



December 17, 2018

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**RE: ESSEX REGION CONSERVATION AUTHORITY 2019 DRAFT BUDGET:
30 DAY NOTICE TO MEMBER MUNICIPALITIES**

At our December 13, 2018 meeting, the Essex Region Conservation Authority Board of Directors approved our Draft 2019 Budget for distribution to municipalities; and provide notice that a weighted vote will be held at the Board of Directors meeting on February 21, 2019. Ontario Regulation 139/96 (as amended by O.R. 231/97) requires that affected municipal partners receive a minimum a 30-day notice for which a meeting where a weighted and recorded vote will be taken. The Regulation also requires that the notice be accompanied by the financial information used to determine that levy.

As described in the Draft 2019 Budget (attached), the budget totals \$7,708,571 and includes a total levy contribution from member municipalities of approximately \$3,238,667. ERCA was able to reduce the projected \$190,000 impact of the budget to \$89,915 by utilizing previous years' better-than-expected financial results as a result of temporary staff vacancies, unbudgeted grants and support to cover staff and fixed costs, fee revisions and fund allocations. The draft 2019 Budget levy totals \$10.00 for every person in our watershed, based on data compiled by MPAC and the Ministry of Natural Resources and Forestry

We believe the 2019 Budget strives to strike a balance between meeting the sustainability needs of our region, while continuing to recognize the fiscal realities of our municipal partners.

Should you have any questions regarding our budget, please do not hesitate to contact me. I will also look forward to presenting our 2018 Annual Report to each municipality in the New Year.

Thank you,

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

Shelley McMullen
Director, Finance and Corporate Services

Attachments:

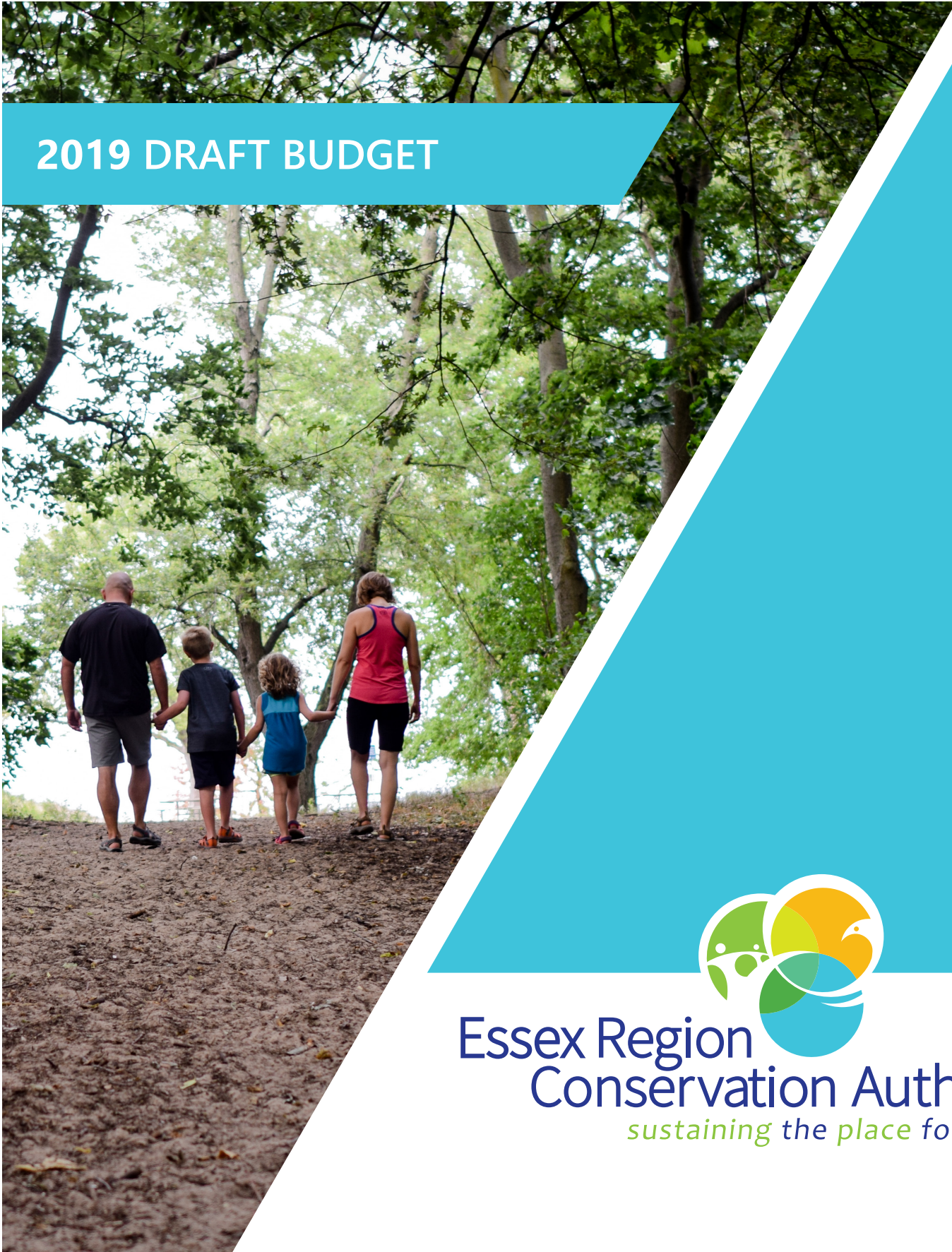
1. Report BD45/18– ERCA Draft 2019 Budget



