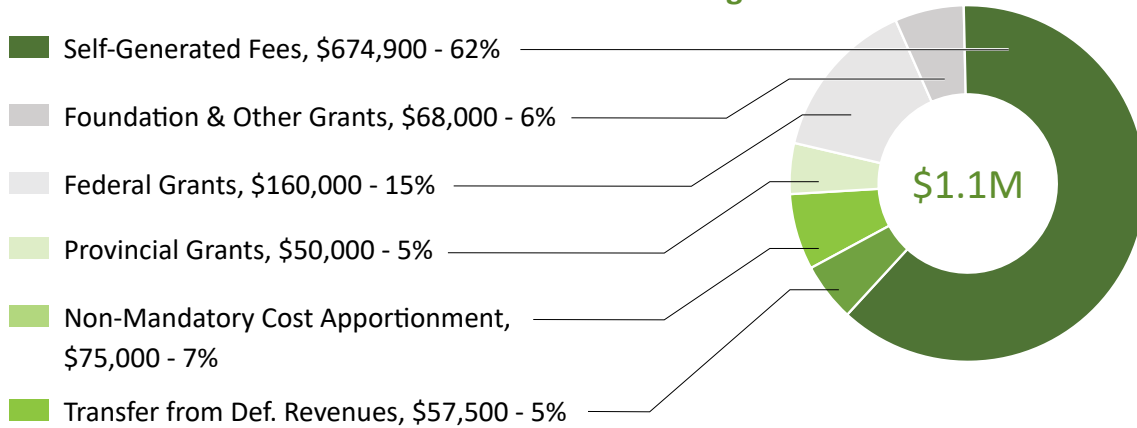


# CONSERVATION SERVICES - NON-MANDATORY

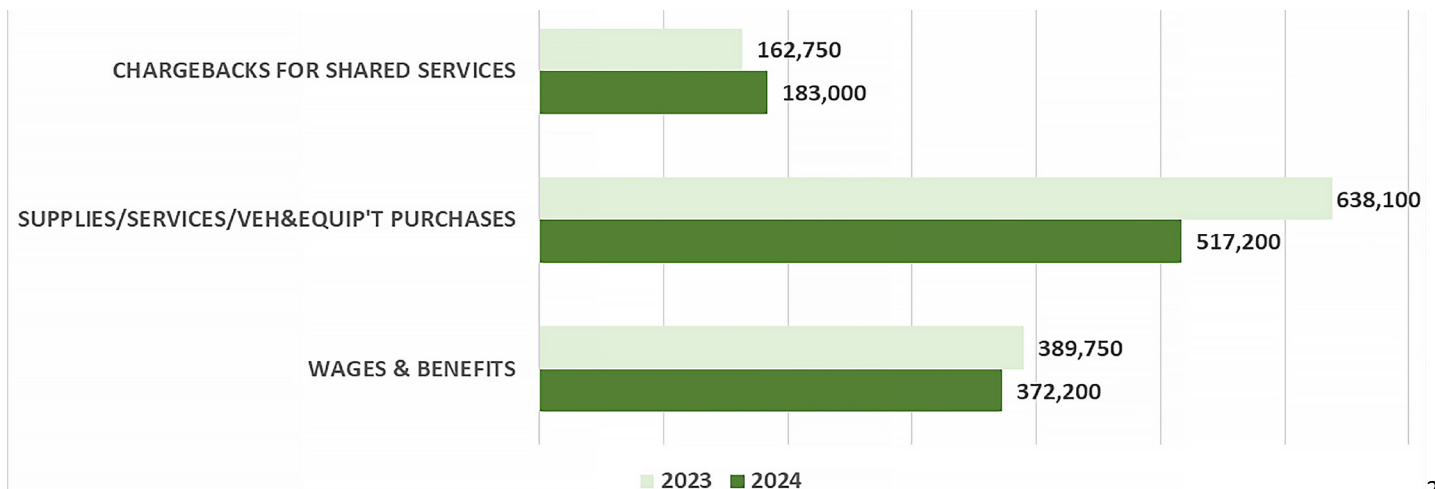
## Non-Mandatory Conservation Services by Function - \$1M



## Conservation Services Sources of Revenues for NON-MANDATORY Programs



## NON MANDATORY Conservation Programs & Services Expenses by Category



## TREE PLANTING AND HABITAT RESTORATION ON PRIVATE AND MUNICIPAL LANDS

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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. Non-mandatory municipal funding to assist with private lands restoration accounts for approximately 15% of this activity, which does not include the value of land. ERCA has restored over 430 acres of land on private property since 2017. These privately owned restoration sites are an invaluable contribution from our community as they further the rehabilitation of our region.

### 2024 Program Highlights

- Plant 50,000 trees throughout the region on ERCA property as well as privately owned lands leading to the creation of at least 70 acres of new habitat.
- Build a minimum of two new wetlands in the region to reduce erosion and simultaneously create habitat.
- Continue a multi-year large scale restoration project on Caldwell First Nation property involving 10 acres of tree planting of Phase 2 in 2024.

## LAND SECUREMENT

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

The budgeted expenses for land acquisition relate to ongoing legacy costs of the CASO acquisition, including property surveys and legal expenses.

**As of December 31, 2023, the land acquisition fund has nearly \$1.9million in available funds.**

## HOLIDAY BEACH CONSERVATION AREA

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

## CAPITAL PROJECTS

An overview of major mandatory and non-mandatory capital projects included in the 2024 budget is summarized below. These projects will improve accessibility and overall visitor experiences in our Conservation Areas.

Capital Project	Reserve Fund Transfers	ERCF / Other	Fed Grant	Prov Grant	Total	Category
Greenway / Bridge replacement	\$140,000				\$140,000	Mandatory
Hillman coastal erosion and wetland works	\$10,000			\$500,000	\$500,000	Mandatory
JRPH telecommunications tower	\$37,500				\$37,500	Non-Mandatory
Parking lot resurfacing	\$100,000				\$100,000	Mandatory
JRPH historic buildings condition assessment & repairs (Phase 1)	\$297,500				\$297,500	Non-Mandatory
JRPH Curatorial Building upgrades	\$25,000				\$25,000	Non-Mandatory
Replacing / updating Conservation Areas Signs	\$25,000				\$25,000	Mandatory
Collavino Conservation Area Improvements / Generator		\$105,000	\$80,000		\$185,000	Mandatory
Main Workshop insulation and cladding	\$258,000				\$258,000	Mandatory
Various minor capital items	\$35,000	\$12,000			\$47,000	Mandatory
<b>Totals</b>	<b>\$928,000</b>	<b>\$117,000</b>	<b>\$80,000</b>	<b>\$500,000</b>	<b>\$1,625,000</b>	

\*Pending contribution agreements



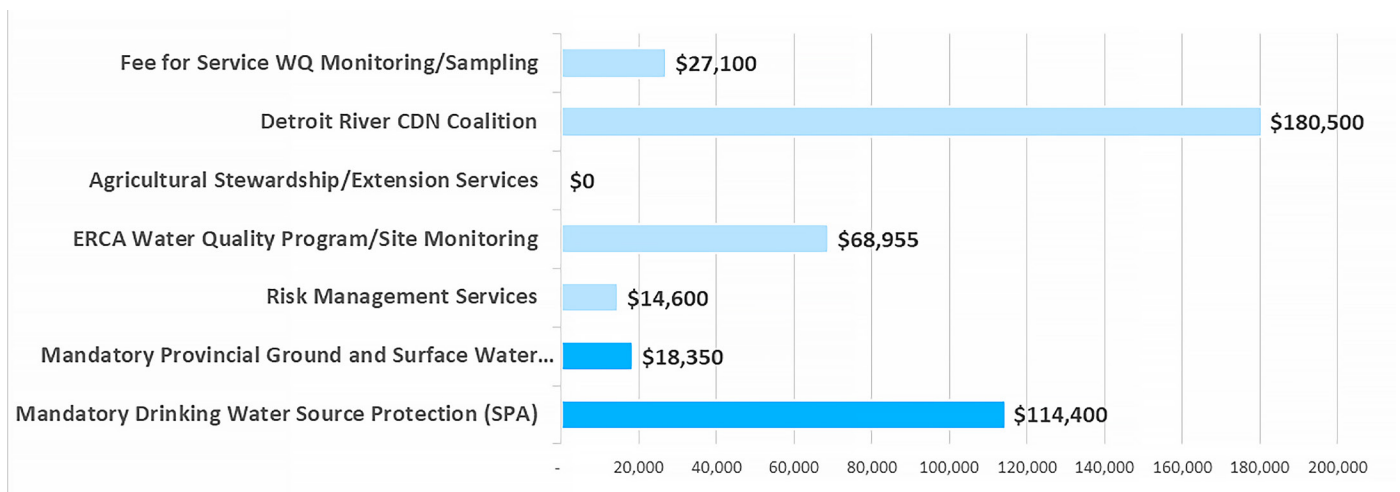
# Watershed Research

Watershed Research endeavors to improve the health of local watercourses through agricultural Best Management Practices, monitoring at the watershed and collection of landscape information through Geographic Information Services. Enhanced water quality monitoring is undertaken only when external sources of funding are available. Strengthened relationships with academic and government scientists and active participation in several ongoing research programs allows solutions to be developed that are best suited to the region's unique ecosystem. Local sources of drinking water are protected through the implementation of policies in the Source Protection Plan and its amendments.

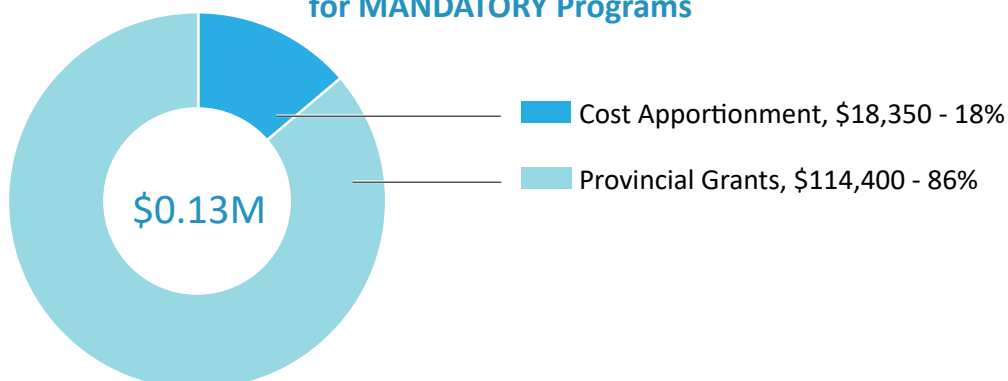
Water Quality Services are delivered through three programs:

- Source Water Protection (mandatory)
- Watershed Science (mandatory and non-mandatory)
- Water Quality Improvements (non-mandatory)
- ~2.1 FTEs deliver the combination of mandatory and non-mandatory programs

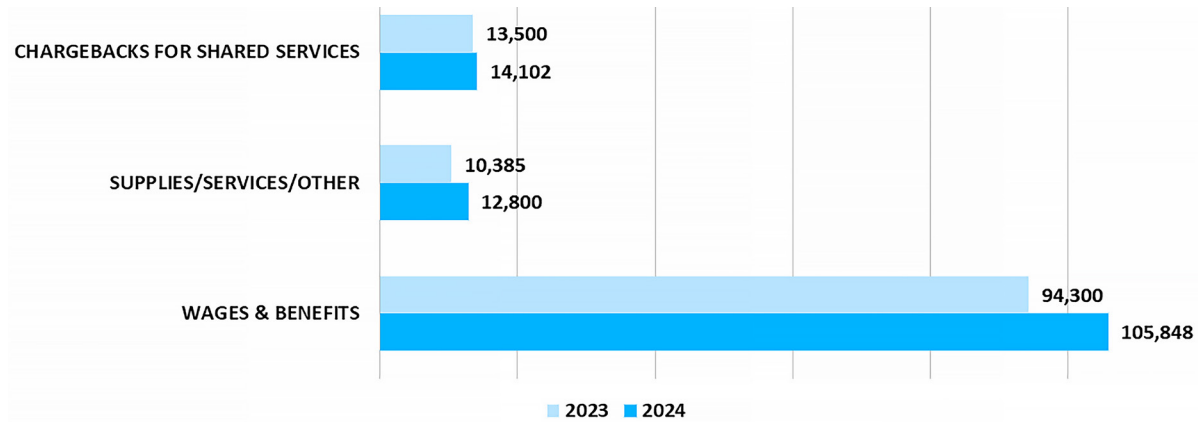
## Mandatory & Non Mandatory Water Quality Programs & Services - \$0.4M



## Water Quality Sources of Revenues for MANDATORY Programs



## MANDATORY Water Quality Programs & Services Expenses by Category



## SOURCE WATER PROTECTION

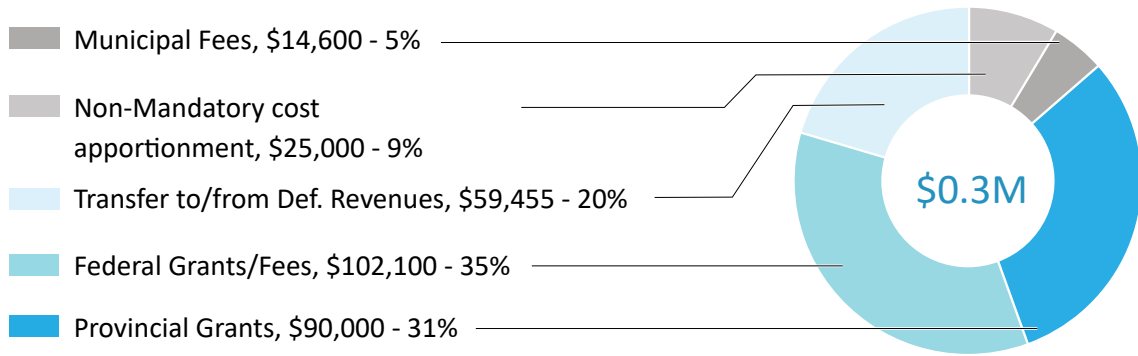
Administered under the Clean Water Act, the watershed-based mandatory Source Protection Program is the first step in a multi-barrier approach to protect drinking water. It complements municipal water treatment and supports sound land use planning decisions. ERCA, and other conservation authorities, have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

- Source Water Protection (Clean Water Act) is identified as a mandatory program and service in the Conservation Authorities Act, and the Province remains committed to providing funding for this program; ERCA received a slight increase for the current two-year funding cycle (2023-2024) to accommodate expanded workload while the Source Protection Plan is being amended. This is the first time that the Province has provided multi-year funding for this program and their commitment provides greater stability for this mandatory work.
- Risk Management Services are offered on behalf of all municipalities in the Essex Region as a direct service cost through an agreement originally established in 2015. This agreement was renewed January 1, 2022, for another three-year term ending December 31, 2024. Risk Management Officials undertake work to implement Source Protection Policies for which municipalities are the Implementing Body. This does not fall under a mandatory program or service in the Conservation Authorities Act, but rather is a Category 2 activity as it is a municipal responsibility.

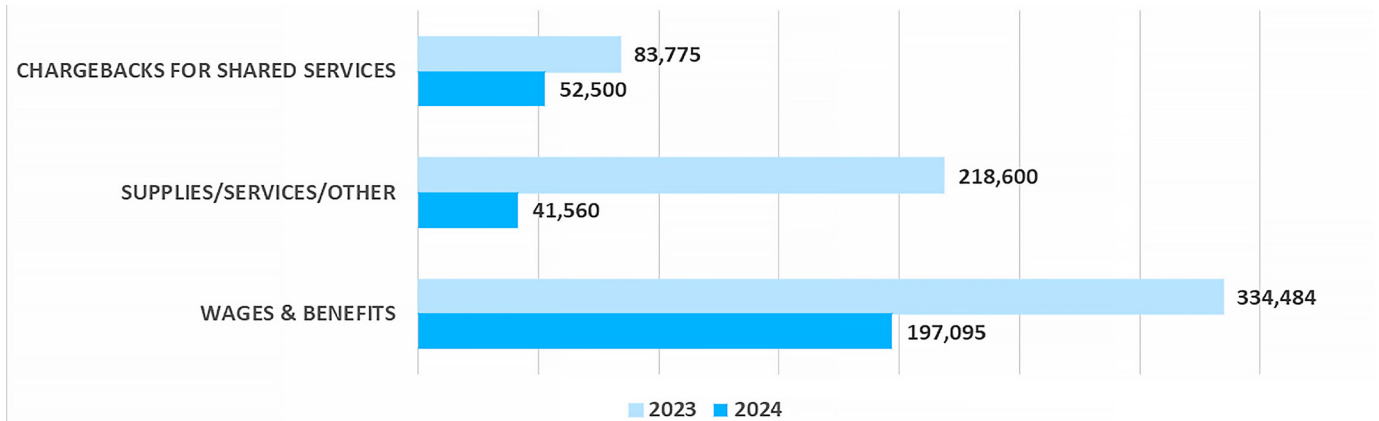
### 2024 Program Highlights

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

## Water Quality Sources of Revenues for NON-MANDATORY Programs



## NON-MANDATORY Water Quality Programs & Services Expenses by Category



## 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), 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.

- Participation in the PWQMN and PGMN are a mandatory program in the Conservation Authorities Act, however, the majority of our water quality science work falls outside mandatory services yet is critical to providing the residents of this region and partners with information. In 2024, ERCA will continue to monitor ground and surface water quality stations and provide this information to the Province, consistent with most Conservation Authorities. Beyond this fundamental monitoring, ERCA will also undertake the following water quality work, which is supported by Provincial and Federal grants

### 2024 Program Highlights

- Collect water samples, funded by various external partners as funding is available, to provide samples for research projects that could not otherwise be collected due to travel restrictions or other logistical challenges.
- Continue with ERCA's non mandatory water quality monitoring program to inform the public about our regional watershed health.
- Seek out funding to maintain the important ongoing monitoring of greenhouse influenced streams. This sampling was supported by the MECP from 2012 to December 31, 2021. The MECP did not support this monitoring program in Fiscal Year 2023, but administration is seeking funding for 2024.



# Communications & Outreach Services

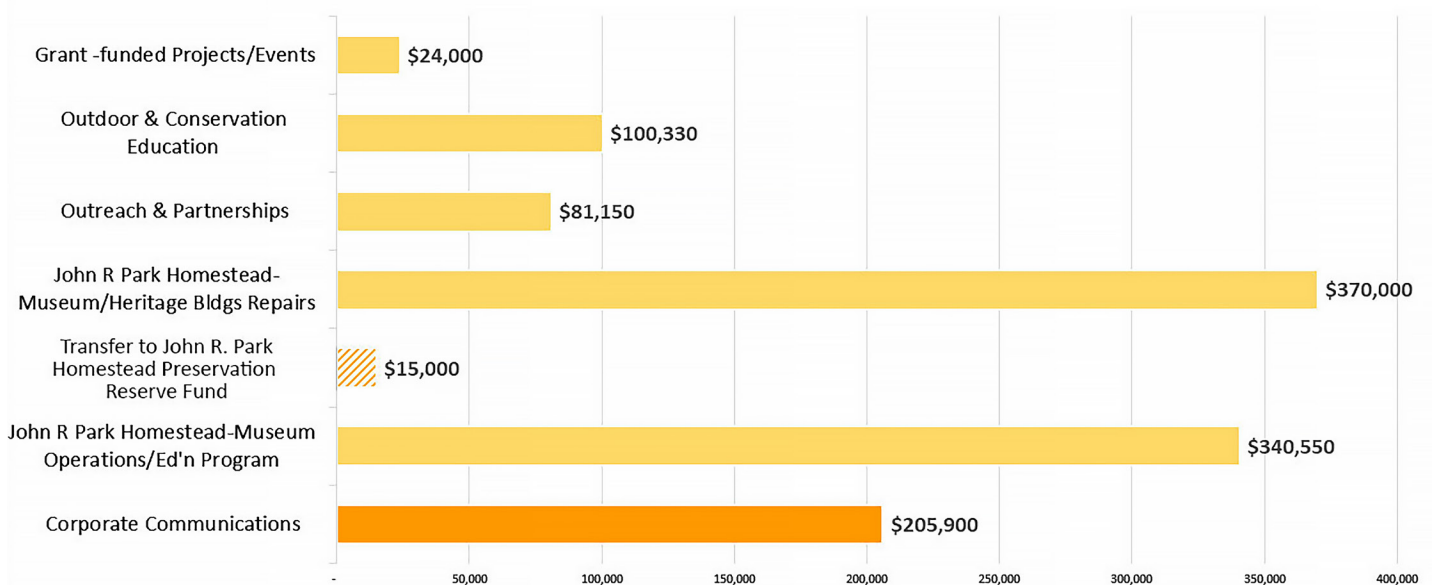
Communications and outreach services support all business units of the Authority. This includes supporting flood messaging, disseminating natural hazard information, engaging landowners in conservation practices and climate action, educating students of all ages about environmental sustainability, promotion 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 and other programs.

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.

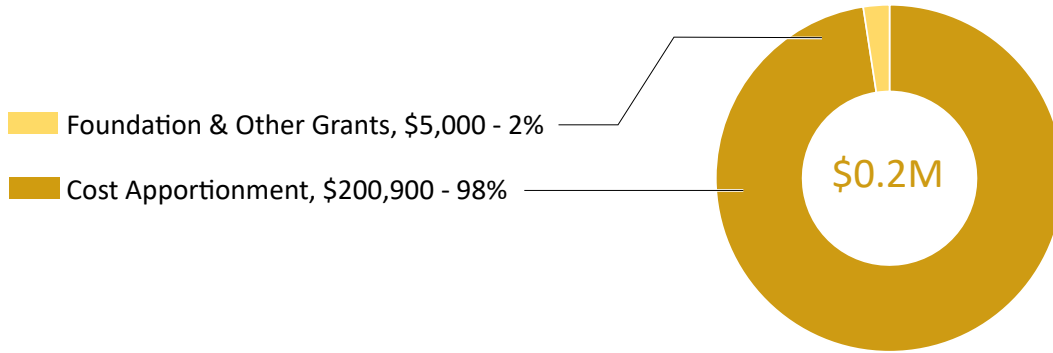
Communications & Outreach Services are delivered through four programs:

- Communications (mandatory)
- Outdoor Education (non-mandatory)
- Outreach and Engagement (non-mandatory)
- JRPH Museum Operations & Programming
- ~7 FTEs will deliver the mandatory and non-mandatory programs

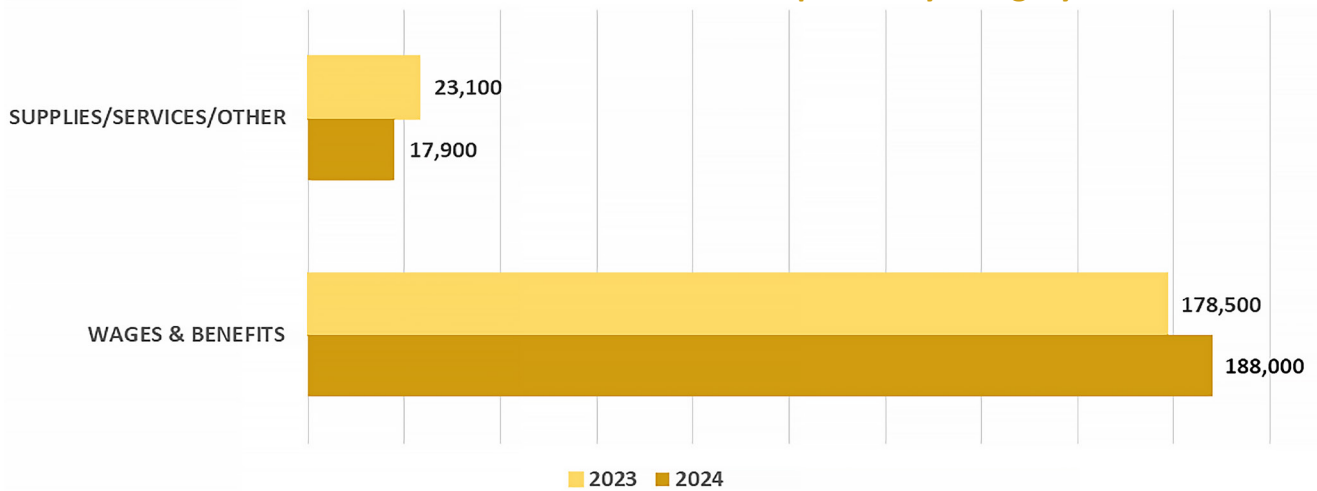
## Communications & Outreach Services Mandatory and Non Mandatory Programs & Services + John R Park Homestead -\$1.1M



## Communications Program Sources of Revenues for MANDATORY Programs



## MANDATORY Communications Expenses by Category



## COMMUNICATIONS

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

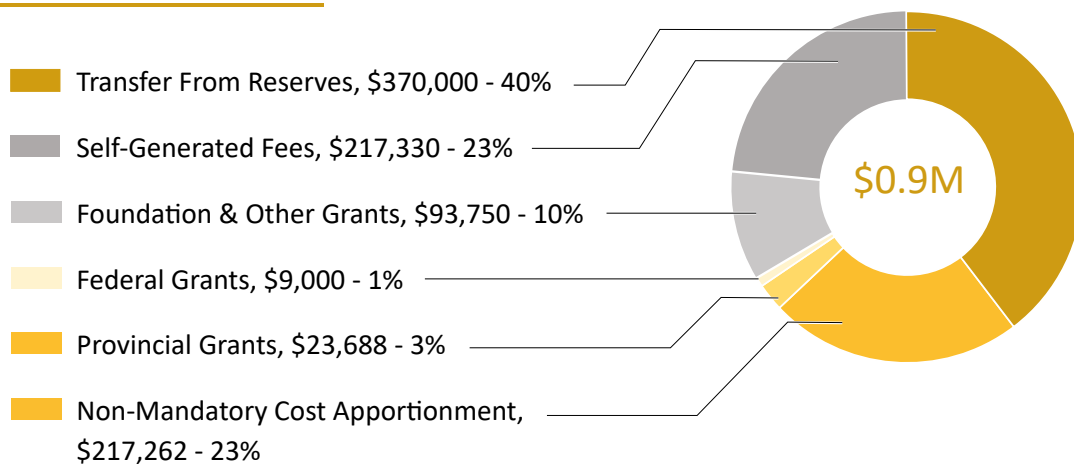
- Continue to support revenue generation through enhanced marketing of conservation programs.
- Add functionality to the new AODA compliant website launched in late 2023.
- Continue to support the Essex Region Conservation Foundation in fundraising to support conservation projects and program areas.

### 2024 Program Highlights

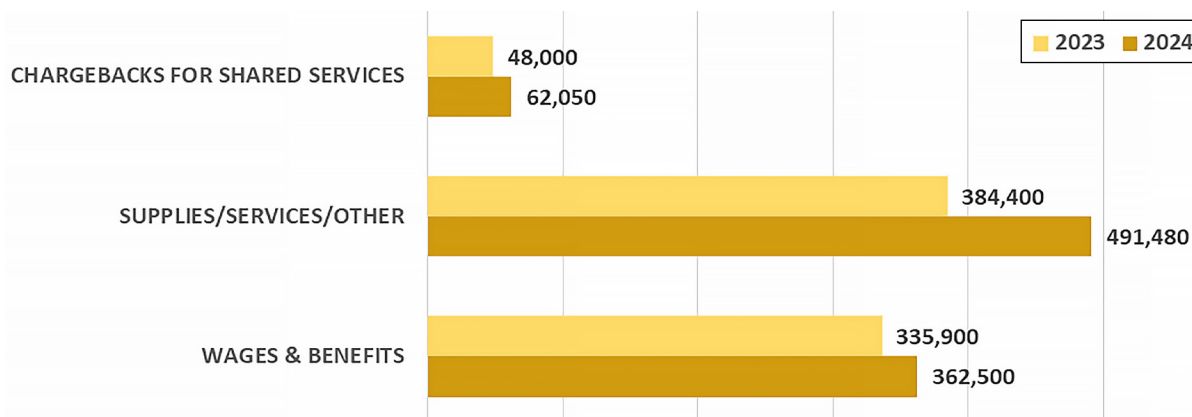
- Continue to engage and inform stakeholders and watershed residents to engage in conservation practices and programs across a variety of platforms; and communicate broadly as ERCA implements its Transition Plan.

## NON-MANDATORY PROGRAMS

### Education & Outreach Services Sources of Revenues for NON MANDATORY Programs



### NON MANDATORY Education, Outreach & Heritage Expenses by Category



## OUTDOOR EDUCATION

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

### 2024 Program Highlights

- Continue to deliver 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 both curriculum-based field trips at conservation areas and through Nature Near You programs to engage students in environmental learning.
- Implement a new Nature Near You program on Indigenous education for Grade 3 students.
- Continue to enhance relationships with teachers and all school boards within the region.

## OUTREACH AND ENGAGEMENT

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There continues to be significant demand to provide opportunities for the community to engage in environmental restoration activities. Tree planting events for 2024 include Earth Day in east Windsor, as well as plantings in Sandwich Town and along the Greenway trail system. Administration continues to pursue grants and partner funding to implement far-reaching stewardship and outreach programs. The Community Outreach Coordinator position continues to be a shared position also supporting the Detroit River Remedial Action Plan on a cost-recovery basis.

## JOHN R. PARK HOMESTEAD - MUSEUM OPERATIONS

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While passive recreation and related maintenance costs are eligible within the mandatory cost apportionment category, the John R. Park Homestead (JRPH) Museum and other heritage buildings are associated with the provision of non-mandatory services and the Authority is precluded from applying mandatory cost apportionment for preservation of these heritage assets. This is despite the fact that the transfer of the property from the Province in 2008 contained a number of restrictive covenants and obligations, regarding operations and the maintenance of assets, including that it be operated in accordance with the Community Museum Standards, as defined in the Ontario Heritage Act.

### 2024 Program Highlights

- Tree planting and citizen science programs include Earth Day Tree Planting in Windsor, as well as planting activities in Sandwich Town, Amherstburg, at various locations along the Greenway trail system and others, with support from a variety of community partners.
- Grow the Adopt-A-Greenway program with various community partners to undertake annual cleanups of the 80km multi-use trail system.
- Enhance the Corporate Engagement program to generate revenue while improving the local environment.
- Continue to engage the local community in delisting the Detroit River as an Area of Concern.

### 2024 Program Highlights

- Continue the urgent structure repairs and restoration work on the historic home.
- Build on the success of the expanded Maple Syrup Festival with an enhanced festival at the John R. Park Homestead.
- Continue to grow self-generated revenues through streamlined program options, marketing efforts and rental income opportunities.
- Enhance marketing of rental opportunities for the Conservation Centre and rustic event space.

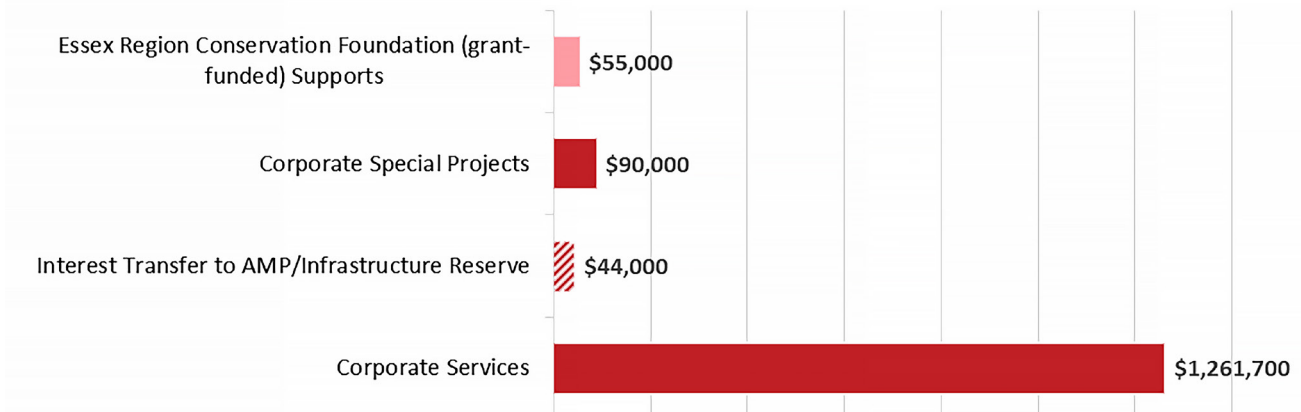


# General & Corporate Services

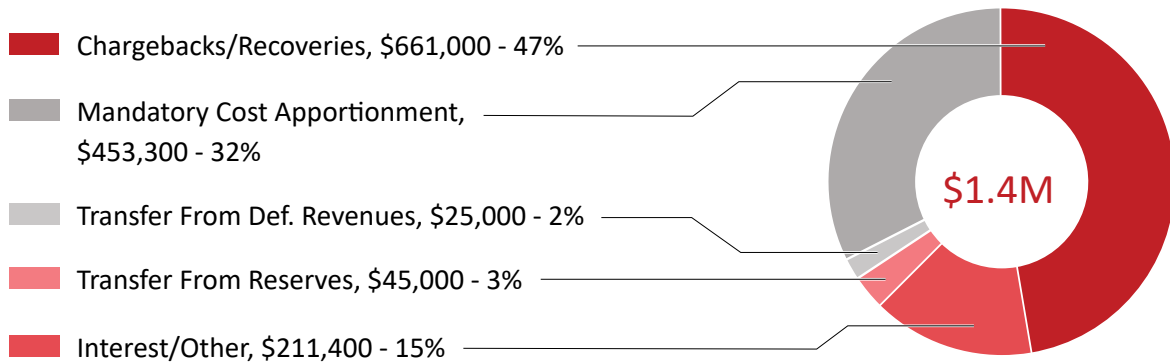
Corporate Services oversees and manages the following functions:

- Administration/Governance
- Compliance/Risk Management
- Finance
- Human Resources
- Information Management/Records/GIS/Systems/Network
- All services are provided to the Essex Region Conservation Foundation
- ~8 FTEs will deliver and support the diverse functions of Corporate Services

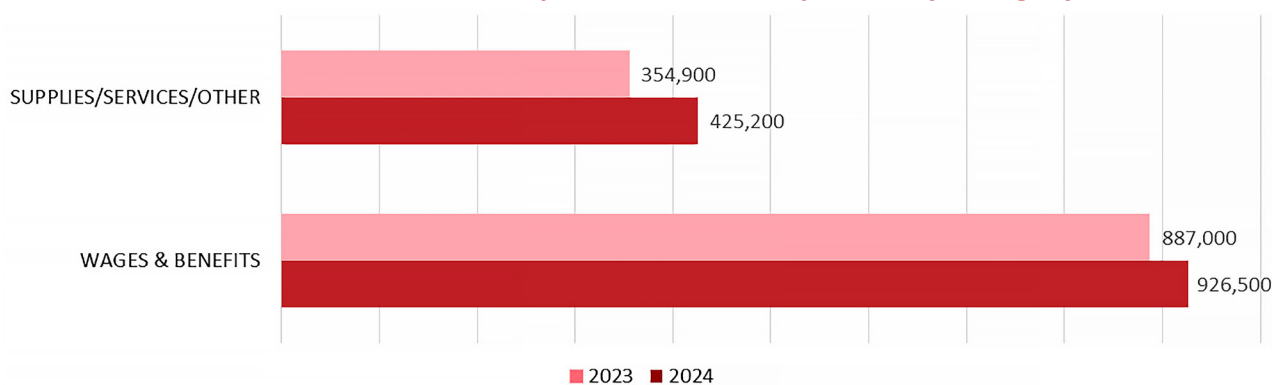
## General/Corporate Services - \$1.4M



## Corporate Services Sources of Revenues for MANDATORY Programs



## MANDATORY Corporate Services Expenses by Category



## ADMINISTRATION / GOVERNANCE

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### 2024 Program Highlights

- Update the Authority's Administrative Bylaw and Terms of Reference for Board committees.
- Explore potential transfer of ownership of Holiday Beach and/or asset management planning, with the Ministry of Natural Resources and Forestry.
- The Province is being reengaged regarding the John R Park Homestead, vis a vis the non-mandatory categorization, as the transfer agreement is with the Ontario Realty Corporation and the original transfer agreement was with the MNRF. (Ministry of Natural Resources and Forestry).

## HUMAN RESOURCES

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### 2024 Program Highlights

- Undertake pay equity review and compliance with Pay Equity Act and engage consultants as necessary. Implement a new Terms of Reference for the Joint Job Evaluation Committee and modernize ERCA's Pay Equity compliance program.
- Support Collective Bargaining negotiations with CUPE Local 3784 for a new agreement commencing January 1, 2024.

## FINANCE

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### 2024 Program Highlights

- Implement Sage migration to a modern cloud-based platform and engage consultant to assist with systems design, data migration and user training/implementation.
- Work in collaboration with watershed management (engineering) and conservation services to update the asset management plan, including segregation of non-mandatory assets.
- Continue to review and update policy, procedures and guidelines to ensure ERCA's Health & Safety program remains robust and compliant with all legislation.
- Identify and create corporate policy initiatives to support the Authority's human resources requirements.

# INFORMATION MANAGEMENT / RECORDS / SYSTEMS / NETWORK

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## 2024 Program Highlights

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

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

- **Permit Application and Property Information System (PIMS):** Completion of a modernized system based on current internet facing technologies, professional-built database, and modular, transaction-focused architecture, that will replace the legacy on-premise MS Access database. This new system will also incorporate a customer self-service portal to streamline applicant requests and payments while reducing the need for administrative resources.
- **Corporate records management:** Progress continues to be made on the cataloging of HR-related records, scanning of governance records and the disposition of expired records.
- **Infrastructure as a Service Migration:** The migration of our legacy, unsupported infrastructure (servers, storage, backup) to cloud hosted solutions that improve security and continuity. This implementation includes enhanced security, threat reduction, increased manageability, and redundancy. Secondary and stretch goals outlined in the approved modernization plan will be targeted for implementation this year. These will include the upgrade of multifactor authentication, automated software deployment, new security policies, end user security patching automation and automated security updates.
- **Information as a Service:** ERCA ITS will begin to build and integrate new systems to replace legacy offerings. In doing so, IT will begin to provide data integration, advanced reporting, business intelligence & decision support services to respond to the decision-making challenges faced by ERCA as well provide potential revenue streams via the creation of advanced, value-added service offerings. Other aspects to be addressed in these initiatives are: streamlining and facilitating a new web presence; enhancing the online identity; and incorporating financial transactional services to ERCA's online portfolio.
- **Website Rebuild:** ERCA will undertake a full rebuild and reinvestment in the website to better reflect changes to ERCA services and offerings. The overall goal is to better serve customers and to delineate the mandatory and non-mandatory services, while still maintaining a consistent identity and brand. The new site will be tied to the new permitting portal for development services and will include self-service and online payment options to reduce workflow and increase efficiency.

# Summary

This 2024 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 in accordance with Ontario Regulation 402/22. It is expected that the vote on the budget, including the weighted vote will proceed on February 15, 2024.

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

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

## APPENDICES

- **Appendix A:** 2024 Draft Detailed and Summary Budgets for Mandatory and Non-Mandatory Programs & Services
- **Appendix B:** 2024 Draft Municipal Cost Apportionment Schedule (-12.7%)
- **Appendix C:** 2024 Draft Reserves Continuity Schedule
- **Appendix D:** 2024 Funding Sources by Service Delivery Program
- **Appendix E:** Where Does Your Household Levy Go?
- **Appendix F:** Category 3 Funding Envelope and Cost Apportionment for Non Mandatory Programs & Services



## ERCA Board

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

Katie McGuire-Blais, Town of Essex  
Tracey Bailey, Municipality of Lakeshore  
Ryan McNamara, Municipality of Lakeshore  
Michael Akpata, Town of Lasalle  
Anthony Abraham, Municipality of Leamington  
Larry Verbeke, Municipality of Leamington  
Dayne Malloch, Pelee Island

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



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Dan Jenner Regulations Coordinator  
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Summer Locknick Regulations Technician Analyst (Contract)  
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Vacant Engineering Technologist

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Paul Giroux Forester  
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Russ Jones Conservation Area Technician  
Nathan McDonald Senior Conservation Area Technician, HBCA  
Dan Lebedyk Biologist / Ecologist  
Bevin Martin Senior Conservation Area Technician  
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Amy Weinz Water Quality Technician

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### Editor/Reviewer

Tim Byrne, CAO/Secretary-Treasurer

### Graphic Design

Aaron Zimmer, Multi-Media Specialist

# Appendix A: 2024 Draft Detailed and Summary Budgets for Mandatory and Non-Mandatory Programs & Services



## DRAFT DETAILED & SUMMARY BUDGETS FOR MANDATORY AND NON-MANDATORY PROGRAMS & SERVICES

	2023 BUDGET	2023 PROJECTION	2024 DRAFT BUDGET
<b>WATERSHED MANAGEMENT SERVICES</b>			
<b>CATEGORY 1 MANDATORY SERVICES - RISKS OF NATURAL HAZARDS</b>			
<b>DEVELOPMENT SERVICES</b>			
MANDATORY/GENERAL LEVY	413,800	393,800	<b>540,750</b>
SELF-GENERATED FEES	519,000	545,000	<b>576,000</b>
	<b>932,800</b>	<b>938,800</b>	<b>1,116,750</b>
WAGES	691,500	662,100	<b>856,000</b>
CONSULTING	-	-	-
SUPPLIES/OFFICE/JANITORIAL	30,700	24,950	<b>29,250</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	26,600	18,500	<b>18,500</b>
CORP SUPPORT/SHARED SVCS	120,000	113,000	<b>143,000</b>
RENT/INS/TAXES/UTILITIES	58,000	64,000	<b>64,000</b>
DUES/MEMBERSHIPS	1,000	1,000	<b>1,000</b>
AUDIT AND LEGAL	5,000	25,000	<b>5,000</b>
SMALL MISC	-	-	-
	<b>932,800</b>	<b>908,550</b>	<b>1,116,750</b>
<b>PLANNING RELATED TO HAZARDS</b>			
MANDATORY/GENERAL LEVY	164,850	111,716	<b>26,650</b>
SELF GENERATED FEES	80,000	127,800	<b>130,000</b>
	<b>244,850</b>	<b>239,516</b>	<b>156,650</b>
WAGES	200,200	143,000	<b>118,500</b>
SUPPLIES/OFFICE/JANITORIAL	1,550	1,650	<b>2,150</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	1,500	500	<b>500</b>
CORP SUPPORT/SHARED SVCS	26,600	24,000	<b>20,500</b>
RENT/INS/TAXES/UTILITIES	15,000	15,000	<b>15,000</b>
	<b>244,850</b>	<b>184,150</b>	<b>156,650</b>
<b>FLOOD /EROSION PROGRAM (\$39 PROV \$)</b>			
MANDATORY/GENERAL LEVY	106,663	125,140	<b>106,083</b>
PROVINCIAL GRANTS	104,417	104,417	<b>104,417</b>
	<b>211,080</b>	<b>229,557</b>	<b>210,500</b>
WAGES	128,900	122,100	<b>111,000</b>
CONSULTING/INFO'N/DATA SVCS	35,500	45,000	<b>50,000</b>
SUPPLIES/OFFICE/JANITORIAL	5,180	4,980	<b>4,000</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	7,000	6,000	<b>6,000</b>
CORP SUPPORT/SHARED SVCS	26,500	26,500	<b>30,500</b>
RENT/INS/TAXES/UTILITIES	8,000	9,000	<b>9,000</b>
CAP MAINT/LOW VALUE ASSETS	-	16,000	-
	<b>211,080</b>	<b>229,580</b>	<b>210,500</b>
<b>OTHER WMS TERM PROJECTS</b>			
MANDATORY/GENERAL LEVY	48,500	100,134	<b>152,500</b>
OTHER GRANTS/USER FEES/RECOVERIES	46,000	-	<b>30,000</b>
TRANSFERS (TO)/FROM DEFERRED REVENUES	24,500	(24,000)	<b>42,000</b>
	<b>119,000</b>	<b>76,134</b>	<b>224,500</b>
DIRECT WAGES	52,000	16,134	<b>60,000</b>
CONSULTING/OUTSIDE ENGINEERING	58,000	58,000	<b>155,000</b>
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	9,000	2,000	<b>9,500</b>
	<b>119,000</b>	<b>76,134</b>	<b>224,500</b>

	2023 BUDGET	2023 PROJECTION	2024 DRAFT BUDGET
<b>SUMMARY - CATEGORY 1 WMS MANDATORY SERVICES, RISKS OF NATURAL HAZARDS</b>			
MANDATORY/GENERAL LEVY	733,813	730,790	825,983
PROVINCIAL GRANTS	104,417	104,417	104,417
SELF-GENERATED FEES	599,000	672,800	706,000
TRANSFER TO/FROM DEF REVENUES	24,500	(24,000)	42,000
TRANSFER TO/FROM RESERVES	46,000	-	30,000
	<b>1,507,730</b>	<b>1,484,007</b>	<b>1,708,400</b>
WAGES & BENEFITS	1,072,600	943,334	1,145,500
SUPPLIES/SERVICES/OTHER	218,930	265,080	334,900
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	216,200	190,000	228,000
	<b>1,507,730</b>	<b>1,398,414</b>	<b>1,708,400</b>
<b>SURPLUS/(DEFICIT)</b>	-	<b>85,593</b>	-
<b>MUNICIPAL WATER &amp; EROSION CONTROL PROJECTS (50% PROV \$)</b>			
MUNICIPAL	-	9,773	-
	-	9,773	-
WAGES	-	462	-
CONSULTING/OUTSIDE ENGINEERING	-	6,764	-
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	-	2,547	-
	-	9,773	-
<b>OTHER MUNICIPAL TERM STUDIES/PROJECTS</b>			
MUNICIPAL	(163,200)	(53,695)	-
PROVINCIAL GRANTS	182,000	182,000	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	35,250	-	<b>30,000</b>
	<b>54,050</b>	<b>128,305</b>	<b>30,000</b>
WAGES	47,050	19,055	<b>25,500</b>
CONSULTING/OUTSIDE ENGINEERING	-	108,000	-
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	7,000	3,250	<b>4,500</b>
	<b>54,050</b>	<b>130,305</b>	<b>30,000</b>
<b>SUMMARY CATEGORY 1 MANDATORY SERVICES -WECI PROJECTS AND MUNICIPAL SPECIAL STUDIES</b>			
MUNICIPAL	(163,200)	(43,922)	-
PROVINCIAL GRANTS	182,000	182,000	-
TRANSFER TO/FROM DEF REVENUES	35,250	-	30,000
	<b>54,050</b>	<b>138,078</b>	<b>30,000</b>
WAGES & BENEFITS	47,050	19,517	25,500
CONSTRUCTION/ENGINEERING/SUPPLIES	-	116,311	-
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	7,000	4,250	4,500
	<b>54,050</b>	<b>140,078</b>	<b>30,000</b>
<b>SURPLUS/(DEFICIT)</b>	-	<b>(2,000)</b>	-

## CONSERVATION SERVICES

### CATEGORY 1 MANDATORY SERVICES - CONSERVATION LANDS MANAGEMENT

<b>GENERAL PROGRAM OPERATIONS, MANAGEMENT PLANS &amp; LAND STRATEGIES</b>			
MANDATORY/GENERAL LEVY	204,715	234,945	<b>195,400</b>
MUNICIPAL	-	-	-
FEDERAL GRANTS	92,000	92,000	<b>8,000</b>
SELF-GENERATED FEES	-	-	-
	<b>296,715</b>	<b>326,945</b>	<b>203,400</b>
WAGES	256,300	243,220	<b>169,540</b>
ENGINEERING/CONSULTING	-	36,000	-
SUPPLIES/OFFICE/JANITORIAL	5,515	7,260	<b>950</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	3,500	3,900	<b>910</b>
CORP SUPPORT/SHARED SVCS	31,400	35,810	<b>32,000</b>
	<b>296,715</b>	<b>326,190</b>	<b>203,400</b>

	2023 BUDGET	2023 PROJECTION	2024 DRAFT BUDGET
<b>CONSERVATION AREAS/GREEWAYS/OWNED PROPERTIES MAINTENANCE</b>			
MANDATORY/GENERAL LEVY	775,110	775,110	<b>954,255</b>
FEDERAL GRANTS	-	2,000	-
FOUNDATION & OTHER GRANTS	-	22,500	<b>15,500</b>
SELF-GENERATED USER FEES	81,800	85,997	<b>94,000</b>
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	<b>8,500</b>
TRANSFERS TO/FROM RESERVES	20,000	15,000	<b>(10,000)</b>
	<b>876,910</b>	<b>900,607</b>	<b>1,062,255</b>
WAGES	371,500	397,872	<b>493,822</b>
CONSTRUCTION	-	18,500	<b>10,000</b>
ENGINEERING/CONSULTING	17,000	26,500	<b>10,000</b>
SUPPLIES/OFFICE/JANITORIAL	58,110	62,629	<b>58,742</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	90,000	118,440	<b>108,999</b>
PLANT MAT/LANDOWNER GRANTS	5,500	3,366	<b>15,000</b>
CORP SUPPORT/SHARED SVCS	107,600	96,033	<b>139,442</b>
RENT/INS/TAXES/UTILITIES	155,700	182,128	<b>177,901</b>
AUDIT AND LEGAL	-	1,980	<b>15,000</b>
CAP MAINT/LOW VALUE ASSETS	68,000	14,532	<b>29,349</b>
SMALL MISC	3,500	4,208	<b>4,000</b>
	<b>876,910</b>	<b>926,188</b>	<b>1,062,255</b>
<b>CAPITAL OR MAJOR MAINTENANCE/IMPROVEMENT PROJECTS-Mandatory</b>			
MANDATORY/GENERAL LEVY	-	-	<b>10,000</b>
PROVINCIAL GRANTS	-	104,000	<b>400,000</b>
FEDERAL GRANTS	550,000	95,000	<b>80,000</b>
FOUNDATION & OTHER GRANTS	-	-	-
TRANSFERS TO/FROM DEFERRED REVENUES	123,700	3,700	<b>202,000</b>
TRANSFERS TO/FROM RESERVES	397,500	394,750	<b>563,000</b>
	<b>1,071,200</b>	<b>597,450</b>	<b>1,255,000</b>
WAGES	14,250	10,250	<b>13,000</b>
CONSTRUCTION	907,000	418,000	<b>1,025,000</b>
ENGINEERING/CONSULTING/SUB CONTRACTING	93,000	133,000	<b>61,000</b>
CONSTRUCTION SUPPLIES	9,200	4,200	<b>10,000</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	2,000	-	<b>2,000</b>
PLANT MAT/LANDOWNER GRANTS	5,000	-	<b>5,000</b>
CORP SUPPORT/SHARED SVCS	16,750	10,000	<b>19,000</b>
CAP MAINT/LOW VALUE ASSETS	22,000	22,000	<b>118,000</b>
	<b>1,071,200</b>	<b>597,450</b>	<b>1,255,000</b>
<b>TREE PLANTING AND RESTORATION - ERCA LANDS</b>			
MANDATORY/GENERAL LEVY	113,100	82,870	<b>89,700</b>
PROVINCIAL GRANTS	30,000	30,000	-
FEDERAL GRANTS	-	11,775	-
FOUNDATION & OTHER GRANTS	5,000	4,700	-
SELF GENERATED FEES	10,000	18,750	-
	<b>158,100</b>	<b>148,095</b>	<b>89,700</b>
WAGES	72,500	51,000	<b>33,000</b>
CONSTRUCTION	40,000	40,000	-
ENGINEERING/CONSULTING/SUB CONTRACTING	-	17,000	<b>2,000</b>
SUPPLIES/OFFICE/JANITORIAL	4,250	7,100	<b>6,850</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	12,850	4,350	<b>4,350</b>
PLANT MAT/LANDOWNER GRANTS	11,500	12,500	<b>30,500</b>
CORP SUPPORT/SHARED SVCS	17,000	12,000	<b>13,000</b>
	<b>158,100</b>	<b>143,950</b>	<b>89,700</b>

	2023 BUDGET	2023 PROJECTION	2024 DRAFT BUDGET
<b>FLEET &amp; FIELD EQUIPMENT</b>			
MANDATORY/GENERAL LEVY	-	-	<b>23,200</b>
RECOVERIES/CHARGEBACKS	199,700	216,058	<b>209,200</b>
TRANSFERS TO/FROM RESERVES	153,000	98,000	-
	<u>352,700</u>	<u>314,058</u>	<u><b>232,400</b></u>
MAINTENANCE/REPAIRS	65,900	65,900	<b>62,000</b>
FUEL	57,500	57,500	<b>57,500</b>
LICENCES/MISC/SMALL TOOLS	19,300	20,900	<b>20,900</b>
AMORTIZATION	89,000	103,000	<b>103,000</b>
	<u>231,700</u>	<u>247,300</u>	<u><b>243,400</b></u>

<b>SUMMARY CATEGORY 1 MANDATORY SERVICES -LAND MGMT, (OWNED) CA OPERATIONS, MAINTENANCE &amp; CAPITAL</b>			
MANDATORY/GENERAL LEVY	1,092,925	1,092,925	1,272,555
MUNICIPAL	-	-	-
PROVINCIAL GRANTS	30,000	134,000	400,000
FEDERAL GRANTS	642,000	200,775	88,000
FOUNDATION & OTHER GRANTS	5,000	27,200	15,500
SELF-GENERATED FEES	291,500	320,805	303,200
TRANSFER TO/FROM DEF REVENUES	123,700	3,700	210,500
TRANSFER TO/FROM RESERVES	570,500	507,750	553,000
	<u>2,755,625</u>	<u>2,287,155</u>	<u>2,842,755</u>
WAGES & BENEFITS	725,450	713,242	716,362
CONSTRUCTION/ENGINEERING/SUPPLIES	1,644,025	1,261,693	1,829,451
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	265,150	266,143	307,942
	<u>2,634,625</u>	<u>2,241,078</u>	<u>2,853,755</u>
<b>SURPLUS/(DEFICIT)</b>	<b>121,000</b>	<b>46,077</b>	<b>(11,000)</b>

<b>CATEGORY 3 NON MANDATORY SERVICES - ONGOING ERCA CORE CONSERVATION-RELATED PROGRAMS</b>			
<b>LAND SECUREMENT</b>			
NON-MANDATORY LEVY	40,000	40,000	-
TRANSFERS (TO)/FROM LAND ACQ FUND	-	17,500	<b>57,500</b>
	<u>40,000</u>	<u>57,500</u>	<u><b>57,500</b></u>
WAGES	5,000	2,500	<b>2,500</b>
PROPERTY	-	-	-
LEGAL, SURVEYING,CONSULTNG	30,000	50,000	<b>50,000</b>
CORP SUPPORT/SHARED SVCS	5,000	5,000	<b>5,000</b>
	<u>40,000</u>	<u>57,500</u>	<u><b>57,500</b></u>

<b>RESTORATION/TREE PLANTING PROGRAM - NON ERCA PROPERTIES</b>			
NON-MANDATORY LEVY	75,000	75,000	<b>75,000</b>
PROVINCIAL GRANTS	150,000	50,000	<b>50,000</b>
FEDERAL GRANTS	40,000	160,000	<b>160,000</b>
FOUNDATION & OTHER GRANTS	-	64,000	-
SELF-GENERATED FEES	225,000	202,000	<b>205,000</b>
IN-KIND	10,000	15,000	<b>10,000</b>
TRANSFERS (TO)/FROM DEFERRED REVENUES	107,000	57,800	<b>29,700</b>
	<u>607,000</u>	<u>623,800</u>	<u><b>529,700</b></u>
WAGES	207,400	207,400	<b>160,500</b>
CONSTRUCTION	40,000	40,000	-
ENGINEERING/CONSULTING/SUB-CONTRACTING	-	-	-
SUPPLIES/OFFICE/JANITORIAL	18,200	14,200	<b>18,200</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	41,400	58,600	<b>49,000</b>
PLANT MAT/LANDOWNER GRANTS	215,500	214,500	<b>207,500</b>
CORP SUPPORT/SHARED SVCS	65,000	65,000	<b>75,000</b>
RENT/INS/TAXES/UTILITIES	9,000	9,000	<b>9,000</b>
IN KIND SVCS SUPPLIES	10,000	15,000	<b>10,000</b>
CAP MAINT/LOW VALUE ASSETS	500	500	<b>500</b>
	<u>607,000</u>	<u>624,200</u>	<u><b>529,700</b></u>

	2023 BUDGET	2023 PROJECTION	2024 DRAFT BUDGET
<b>HOLIDAY BEACH (OPERATED UNDER MGMT AGREEMENT)</b>			
NON-MANDATORY LEVY	-	-	-
SELF GENERATED	352,600	373,700	<b>399,000</b>
TRANSFERS TO/FROM RESERVES	-	5,500	<b>(13,000)</b>
	<u>352,600</u>	<u>381,200</u>	<u><b>386,000</b></u>
WAGES	161,000	197,896	<b>188,700</b>
ENGINEERING/CONSULTING/SUB CONTRACTING	8,500	14,000	<b>3,500</b>
SUPPLIES/OFFICE/JANITORIAL	61,600	62,000	<b>64,800</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	19,000	22,000	<b>25,500</b>
CORP SUPPORT/SHARED SVCS	35,500	35,500	<b>40,500</b>
RENT/INS/TAXES/UTILITIES	44,000	40,000	<b>45,000</b>
MAJOR MAINT/ROADS/VEGETATION	20,500	8,350	<b>17,500</b>
	<u>352,600</u>	<u>380,246</u>	<u><b>386,000</b></u>

<b>SUMMARY CATEGORY 3 NON MANDATORY SERVICES - ERCA ONGOING CORE CONSERVATION &amp; HERITAGE PROGRAMS</b>			
NON-MANDATORY LEVY	115,000	115,000	75,000
PROVINCIAL GRANTS	150,000	50,000	50,000
FEDERAL GRANTS	40,000	162,000	160,000
FOUNDATION & OTHER GRANTS	-	64,000	-
SELF-GENERATED FEES	577,600	575,700	604,000
IN-KIND	10,000	15,000	10,000
TRANSFER TO/FROM DEF REVENUES	107,000	75,300	87,200
TRANSFER TO/FROM RESERVES	-	5,500	(13,000)
	<u>999,600</u>	<u>1,062,500</u>	<u>973,200</u>
WAGES & BENEFITS	373,400	407,796	351,700
OTHER OPERATING/SITE SUPPLIES/PROF SERVICES	478,200	500,650	453,000
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	148,000	153,500	168,500
	<u>999,600</u>	<u>1,061,946</u>	<u>973,200</u>
<b>SURPLUS/(DEFICIT)</b>	-	554	-

<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	-	-	-
PROVINCIAL GRANTS	24,000	24,000	-
FEDERAL GRANTS	75,000	75,000	-
FOUNDATION & OTHER GRANTS	68,000	68,000	<b>68,000</b>
TRANSFERS (TO)/FROM DEFERRED REVENUES	(5,000)	(5,000)	-
	<u>162,000</u>	<u>162,000</u>	<u><b>68,000</b></u>
WAGES	9,000	9,000	<b>8,000</b>
CONSTRUCTION	70,000	70,000	<b>33,000</b>
ENGINEERING/CONSULTING/SUB-CONTRACTING	57,000	57,000	<b>7,000</b>
SUPPLIES/OFFICE/JANITORIAL	2,000	2,000	<b>2,000</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	500	500	<b>500</b>
PLANT MAT/LANDOWNER GRANTS	15,000	15,000	<b>14,000</b>
CORP SUPPORT/SHARED SVCS	8,500	8,500	<b>3,500</b>
RENT/INS/TAXES/UTILITIES	-	-	-
	<u>162,000</u>	<u>162,000</u>	<u><b>68,000</b></u>

<b>FEE FOR SERVICE PROPERTY MAINTENANCE/MANAGEMENT</b>			
SELF-GENERATED FEES	12,000	13,500	<b>31,200</b>
	<u>12,000</u>	<u>13,500</u>	<u><b>31,200</b></u>
WAGES	6,600	6,600	<b>12,500</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	2,700	2,700	<b>5,800</b>
CORP SUPPORT/SHARED SVCS	2,300	2,000	<b>4,700</b>
RENT/INS/TAXES/UTILITIES	400	400	<b>6,400</b>
SMALL MISC	-	1,800	<b>1,800</b>
	<u>12,000</u>	<u>13,500</u>	<u><b>31,200</b></u>

	2023 BUDGET	2023 PROJECTION	2024 DRAFT BUDGET
<b>SUMMARY CATEGORY 3 NON MANDATORY SERVICES - FEE FOR SERVICE CONTRACTS/TERM LIMITED PROJECTS</b>			
MUNICIPAL	-	-	-
PROVINCIAL GRANTS	24,000	24,000	-
FEDERAL GRANTS	75,000	75,000	-
FOUNDATION & OTHER GRANTS	68,000	68,000	68,000
SELF-GENERATED FEES	12,000	13,500	31,200
TRANSFER TO/FROM DEF REVENUES	(5,000)	(5,000)	-
	<b>174,000</b>	<b>175,500</b>	<b>99,200</b>
WAGES & BENEFITS	15,600	15,600	20,500
CONSTRUCTION/SUPPLIES/OTHER	144,400	146,200	64,200
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	14,000	13,700	14,500
	<b>174,000</b>	<b>175,500</b>	<b>99,200</b>
SURPLUS/(DEFICIT)	-	-	-

## WATERSHED RESEARCH

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

MANDATORY/GENERAL LEVY	21,285	21,285	<b>18,350</b>
PROVINCIAL GRANTS	96,900	96,900	<b>114,400</b>
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	8,000	-
	<b>118,185</b>	<b>126,185</b>	<b>132,750</b>
WAGES	94,300	98,150	<b>105,848</b>
SUPPLIES/OFFICE/JANITORIAL	785	500	<b>700</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	1,500	4,000	<b>4,000</b>
CORP SUPPORT/SHARED SVCS	13,500	14,550	<b>14,102</b>
RENT/INS/TAXES/UTILITIES	3,500	3,500	<b>3,500</b>
CAP MAINT/LOW VALUE ASSETS	-	760	-
TOTAL EXPENSES	118,185	126,060	<b>132,750</b>
PER DIEMS/MISC	4,600	4,600	<b>4,600</b>
	<b>118,185</b>	<b>126,060</b>	<b>132,750</b>

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

MUNICIPAL	17,100	14,600	<b>14,600</b>
	<b>17,100</b>	<b>14,600</b>	<b>14,600</b>
WAGES	11,600	9,100	<b>9,100</b>
SUPPLIES/OFFICE/JANITORIAL	500	500	<b>500</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	1,500	1,500	<b>1,500</b>
CORP SUPPORT/SHARED SVCS	1,500	1,500	<b>1,500</b>
RENT/INS/TAXES/UTILITIES	2,000	2,000	<b>2,000</b>
	<b>17,100</b>	<b>14,600</b>	<b>14,600</b>

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

<b>WATERSHED WATER QUALITY PROGRAM</b>			
NON-MANDATORY LEVY	-	-	<b>25,000</b>
TRANSFERS (TO)/FROM DEFERRED REVENUES	35,200	40,000	<b>43,955</b>
	<b>35,200</b>	<b>40,000</b>	<b>68,955</b>
WAGES	16,500	18,650	<b>30,995</b>
CONSULTING/SUB CONTRACTING	5,500	12,000	<b>13,000</b>
SUPPLIES/OFFICE/JANITORIAL	1,700	2,750	<b>2,400</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	4,000	8,100	<b>8,060</b>
CORP SUPPORT/SHARED SVCS	4,500	-	<b>10,000</b>
RENT/INS/TAXES/UTILITIES	2,500	2,500	<b>2,000</b>
TECHNICAL EQUIPMENT	500	-	<b>2,500</b>
	<b>35,200</b>	<b>44,000</b>	<b>68,955</b>

	2023 BUDGET	2023 PROJECTION	2024 DRAFT BUDGET
<b>DEMONSTRATION/CROP RESEARCH FARM</b>			
NON-MANDATORY LEVY	-	-	-
PROVINCIAL GRANTS	30,000	30,000	-
SELF-GENERATED	23,000	9,800	-
	<b>53,000</b>	<b>39,800</b>	<b>-</b>
WAGES	32,500	35,744	-
SUPPLIES/OFFICE/JANITORIAL	4,250	3,200	-
VEHICLE/TRAVEL/EQUIP'T USAGE	4,000	4,000	-
CORP SUPPORT/SHARED SVCS	6,000	5,556	-
RENT/INS/TAXES/UTILITIES	750	1,000	-
DUES/MEMBERSHIPS	500	-	-
	<b>53,000</b>	<b>49,500</b>	<b>-</b>
<b>LANDOWNER STEWARDSHIP PROGRAM</b>			
NON-MANDATORY LEVY	73,000	73,000	-
IN-KIND	20,000	3,500	-
	<b>93,000</b>	<b>76,500</b>	<b>-</b>
WAGES	38,000	54,000	-
SUPPLIES/OFFICE/JANITORIAL	-	300	-
VEHICLE/TRAVEL/EQUIP'T USAGE	-	2,400	-
PLANT MAT/LANDOWNER GRANTS	30,000	12,000	-
CORP SUPPORT/SHARED SVCS	4,000	5,000	-
RENT/INS/TAXES/UTILITIES	1,000	1,000	-
IN KIND SVCS SUPPLIES	20,000	3,500	-
	<b>93,000</b>	<b>78,200</b>	<b>-</b>
<b>SUMMARY CATEGORY 3 NON MANDATORY SERVICES - ERCA ONGOING WATER QUALITY/ RESEARCH PROGRAMS</b>			
NON-MANDATORY LEVY	73,000	73,000	25,000
PROVINCIAL GRANTS	30,000	30,000	-
SELF-GENERATED	23,000	9,800	-
IN-KIND	20,000	3,500	-
TRANSFER TO/FROM DEF REVENUES	35,200	40,000	43,955
	<b>181,200</b>	<b>156,300</b>	<b>68,955</b>
WAGES & BENEFITS	87,000	108,394	30,995
SUPPLIES/TECH SERVICES/EQUIP'T	71,700	38,350	19,960
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	22,500	24,956	18,000
	<b>181,200</b>	<b>171,700</b>	<b>68,955</b>
SURPLUS/(DEFICIT)	-	(15,400)	-
<b>CATEGORY 3 NON MANDATORY SERVICES - TERM LIMITED GRANT-FUNDED/FEE-FOR-SERVICE PROJECTS/STUDIES</b>			
<b>DETROIT RIVER CANADIAN CLEANUP</b>			
PROVINCIAL GRANTS	73,500	73,500	90,000
FEDERAL GRANTS	70,000	70,000	75,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	25,800	32,800	15,500
	<b>169,300</b>	<b>176,300</b>	<b>180,500</b>
WAGES	131,200	138,200	137,500
ENGINEERING/CONSULTING	-	-	-
SUPPLIES/OFFICE/JANITORIAL	4,400	4,400	2,600
VEHICLE/TRAVEL/EQUIP'T USAGE	300	300	1,000
PLANT MAT/LANDOWNER GRANTS	10,000	10,000	10,000
CORP SUPPORT/SHARED SVCS	21,000	21,000	27,000
RENT/INS/TAXES/UTILITIES	2,400	2,400	2,400
CAP MAINT/LOW VALUE ASSETS	-	-	-
	<b>169,300</b>	<b>176,300</b>	<b>180,500</b>
<b>OTHER WATER QUALITY STUDIES (FED\$ &amp; PROV\$)</b>			
PROVINCIAL GRANTS	23,484	24,889	-
FEDERAL GRANTS	145,000	145,000	-
OTHER	(10,000)	(10,000)	-
IN-KIND	-	462	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	55,800	50,439	-
	<b>214,284</b>	<b>210,790</b>	<b>-</b>



	2023 BUDGET	2023 PROJECTION	2024 DRAFT BUDGET
WAGES	72,784	65,996	-
CONSULTING/SUB CONTRACTING	46,800	48,241	-
SUPPLIES/OFFICE/JANITORIAL	8,000	5,211	-
VEHICLE/TRAVEL/EQUIP'T USAGE	4,200	847	-
PLANT MAT/LANDOWNER GRANTS	70,000	70,822	-
CORP SUPPORT/SHARED SVCS	12,500	14,418	-
IN KIND SVCS SUPPLIES	-	462	-
TECHNICAL EQUIPMENT	-	4,793	-
	<b>214,284</b>	<b>210,790</b>	<b>-</b>

OTHER WATER QUALITY FEE FOR SERVICE (SAMPLING/DATA/ANALYSIS)			
FEDERAL GRANTS	42,975	43,670	<b>27,100</b>
SELF-GENERATED	-	-	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	1,500	-
	<b>42,975</b>	<b>45,170</b>	<b>27,100</b>

WAGES	31,900	32,959	<b>19,500</b>
CONSULTING/SUB CONTRACTING	500	1,900	-
SUPPLIES/OFFICE/JANITORIAL	1,500	1,500	<b>1,500</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	2,675	3,093	<b>2,600</b>
CORP SUPPORT/SHARED SVCS	5,700	5,218	<b>3,000</b>
RENT/INS/TAXES/UTILITIES	700	500	<b>500</b>
	<b>42,975</b>	<b>45,170</b>	<b>27,100</b>

SUMMARY CATEGORY 3 NON MANDATORY SERVICES - TERM LIMITED GRANT-FUNDED/FEE-FOR-SERVICE PROJECTS/STUDIES			
PROVINCIAL GRANTS	96,984	98,389	90,000
FEDERAL GRANTS	257,975	258,670	102,100
SELF-GENERATED	(10,000)	(10,000)	-
IN-KIND	-	462	-
TRANSFER TO/FROM DEF REVENUES	81,600	84,739	15,500
	<b>426,559</b>	<b>432,260</b>	<b>207,600</b>
WAGES & BENEFITS	235,884	237,155	157,000
SUBSIDIES/MATERIALS/TECH SVCS/EQUIP'T	144,400	150,411	17,600
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	46,275	44,694	33,000
	<b>426,559</b>	<b>432,260</b>	<b>207,600</b>
SURPLUS/(DEFICIT)	-	-	-

## COMMUNITY SERVICES

GENERAL SERVICES			
<b>CORPORATE COMMUNICATIONS</b>			
MANDATORY/GENERAL LEVY	181,600	184,623	<b>200,900</b>
FOUNDATION & OTHER GRANTS	5,000	(13,000)	<b>5,000</b>
TRANSFERS (TO)/FROM DEFERRED REVENUES	15,000	15,000	-
	<b>201,600</b>	<b>186,623</b>	<b>205,900</b>
WAGES	178,500	162,500	<b>188,000</b>
CONSULTING	10,000	10,000	<b>5,000</b>
SUPPLIES/OFFICE/JANITORIAL	12,400	12,400	<b>12,200</b>
VEHICLE/TRAVEL/EQUIP'T USAGE	250	250	<b>250</b>
CAP MAINT/LOW VALUE ASSETS	450	450	<b>450</b>
	<b>201,600</b>	<b>185,600</b>	<b>205,900</b>

CATEGORY 3 NON MANDATORY SERVICES - ONGOING ERCA STAKEHOLDER ENGAGEMENT, OUTREACH & EDUCATION			
<b>OUTDOOR &amp; CONSERVATION EDUCATION</b>			
NON-MANDATORY LEVY	-	-	-
FOUNDATION & OTHER GRANTS	40,000	44,500	<b>45,000</b>
SELF-GENERATED	24,000	17,000	<b>25,000</b>
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	10,000	<b>30,330</b>
	<b>64,000</b>	<b>71,500</b>	<b>100,330</b>

	2023 BUDGET	2023 PROJECTION	2024 DRAFT BUDGET
WAGES	51,350	57,000	73,500
SUPPLIES/OFFICE/JANITORIAL	1,970	1,970	2,750
VEHICLE/TRAVEL/EQUIP'T USAGE	1,080	2,480	2,480
CORP SUPPORT/SHARED SVCS	8,000	8,000	13,000
RENT/INS/TAXES/UTILITIES	1,600	1,600	1,600
CAP MAINT/LOW VALUE ASSETS	-	-	7,000
	64,000	71,050	100,330

#### OUTREACH & ENGAGEMENT

NON-MANDATORY LEVY	34,150	34,150	57,150
FOUNDATION & OTHER GRANTS	10,000	21,300	24,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	20,000	20,000	-
	64,150	75,450	81,150

WAGES	35,100	48,700	44,500
SUPPLIES/OFFICE/JANITORIAL	3,350	4,163	3,000
VEHICLE/TRAVEL/EQUIP'T USAGE	4,200	3,200	4,000
PARTNER GRANTS/PLANT MATERIAL	9,000	9,000	15,000
CORP SUPPORT/SHARED SVCS	10,000	10,000	12,000
RENT/INS/TAXES/UTILITIES	2,000	2,400	2,400
CAP MAINT/LOW VALUE ASSETS	500	500	250
	64,150	77,963	81,150

#### JOHN R PARK HOMESTEAD MUSEUM OPERATIONS AND EDUCATIONAL PROGRAMMING

MANDATORY/GENERAL LEVY	-	-	-
CW~GS LEVY	150,962	150,962	160,112
PROVINCIAL GRANTS	23,688	23,688	23,688
FEDERAL GRANTS	6,000	14,000	9,000
FOUNDATION & OTHER GRANTS	26,500	24,750	28,750
SELF-GENERATED FEES	109,000	118,300	134,000
TRANSFERS (TO)/FROM RESERVES	(15,000)	(15,000)	(15,000)
	301,150	316,700	340,550

WAGES	189,000	190,550	223,000
SUPPLIES/OFFICE/JANITORIAL	43,850	52,950	50,750
VEHICLE/TRAVEL/EQUIP'T USAGE	3,300	700	1,450
CORP SUPPORT/SHARED SVCS	25,000	30,000	30,250
RENT/INS/TAXES/UTILITIES	38,500	38,500	34,200
CAP MAINT/LOW VALUE ASSETS	1,000	600	600
	301,150	314,100	340,550

#### SUMMARY CATEGORY 3 NON MANDATORY SERVICES - COMMUNITY OUTREACH, EDUCATION & JRPH MUSEUM OPERATIONS

MANDATORY/GENERAL LEVY	-	-	-
NON-MANDATORY LEVY	185,112	185,112	217,262
PROVINCIAL GRANTS	23,688	23,688	23,688
FEDERAL GRANTS	6,000	14,000	9,000
FOUNDATION & OTHER GRANTS	76,500	84,750	93,750
SELF-GENERATED FEES	133,000	141,100	163,000
TRANSFER TO/FROM DEF REVENUES	20,000	30,000	30,330
TRANSFER TO/FROM RESERVES	(15,000)	(15,000)	(15,000)
	429,300	463,650	522,030

WAGES & BENEFITS	275,450	296,250	341,000
OTHER OPERATING/SITE SUPPLIES/PROF SERVICES	105,850	113,063	118,980
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	48,000	53,800	62,050
	429,300	463,113	522,030
SURPLUS/(DEFICIT)	-	537	-

#### CATEGORY 3 NON MANDATORY SERVICES - FUNDRAISING/COMMUNITY EVENTS & GRANT FUNDED TERM PROJECTS

FEDERAL GRANTS	329,000	329,476	-
FOUNDATION & OTHER GRANTS	30,000	49,000	-
SELF-GENERATED	-	18,000	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	(20,000)	(24,000)	24,000
	339,000	372,476	24,000

WAGES	60,450	75,666	9,000
TREES/SUPPLIES	278,550	298,903	15,000
	339,000	374,569	24,000

## CORPORATE SERVICES (GENERAL SERVICES)

### GENERAL SERVICES- CORPORATE & SUPPORT FUNCTIONS

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

MANDATORY/GENERAL LEVY	540,500	540,500	433,300
RECOVERIES/CHARGEBACKS	596,400	590,000	661,000
INTEREST & INVESTMENT INCOME	105,000	255,000	210,000
OTHER	-	1,500	1,400
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	(25,000)	-
TRANSFERS (TO)/FROM RESERVES	-	(50,000)	(44,000)
	1,241,900	1,312,000	1,261,700

WAGES	865,000	848,000	900,500
MEMBER EXPENSES/CO DUES	55,500	60,500	58,500
AUDIT/LEGAL/CONSULTING	54,000	29,000	30,000
SUPPLIES/EQUIPT/NETWORK	93,400	97,300	112,700
OCCUPANCY/PHONE	150,000	148,000	138,500
TRAVEL & BD/STAFF MEETINGS	2,000	4,500	5,500
RETIREE BENEFITS	22,000	20,000	16,000
	1,241,900	1,207,300	1,261,700

#### CORPORATE SPECIAL PROJECTS (RECORDS/IS/IT)

MANDATORY/GENERAL LEVY	-	-	20,000
TRANSFERS FROM DEF REVENUES	-	-	25,000
TRANSFERS FROM RESERVES	-	-	45,000
	-	-	90,000

WAGES	-	-	10,000
CONSULTING/OTHER	-	-	80,000
	-	-	90,000

#### RESERVES- MANDATORY PROGRAMS

MANDATORY/GENERAL LEVY	325,000	325,000	200,000
TRANSFER TO/FROM RESERVES	(325,000)	(325,000)	(200,000)
	-	-	-

#### SUMMARY CORPORATE SERVICES

MANDATORY/GENERAL LEVY	865,500	865,500	653,300
RECOVERIES/CHARGEBACKS	596,400	590,000	661,000
INTEREST	105,000	255,000	210,000
OTHER	-	1,500	1,400
TRANSFER TO/FROM DEF REVENUES	-	(25,000)	25,000
TRANSFER TO/FROM RESERVES	(325,000)	(375,000)	(199,000)
	1,241,900	1,312,000	1,351,700

WAGES & BENEFITS	865,000	848,000	910,500
OTHER OPERATING/SUPPLIES/PROF SERVICES	376,900	359,300	441,200
	1,241,900	1,207,300	1,351,700
SURPLUS/(DEFICIT)	-	104,700	-

#### NON MANDATORY SERVICES- ESSEX REGION CONSERVATION GOVERNANCE & FINANCE SUPPORTS

FOUNDATION SUPPORT GRANT	55,000	55,000	55,000
ERCF-RELATED WAGE SUPPORTS	55,000	55,000	55,000
NET FINANCIAL SUPPORT OF/(PROVIDED BY) ERCF	-	-	-

#### RESERVES- NON-MANDATORY PROGRAMS

NON-MANDATORY LEVY	500,000	500,000	-
TRANSFER TO/FROM RESERVES	(500,000)	(500,000)	-
	-	-	-

	2023 BUDGET	2023 PROJECTION	2024 DRAFT BUDGET
<b>BUDGET SUMMARY OF PROGRAMS &amp; SERVICES BY CATEGORY</b>			
<b>General Services (Administration, Finance, Human Resources, IT, &amp; Communications)</b>			
Municipal Levies/Cost Apportionment	722,100	725,123	654,200
Self-generated/Other grants	110,000	243,500	216,400
Shared and corporate services recoveries	596,400	590,000	661,000
Deferred Revenue Transfers	15,000	(10,000)	25,000
Reserve transfers	-	(50,000)	1,000
<b>Total revenues - general/administrative programs &amp; services</b>	<b>1,443,500</b>	<b>1,498,623</b>	<b>1,557,600</b>
Wages & benefits	1,065,500	1,030,500	1,114,500
Office supplies & expenses - other ERCA programs	15,400	17,400	19,900
Occupancy, taxes & utilities	151,000	148,500	139,500
Equipment, software/hardware & website	73,050	71,950	79,750
Technical & sub-contracted services/consulting	35,000	13,000	89,000
Insurance	9,000	9,000	9,000
Audit & Legal	29,000	29,000	29,000
Dues & memberships	43,800	44,300	43,800
Travel, training & professional development	4,750	8,250	13,750
Board ,committee & meeting expenses	16,000	19,000	17,500
Bank, credit card charges and interest	1,000	2,000	1,900
<b>Total operational expenses -general/administrative</b>	<b>1,443,500</b>	<b>1,392,900</b>	<b>1,557,600</b>
<b>Total Surplus/(Deficit) -General/Administrative Programs &amp; Services</b>	<b>-</b>	<b>105,723</b>	<b>-</b>
<b>Category 1 Mandatory Programs &amp; Services associated with Risks of Hazards, Lands &amp; DWSP</b>			
Total municipal cost apportionment associated with mandatory programs & services	2,173,023	2,170,000	2,306,888
Municipal special project	(163,200)	(43,922)	-
Other Government \$	505,317	519,092	226,817
Self-generated/Other grants	695,800	804,747	815,500
Shared services recoveries - Non-Mandatory Programs	73,700	75,258	78,200
Deferred Revenue Transfers	59,750	(16,000)	80,500
Reserve transfers	(106,000)	(212,000)	(180,000)
<b>Total revenues associated with mandatory programs &amp; services</b>	<b>3,238,390</b>	<b>3,297,175</b>	<b>3,327,905</b>
<b>Operational Expenses associated with mandatory services</b>			
Wages & benefits	1,925,150	1,763,993	1,980,210
Construction	40,000	58,500	10,000
Plant material	17,000	15,866	45,500
Site & operational supplies/services - Conservation Areas	60,550	94,709	51,911
Office supplies & expenses - other ERCA programs	10,465	13,577	10,000
Occupancy, taxes, utilities & waste removal	150,010	170,291	166,321
Maintenance, repairs & security-sites	70,750	18,485	36,994
Maintenance, repairs & supplies-fleet/equipment	119,400	121,000	121,000
Equipment, software/hardware & website	18,365	26,410	14,620
Technical & sub-contracted services/consulting	97,000	259,264	210,500
Insurance	129,700	137,767	137,967
Audit & Legal	5,000	26,980	20,000
Dues & memberships	1,500	1,750	1,500
Travel, training & professional development	6,500	11,005	6,198
Board ,committee & meeting expenses	4,600	4,600	4,600
Bank, credit card charges and interest	13,800	12,040	12,040
Fleet/Equipment replacement	210,000	185,000	92,000
Allocated corporate recoveries	358,600	328,143	406,544
<b>Total operational expenses -mandatory programs</b>	<b>3,238,390</b>	<b>3,249,380</b>	<b>3,327,905</b>
<b>Operating surplus/(Deficit) - mandatory programs/services</b>	<b>-</b>	<b>47,795</b>	<b>-</b>
<b>Capital projects associated with Category 1 Programs &amp; Services</b>			
Total municipal cost apportionment associated with capital projects/infrastructure	-	-	10,000
Transfers from Infrastructure Reserve	397,500	394,750	563,000
Grants from ERCF/Other funders	656,700	185,700	682,000
<b>Total revenues associated with capital projects/infrastructure</b>	<b>1,054,200</b>	<b>580,450</b>	<b>1,255,000</b>
Construction/engineering-ERCA capital projects (transferred to TCA at y/e)	1,040,700	570,950	1,242,000
Wages	13,500	9,500	13,000
Capitalized Infrastructure replacement			
<b>Total ERCA infrastructure investment</b>	<b>1,054,200</b>	<b>580,450</b>	<b>1,255,000</b>
<b>Surplus/(Deficit) - Capital Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>

	2023 BUDGET	2023 PROJECTION	2024 DRAFT BUDGET
<b>Category 3 Non-Mandatory Programs &amp; Services</b>			
<b>On-going recurring core watershed programs &amp; services</b>			
Municipal cost apportionment	873,112	873,112	317,262
Other Government \$	249,688	279,688	242,688
Self-generated/Other grants	895,100	948,850	925,750
Deferred Revenue Transfers	162,200	145,300	161,485
Reserve Transfers	(515,000)	(509,500)	(28,000)
<b>Total revenues-ongoing non-mandatory programs &amp; services</b>	<b>1,665,100</b>	<b>1,737,450</b>	<b>1,619,185</b>
<b>Expenses associated with ERCA ongoing non-mandatory programs &amp; services</b>			
Wages & benefits	791,350	867,940	778,695
Construction& consulting engineering	65,000	85,000	45,000
Plants, removals and landowner subsidies	254,500	235,500	222,500
Supplies	96,807	101,870	100,450
Maintenance, repairs & security	32,200	34,800	28,150
Occupancy, taxes, utilities & waste removal	75,053	68,003	65,400
Equipment, software/hardware & website	16,400	12,450	37,800
Lab, data, technical & sub-contracted services	19,000	26,000	16,500
Insurance	42,350	43,800	41,300
Audit & legal	5,000	5,000	5,000
Dues & memberships	4,650	4,150	4,150
Travel, training & professional development	2,590	2,690	2,390
Board ,committee & meeting expenses	-	300	300
Bank, credit card charges and interest	11,700	13,500	13,000
In-kind supplies & services	30,000	18,500	10,000
Land acquisition & acquisition assistance	-	-	-
Land acquisition	-	-	-
Shared services allocations	218,500	232,256	248,550
Other misc. supplies	-	-	-
	<b>1,665,100</b>	<b>1,751,759</b>	<b>1,619,185</b>
<b>svcs</b>	<b>-</b>	<b>(14,309)</b>	<b>-</b>
<b>Category 3 Non-Mandatory Programs &amp; Services</b>			
<b>Term-limited projects with special grants and fixed terms</b>			
Municipal Special Project/Fee For Service	-	-	-
Other Government \$	782,959	785,535	192,100
Self-generated/Other grants	100,000	138,962	99,200
Deferred Revenue Transfer	56,600	55,739	39,500
<b>Total Revenues associated with term limited 3rd-party funded projects &amp; services</b>	<b>939,559</b>	<b>980,236</b>	<b>330,800</b>
<b>Expenses associated with term limited 3rd-party funded projects &amp; services</b>			
Wages & benefits	311,934	328,420	186,500
Construction& consulting engineering	330,300	299,480	40,000
Plants, removals and landowner subsidies	99,500	97,322	34,000
Program supplies-	45,500	77,954	5,000
Occupancy, taxes, utilities & waste removal	600	600	5,000
Equipment, software/hardware & website	58,400	86,028	1,800
Lab, data, technical & sub-contracted services	14,800	17,075	1,800
Insurance, audit & legal	3,500	3,300	4,300
Travel, training & professional development	500	182	900
Bank, credit card charges and interest	-	-	-
In-kind supplies & services	-	462	-
Shared services allocations	74,525	71,505	51,500
Other supplies	-	-	-
	<b>939,559</b>	<b>982,329</b>	<b>330,800</b>
<b>Surplus/(Deficit) assoc. with term limited 3rd party funded projects &amp; services</b>	<b>-</b>	<b>(2,093)</b>	<b>-</b>
<b>Capital projects associated with Category 3 Non-Mandatory Programs &amp; Services</b>			
Transfers from Infrastructure Reserve	179,000	316,000	370,000
Grants from ERCF/Other funders	159,500	159,500	-
<b>Total revenues - Cat 3 capital projects/infrastructure</b>	<b>338,500</b>	<b>475,500</b>	<b>370,000</b>
Construction/engineering-ERCA capital projects (transferred to TCA at y/e)	327,750	464,750	357,500
Wages	10,750	10,750	12,500
Capitalized Infrastructure replacement	-	-	-
<b>Total expenses- Cat 3 capital projects/infrastructure</b>	<b>338,500</b>	<b>475,500</b>	<b>370,000</b>
<b>Surplus/(Deficit) - Cat 3 capital projects</b>	<b>-</b>	<b>-</b>	<b>-</b>

	2023 BUDGET	2023 PROJECTION	2024 DRAFT BUDGET
<b>Category 2 Programs &amp; Services (provided on behalf of one or more municipalities through agreement)</b>			
Municipal special project	17,100	14,600	14,600
<b>Total operating revenues - municipal programs &amp; services</b>	<b>17,100</b>	<b>14,600</b>	<b>14,600</b>
Wages & benefits	11,600	9,100	9,100
Office supplies & expenses	500	500	500
Equipment, software/hardware & website	-	-	-
Insurance	2,000	2,000	2,000
Travel, training & professional development	1,500	1,500	1,500
Shared/corporate services	1,500	1,500	1,500
Other	-	-	-
total expenses	17,100	14,600	14,600
<b>Total operating expenses -municipal programs &amp; services</b>	<b>17,100</b>	<b>14,600</b>	<b>14,600</b>
<b>Total Surplus/(Deficit)-Cat 2 Municipal Programs/Services</b>	<b>-</b>	<b>-</b>	<b>-</b>

<b>Cost Apportionment for Mandatory Programs</b>	<b>2,895,123</b>	<b>2,895,123</b>	<b>2,971,088</b>
<b>Cost Apportionment for Non-Mandatory Programs</b>	<b>873,112</b>	<b>873,112</b>	<b>317,262</b>
<b>Total Municipal Cost Apportionment</b>	<b>3,768,235</b>	<b>3,768,235</b>	<b>3,288,350</b>

### CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES-ALL CATEGORIES

Mandatory cost apportionment	\$ 2,895,123	\$ 2,895,123	\$ 2,971,088
Non-mandatory cost apportionment	873,112	873,112	317,262
<b>Total Municipal Levy</b>	<b>3,768,235</b>	<b>3,768,235</b>	<b>3,288,350</b>
Water & erosion control infrastructure and special projects	(163,200)	(43,922)	-
Risk management services	17,100	14,600	14,600
	<b>3,622,135</b>	<b>3,738,913</b>	<b>3,302,950</b>
<b>Provincial</b>			
Section 39 Flood/Erosion Program	104,417	104,417	104,417
Drinking Water Source Protection	96,900	96,900	114,400
Other (CMOG, SEO etc)	536,672	542,077	563,688
	<b>737,989</b>	<b>743,394</b>	<b>782,505</b>
<b>Federal</b>			
	<b>1,372,975</b>	<b>1,062,921</b>	<b>359,100</b>
<b>Total Government Transfer Payments &amp; Fees-For-Services</b>	<b>5,733,099</b>	<b>5,545,228</b>	<b>4,444,555</b>
<b>Other revenues</b>			
Permit and applicant fees - mandatory services	599,000	672,800	706,000
Admissions, program fees & other services	744,300	752,347	799,600
Leases & property rentals	83,100	84,000	94,000
Donations and other grants			
General	51,500	126,500	15,000
Essex Region Conservation Foundation grants	218,000	256,450	222,250
In-kind contributions	30,000	18,962	10,000
Interest income	105,000	255,000	210,000
<b>Total other revenues</b>	<b>1,830,900</b>	<b>2,166,059</b>	<b>2,056,850</b>
<b>Transfers from/(to) deferred revenues</b>	<b>506,750</b>	<b>268,239</b>	<b>508,485</b>
<b>Interdepartmental recoveries</b>	<b>796,100</b>	<b>806,058</b>	<b>870,200</b>
<b>TOTAL REVENUES</b>	<b>\$ 8,866,849</b>	<b>\$ 8,785,584</b>	<b>\$ 7,880,090</b>
<b>EXPENSES BY CLASSIFICATION</b>			
Wages & benefits	4,129,784	4,020,204	4,094,505
Construction-municipal projects	58,000	172,764	155,000
Construction-special grant projects	357,800	321,993	42,000
Construction-ERCA capital projects	1,328,300	1,090,800	1,491,000
Plant material, removals and landowner subsidies-special grant projects	352,000	334,822	262,000
Plant material, removals and landowner subsidies - ERCA operations	24,000	13,866	45,000
Program supplies- special grant projects	48,485	54,162	41,850
Site & operational supplies - Conservation Areas	133,450	137,209	136,761
Office supplies & expenses - other ERCA operations	63,487	99,339	34,150
Occupancy, taxes, utilities & waste removal	375,663	386,894	375,221
Maintenance, repairs & security-sites	103,950	53,785	66,144
Maintenance, repairs & supplies-fleet/equipment	119,400	121,000	121,000
Equipment, software/hardware & website - special grant projects	59,900	87,538	5,300

	2023 BUDGET	2023 PROJECTION	2024 DRAFT BUDGET
Equipment, software/hardware & website - ERCA operations	107,515	110,500	<b>223,670</b>
Lab, data, technical & sub-contracted services - special grant	57,800	77,141	<b>13,000</b>
Lab, data, technical & sub-contracted services - ERCA operations	74,500	96,478	<b>68,800</b>
Insurance	186,550	195,867	<b>194,567</b>
Audit, legal & consulting services	84,000	92,923	<b>143,000</b>
Dues & memberships	49,950	50,200	<b>49,450</b>
Travel, training & professional development	14,340	22,127	<b>23,238</b>
Board ,committee & meeting expenses	20,600	23,900	<b>22,400</b>
Bank, credit card charges and interest	26,500	27,540	<b>26,940</b>
In-kind supplies & services	30,000	18,962	<b>10,000</b>
Land acquisition & acquisition assistance	-	-	-
Amortization	375,500	389,500	<b>393,500</b>
Internal recoveries included in revenues	806,375	792,704	<b>869,094</b>
<b>TOTAL EXPENSES</b>	<b>\$ 8,987,849</b>	<b>\$ 8,792,218</b>	<b>\$ 8,907,590</b>
<b>Total Revenues</b>	<b>8,866,849</b>	<b>8,785,584</b>	<b>7,880,090</b>
<b>Total Expenses</b>	<b>8,987,849</b>	<b>8,792,218</b>	<b>8,907,590</b>
<b>SURPLUS/(DEFICIT) (ACCRUAL BASIS)</b>	<b>(121,000)</b>	<b>(6,634)</b>	<b>(1,027,500)</b>
<b>ADD/SUBTRACT: NON CASH ITEMS</b>			
Donation of land to ERCA	-	-	-
Gain/loss on asset disposal	-	-	-
Amortization	375,500	389,500	<b>393,500</b>
Transfers from Reserves (Per Schedule)	-	-	-
<b>DEDUCT: CAPITAL ITEMS</b>			
Land acquisition	-	-	-
Purchased fleet/equipment	(210,000)	(185,000)	<b>(92,000)</b>
Infrastructure additions	-	-	-
<b>(DECREASE)/INCREASE IN NET SURPLUS (prior to reserve transfers)</b>	<b>44,500</b>	<b>197,866</b>	<b>(726,000)</b>
<b>TRANSFER (TO)/FROM RESERVES (Per Schedule)</b>	<b>(44,500)</b>	<b>(60,750)</b>	<b>726,000</b>
<b>INCREASE/(DECREASE) IN UNRESTRICTED ACCUMULATED OPERATING FUND SURPLUS</b>	<b>\$ -</b>	<b>\$ 137,116</b>	<b>\$ -</b>

## Appendix B: 2024 Draft Municipal Cost Apportionment Schedule (-12.7%)

### 2024 BUDGET PRESSURES/SAVINGS MANDATORY AND GENERAL (ADMINISTRATIVE) PROGRAMS & SERVICES

MUNICIPALITY	CVA %	CVA %	Cat 1 Mandatory	General	Cat 1 Mandatory Apportionment % Change	Cat 3 Non-Mandatory*	CW~GS LEVY	Cat 3 Non-Mandatory Apportionment % Change	Total Apportionment		2024-2023 (479,885)	% Chg -12.7%
	2024	2023	2024 DRAFT \$2,971,088	2023 APPROVED \$2,895,123	\$ Change 2.6%	2024 DRAFT \$317,262	2023 APPROVED \$873,112	\$ Change -63.7%	2024 DRAFT \$3,288,350	2023 APPROVED \$3,768,235		
TOWN OF AMHERSTBURG	6.14%	6.07%	\$182,495	\$175,773	\$6,722	\$19,487	\$53,010	\$(33,522)	\$201,982	\$228,783	\$(26,800)	-11.7%
TOWN OF ESSEX	4.86%	4.86%	144,517	140,591	3,926	15,432	42,400	(26,968)	159,949	182,991	(23,042)	-12.6%
TOWN OF KINGSVILLE	6.57%	6.44%	195,230	186,474	8,756	20,847	56,237	(35,390)	216,078	242,711	(26,634)	-11.0%
TOWN OF LAKESHORE	9.88%	9.77%	293,519	282,974	10,546	31,343	85,339	(53,996)	324,862	368,313	(43,451)	-11.8%
TOWN OF LASALLE	9.04%	9.03%	268,552	261,314	7,238	28,677	78,807	(50,130)	297,229	340,121	(42,892)	-12.6%
MUNICIPALITY LEAMINGTON	6.34%	6.21%	188,358	179,796	8,561	20,113	54,223	(34,110)	208,471	234,019	(25,548)	-10.9%
TOWNSHIP OF PELEE	0.28%	0.27%	8,187	7,910	277	874	2,385	(1,511)	9,061	10,295	(1,234)	-12.0%
TOWN OF TECUMSEH	8.16%	8.22%	242,555	238,054	4,502	25,901	71,792	(45,891)	268,456	309,846	(41,390)	-13.4%
CITY OF WINDSOR	48.73%	49.13%	1,447,675	1,422,238	25,437	154,587	428,919	(274,332)	1,602,262	1,851,156	(248,895)	-13.4%
<b>TOTALS</b>	<b>100%</b>	<b>100%</b>	<b>\$2,971,088</b>	<b>\$2,895,123</b>	<b>\$75,965</b>	<b>\$317,262</b>	<b>\$873,112</b>	<b>\$(555,850)</b>	<b>\$3,288,350</b>	<b>\$3,768,235</b>	<b>\$(479,885)</b>	<b>-12.7%</b>



# Appendix C: 2024 Draft Reserves Continuity Schedule

ESSEX REGION CONSERVATION AUTHORITY		INFRASTRUCTURE/ MAJOR MAINTENANCE	REVENUE STABILIZATION	GRANT MATCHING	VEHICLE/CA EQUIPT	SUITE/F&F/IT/IS	HUMAN RESOURCES/ ADMIN	LEGAL/ INSURANCE	KINGSVILLE TRAIN STATION	JRPH PRESERVATION	HBCA MAINTENANCE	TREE WARRANTY & SELF-INSURANCE	OTHER WATERSHED	TOTAL RESERVES
2024 PROJECTED RESERVES														
<b>PROJECTED OPENING BALANCE - 01/01/2024</b>	\$ 867,980	\$ 148,342	\$ 100,000	\$ 91,287	\$ 274,508	\$ 139,685	\$ 50,000	\$ 80,595	\$ 330,624	\$ -	\$ 90,000	\$ 47,857	\$ 2,220,877	
Transfers to reserves	200,000	-	-	-	-	-	-	10,000	15,000	13,000	-	-	238,000	
Interest	44,000												44,000	
Repayments	-	-											-	
<b>AVAILABLE BALANCE</b>	<b>\$ 1,111,980</b>	<b>\$ 148,342</b>	<b>\$ 100,000</b>	<b>\$ 91,287</b>	<b>\$ 274,508</b>	<b>\$ 139,685</b>	<b>\$ 50,000</b>	<b>\$ 90,595</b>	<b>\$ 345,624</b>	<b>\$ 13,000</b>	<b>\$ 90,000</b>	<b>\$ 47,857</b>	<b>\$ 2,502,877</b>	
<b>RESERVE FUND EXPENSES/TRANSFERS</b>														
JRPH Museum/outbuilding repairs	-							-	332,500				332,500	
JRPH Connectivity (additional buildings)	37,500							-					37,500	
Greenways culvert/bridge remediation	140,000												140,000	
Parking lot(s) resurfacing	100,000												100,000	
Emergency infrastructure repair contingency	25,000												25,000	
Conservation Areas signage	25,000												25,000	
Main workshop exterior repairs/recladding	258,000							-					258,000	
Asset management plans	30,000												30,000	
High capacity generator - Collavino CA				15,000									15,000	
Sage300/Business Central migration					45,000								45,000	
<b>TOTAL EXPENSES</b>	<b>615,500</b>	<b>-</b>	<b>-</b>	<b>15,000</b>	<b>45,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>332,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,008,000</b>	
<b>PROJECTED CLOSING BALANCE 12/31/2024</b>	<b>\$ 496,480</b>	<b>\$ 148,342</b>	<b>\$ 100,000</b>	<b>\$ 76,287</b>	<b>\$ 229,508</b>	<b>\$ 139,685</b>	<b>\$ 50,000</b>	<b>\$ 90,595</b>	<b>\$ 13,124</b>	<b>\$ 13,000</b>	<b>\$ 90,000</b>	<b>\$ 47,857</b>	<b>\$ 1,494,877</b>	
													<b>\$ 726,000</b>	

# Appendix D: 2024 Funding Sources by Service Delivery Program Area



2024  
 CVA in the watershed 47,167,643,995  
 Population in the watershed 317,761

Dept/Category of Program	Program Sub-Unit	Budgeted Expenses/Transfers	Mandatory Levy	Non-Mandatory Levy	Municipal Special	Provincial Transfer Payments	Other Provincial	Federal	Fees/NGO Grants/ Def Rev	(To)/From Reserves	Total	Levy %	Levy Per Household (\$300k)
<b>2024 FUNDING SOURCES BY SERVICE DELIVERY AREA</b>													
<b>Watershed Management Programs &amp; Services</b>													
Cat 1 -Risks of Natural Hazards	Development Services	\$ 1,116,750	\$ 540,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 576,000	\$ -	\$ 1,116,750	48%	\$ 3.44
Cat 1 -Risks of Natural Hazards	Planning- Hazards	156,650	26,650	-	-	-	-	-	130,000	-	156,650	17%	\$ 0.17
Cat 1 -Risks of Natural Hazards	Flood Forecasting & Warning	210,500	106,083	-	-	104,417	-	-	-	-	210,500	50%	\$ 0.67
Cat 1 -Risks of Natural Hazards	Watershed Resources Management Strategies/Policies	224,500	152,500	-	-	-	-	-	42,000	30,000	224,500	68%	\$ 0.97
Cat 1 -Risks of Natural Hazards	Special Projects (municipal/other)	30,000	-	-	-	-	-	-	30,000	-	30,000	0%	\$ -
<b>Watershed Management Summary</b>		<b>1,738,400</b>	<b>825,983</b>	<b>-</b>	<b>-</b>	<b>104,417</b>	<b>-</b>	<b>-</b>	<b>778,000</b>	<b>30,000</b>	<b>1,738,400</b>	<b>48%</b>	<b>\$ 5.25</b>
<b>Conservation Programs &amp; Services</b>													
Cat 1 - Conservation of Lands	Conservation Areas Infrastructure Projects	1,255,000	10,000	-	-	-	400,000	80,000	202,000	563,000	1,255,000	1%	\$ 0.06
Cat 1 - Conservation of Lands	Conservation Areas & Infrastructure Maintenance	1,062,255	954,255	-	-	-	-	-	108,000	-	1,062,255	90%	\$ 6.07
Cat 1 - Conservation of Lands	Transfer to AMP/Infrastructure Reserve - Cons Areas/Greenways	210,000	200,000	-	-	-	-	-	10,000	-	210,000	95%	\$ 1.27
Cat 1 - Conservation of Lands	Cons Areas Management Plans, Land Strategies and Operations Oversight	203,400	195,400	-	-	-	-	8,000	-	-	203,400	96%	\$ 1.24
Cat 1 - Conservation of Lands	Tree Planting & Restoration - Conservation Areas	89,700	89,700	-	-	-	-	-	-	-	89,700	100%	\$ 0.57
Cat 1 - Conservation of Lands	Fleet/Equipment	232,400	23,200	-	-	-	-	-	209,200	-	232,400	10%	\$ 0.15
Cat 3 -Non Mandatory Services	Land Acquisition (Property surveys-CASO)/Legal	57,500	-	-	-	-	-	-	57,500	-	57,500	0%	\$ -
Cat 3 -Non Mandatory Services	Treepanting/Restoration- Non ERCA Properties	529,700	-	75,000	-	-	50,000	160,000	244,700	-	529,700	14%	\$ 0.48
Cat 3 -Non Mandatory Services	Holiday Beach Management	386,000	-	-	-	-	-	-	386,000	-	386,000	0%	\$ -
Cat 3 -Non Mandatory Services	HBCA Emergency Repairs Reserve	13,000	-	-	-	-	-	-	13,000	-	13,000	0%	\$ -
Cat 3 -Fee for Service/Contracts	Term Restoration Projects (Municipal/Other)	68,000	-	-	-	-	-	-	68,000	-	68,000	0%	\$ -
Cat 3 -Fee for Service/Contracts	Fee For Service Property Maintenance	31,200	-	-	-	-	-	-	31,200	-	31,200	0%	\$ -
<b>Conservation/Lands Summary</b>		<b>4,138,155</b>	<b>1,472,555</b>	<b>75,000</b>	<b>-</b>	<b>-</b>	<b>450,000</b>	<b>248,000</b>	<b>1,329,600</b>	<b>563,000</b>	<b>4,138,155</b>	<b>37%</b>	<b>\$ 9.84</b>
<b>Water Quality Programs &amp; Services</b>													
Cat 1 - Drinking Water Source Protection	Mandatory Drinking Water Source Protection (SPA)	114,400	-	-	-	114,400	-	-	-	-	114,400	0%	\$ -
Ground and Source Water Monitoring	Mandatory Provincial Ground and Surface Water Monitoring PGM	18,350	18,350	-	-	-	-	-	-	-	18,350	100%	\$ 0.12
Cat 2 Municipal Services	Risk Management Services	14,600	-	-	14,600	-	-	-	-	-	14,600	0%	\$ -
Cat 3 -Non Mandatory Services	ERCA Water Quality Program/Site Monitoring	68,955	-	25,000	-	-	-	-	43,955	-	68,955	36%	\$ 0.16
Cat 3 -Non Mandatory Services	Agricultural Stewardship/Extension Services	-	-	-	-	-	-	-	-	-	-	0%	\$ -
Cat 3 -Special/Term Projects	Detroit River CDN Coalition	180,500	-	-	-	-	90,000	75,000	15,500	-	180,500	0%	\$ -
Cat 3 -Special/Term Projects	Fee for Service WQ Monitoring/Sampling	27,100	-	-	-	-	-	27,100	-	-	27,100	0%	\$ -
<b>Watershed Research Summary</b>		<b>423,905</b>	<b>18,350</b>	<b>25,000</b>	<b>14,600</b>	<b>114,400</b>	<b>90,000</b>	<b>102,100</b>	<b>59,455</b>	<b>-</b>	<b>423,905</b>	<b>10%</b>	<b>\$ 0.28</b>
<b>Community Outreach/Heritage Programs &amp; Services</b>													
<b>General Programs -</b>													
Mandatory	Corporate Communications	205,900	200,900	-	-	-	-	-	5,000	-	205,900	98%	\$ 1.28

## Appendix D: 2024 Funding Sources by Service Delivery Program Area (continued)

2024 FUNDING SOURCES BY SERVICE DELIVERY AREA													
Dept/Category of Program	Program Sub-Unit	Budgeted			Municipal Special	Provincial Transfer Payments	Other Provincial	Federal	Fees/NGO Grants/ Def Rev	(To)/From Reserves	Total	Levy %	Levy Per Household (\$300k)
		Expenses/Transfers	Mandatory Levy	Non-Mandatory Levy									
Cat 3 -Non Mandatory Services	John R Park Homestead-Museum Operations/Ed'n Program	340,550	-	145,112	-	-	23,688	9,000	162,750	-	340,550	43%	\$ 0.92
Cat 3 -Non Mandatory Services	Transfer to John R Park Homestead Preservation Reserve Fund	15,000	-	15,000	-	-	-	-	-	-	15,000	100%	\$ 0.10
Cat 3 -Non Mandatory Services	John R Park Homestead-Museum/Heritage Bldgs Repairs	370,000	-	-	-	-	-	-	-	370,000	370,000	0%	\$ -
Cat 3 -Non Mandatory Services	Outreach & Partnerships	81,150	-	57,150	-	-	-	-	24,000	-	81,150	70%	\$ 0.36
Cat 3 -Non Mandatory Services	Outdoor & Conservation Education	100,330	-	-	-	-	-	-	100,330	-	100,330	0%	\$ -
Cat 3 -Non Mandatory Projects	Grant -funded Projects/Events	24,000	-	-	-	-	-	-	24,000	-	24,000	0%	\$ -
<b>Community Outreach Summary</b>		<b>1,136,930</b>	<b>200,900</b>	<b>217,262</b>	<b>-</b>	<b>-</b>	<b>23,688</b>	<b>9,000</b>	<b>316,080</b>	<b>370,000</b>	<b>1,136,930</b>	<b>37%</b>	<b>\$ 2.66</b>
<b>General &amp; Corporate Services</b>													
Mandatory	Corporate Services Interest Transfer to AMP/Infrastructure	1,261,700	433,300	-	-	-	-	-	828,400	-	1,261,700	34%	\$ 2.76
Mandatory	Reserve	44,000	-	-	-	-	-	-	44,000	-	44,000	0%	\$ -
Mandatory	Corporate Special Projects	90,000	20,000	-	-	-	-	-	25,000	45,000	90,000	22%	\$ 0.13
Non Mandatory Services	Essex Region Conservation Foundation (grant-funded) Supports	55,000	-	-	-	-	-	-	55,000	-	55,000	0%	\$ -
<b>General &amp; Corporate Services Summary</b>		<b>1,450,700</b>	<b>453,300</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>952,400</b>	<b>45,000</b>	<b>1,450,700</b>	<b>31%</b>	<b>2.88</b>
<b>Mandatory Services (BOLDED)</b>		<b>\$ 8,888,090</b>	<b>\$ 2,971,088</b>	<b>\$ 317,262</b>	<b>\$ 14,600</b>	<b>\$ 218,817</b>	<b>\$ 563,688</b>	<b>\$ 359,100</b>	<b>\$ 3,435,535</b>	<b>\$ 1,008,000</b>	<b>\$ 8,888,090</b>	<b>37%</b>	<b>\$ 20.91</b>
<b>Non Mandatory Services</b>		<b>\$ 2,362,585</b>	<b>\$ -</b>	<b>\$ 317,262</b>	<b>\$ 14,600</b>	<b>\$ -</b>	<b>\$ 163,688</b>	<b>\$ 271,100</b>	<b>\$ 1,225,935</b>	<b>\$ 370,000</b>	<b>\$ 2,496,585</b>	<b>13%</b>	<b>\$ 2.02</b>

## Appendix E: Where Does Your Household Levy Go?

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# Appendix F: Category 3 Funding Envelope and Cost Apportionment for Non Mandatory Programs & Services

Category 3 Funding Envelope and Cost Apportionment for Non Mandatory Programs & Services																				
Participating Municipality	Amherstburg		Essex		Kingsville		Lakeshore		Lasalle		Leamington		Pelee		Tecumseh		Windsor		Total Avg Levy	Total 2024 Draft Cost Apportionment
2024 MCVA	6.14%		4.86%		6.57%		9.88%		9.04%		6.34%		0.28%		8.16%		48.73%			
Non-Mandatory Programs and Services allocated on an MCVA basis	Avg Levy	2024	Avg Levy	2024	Avg Levy	2024	Avg Levy	2024	Avg Levy	2024	Avg Levy	2024	Avg Levy	2024	Avg Levy	2024	Avg Levy	2024	Total Avg Levy	Total 2024 Draft Cost Apportionment
<b>Conservation Services</b>																				
Land Acquisition	\$ 31,483	\$ 0	\$ 24,931	\$ 0	\$ 33,680	\$ 0	\$ 50,636	\$ 0	\$ 46,329	\$ 0	\$ 32,494	\$ 0	\$ 1,412	\$ 0	\$ 41,844	\$ 0	\$ 249,742	\$ 0	\$ 512,550	\$ 0
Tree planting/Wetland construction	4,300	4,605	3,405	3,645	4,600	4,928	6,915	7,410	6,327	6,780	4,438	4,755	193	210	5,715	6,120	34,108	36,548	70,000	75,000
Holiday Beach Infrastructure Maintenance	614	-	486	-	657	-	988	-	904	-	634	-	28	-	816	-	4,873	-	10,000	-
<b>Water Quality</b>																				
Watershed Stewardship and Outreach (Rural & Agricultural)	2,185	-	1,730	-	2,337	-	3,514	-	3,215	-	2,255	-	98	-	2,904	-	17,330	-	35,567	-
Water Quality Program	1,396	1,535	1,106	1,215	1,494	1,643	2,246	2,470	2,054	2,260	1,441	1,585	63	70	1,856	2,040	11,075	12,183	22,730	25,000
<b>Outreach, Engagement &amp; Education</b>																				
Curriculum-based outdoor education	847	-	670	-	906	-	1,362	-	1,246	-	874	-	38	-	1,125	-	6,716	-	13,783	-
Outreach/Community partnerships	2,974	3,509	2,355	2,777	3,181	3,755	4,783	5,646	4,376	5,166	3,069	3,623	133	160	3,953	4,663	23,591	27,849	48,417	57,150
<b>John R Park Homestead Museum</b>																				
JRPH Museum Operations	8,376	8,910	6,633	7,052	8,960	9,534	13,472	14,337	12,326	13,118	8,645	9,200	376	406	11,133	11,841	66,444	70,713	136,364	145,112
JRPH Museum & Heritage Bldgs Preservation	3,215	921	2,546	729	3,439	986	5,170	1,482	4,730	1,356	3,318	951	144	42	4,272	1,224	25,500	7,310	52,333	15,000
Cost Apportionment MCBA Basis	\$ 55,388	\$ 19,480	\$ 43,862	\$ 15,419	\$ 59,254	\$ 20,844	\$ 89,085	\$ 31,345	\$ 81,507	\$ 28,680	\$ 57,168	\$ 20,114	\$ 2,485	\$ 888	\$ 73,617	\$ 25,889	\$ 439,378	\$ 154,602	\$ 901,743	\$ 317,262
Allocation as agreed to by participating municipalities	2024		2024		2024		2024		2024		2024		2024		2024		2024		Avg Levy	Total 2024 Levy
<b>Conservation Services</b>																				
Land Acquisition	\$ 30,700		\$ 24,300		\$ 32,850		\$ 49,400		\$ 45,200		\$ 31,700		\$ 1,400		\$ 40,800		\$ 0		\$ 0	256,350
<b>Water Quality</b>																				
Watershed Stewardship and Outreach (Rural & Agricultural)	NA		NA		NA		NA		NA		NA		NA		NA		NA		\$ 0	\$ 0
Cost Apportionment as agreed to by participating municipalities	\$ 0	\$ 30,700	\$ 0	\$ 24,300	\$ 0	\$ 32,850	\$ 0	\$ 49,400	\$ 0	\$ 45,200	\$ 0	\$ 31,700	\$ 0	\$ 1,400	\$ 0	\$ 40,800	\$ 0	\$ 0	\$ 0	\$ 256,350
Total Cost Apportionment for Category 3 Non Mandatory Programs & Services	\$ 55,388	\$ 50,180	\$ 43,862	\$ 39,719	\$ 59,254	\$ 53,694	\$ 89,085	\$ 80,745	\$ 81,507	\$ 73,880	\$ 57,168	\$ 51,814	\$ 2,485	\$ 2,288	\$ 73,617	\$ 66,689	\$ 439,378	\$ 154,602	\$ 901,743	\$ 573,612
Total Cost Apportionment (without land acquisition allocation)	\$ 55,388	\$ 19,480	\$ 43,862	\$ 15,419	\$ 59,254	\$ 20,844	\$ 89,085	\$ 31,345	\$ 81,507	\$ 28,680	\$ 57,168	\$ 20,114	\$ 2,485	\$ 888	\$ 73,617	\$ 25,889	\$ 439,378	\$ 154,602	\$ 901,743	\$ 317,262