DRAFT

Essex Region Conservation
the *place* for life

2019 DRAFT BUDGET



Essex Region
Conservation Authority
sustaining the place for life



Essex Region Conservation *the place for life*

EXECUTIVE SUMMARY

- The 2019 Budget totals \$7,708,571, which includes a total levy contribution of \$3,238,667. This represents an increase of \$89,915, or \$0.32 per person (\$9.68 to \$10.00 per person).
- In 2019, ERCA will continue to deliver programs to increase habitat and forest cover, maintain and expand conservation areas and trails, assist our member municipalities in protecting people and infrastructure from the dangers of flooding and erosion, lead the development of a Regional Climate Change Strategy and the Place for Life Policies, and provide meaningful education and engagement opportunities for our residents.
- The 2018 Budget includes funds for development and delivery of a Regional Climate Change program, continued support for ERCA's Human Resources capacity (which was added in 2018) to address regulatory compliance, HR Program management and corporate policies, and overall workplace culture. In addition, the draft budget continues to support new watershed engineering capacity, adds support for seasonal operations related to Conservation Areas and Greenways including hazard tree management and removal, IT/Network support, as well as fixed costs related to movement up the grid, internal equity and related adjustments.
- ERCA was able to minimize the proposed levy increase: through internal program review; by applying \$50,000 in deferred special grants to the Climate Change Specialist position; utilizing the projected 2018 surplus of \$100,000, due to temporary staff vacancies, unbudgeted grants and external supports; and the reallocation of Clean Water~Green Spaces to align with 2019 Budget priorities while increasing the funds available for land acquisition from 2018.
- ERCA's Annual Revenues for programs and services ranks consistently in the top 10 of all 36 Conservation Authorities. At the same time, ERCA's operational levy funds less than 30% of its operations, placing ERCA in the bottom five of all Conservation Authorities, and well below the provincial average (approx. 45%). For comparison, while the average CA levy supporting operations was \$16.42/person (2017), ERCA's total levy was \$9.68/person, which included funds for land acquisition and capital and operational reserves, which were not available for operations.

INTRODUCTION

Essex Region Conservation Authority

The Essex Region Conservation Authority (ERCA) was established by municipalities in 1973 to protect, restore and manage the natural resources of the Windsor-Essex-Pelee Island. As one of thirty-six conservation authorities in Ontario, ERCA is committed to the core founding principles of the Conservation Authorities Act (1946): watershed jurisdiction, local decision-making, and funding partnerships.

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

About the Essex Region

The Essex Region is the southern-most part of the Carolinian Life Zone and contains some of Canada's most significant natural areas. Our region includes the watersheds of the Detroit River, Lake St. Clair, and western basin of Lake Erie. It is surrounded by almost 300km of Great Lakes shorelines, the largest freshwater system in the world with over 20% of the world's freshwater passes through the Detroit River every day. The region is blessed with a climate and geography that supports a rich agricultural and industrial tradition that has supported growth in our region.

But, there are also significant challenges. Our landscape has been extensively and intensively developed. In a little more than 200 years, we've drained more than 95% of our wetlands, lost almost all of our tall grass prairie and cleared more than 90% of our upland forests. What's left is disconnected and fragmented. Our Great Lakes watersheds are disrupted - they are impacted by invasive species, nutrients, phosphorous and blue green algae. The water quality of our rivers and streams is degraded, which impacts aquatic wildlife, increases drinking water treatment costs, and negatively impacts recreational use such as swimming and boating. Changing and unpredictable climate patterns are causing



significant flooding, impacting our shorelines, and creating erosion problems. And the frequency of these types of rainfall events are expected to increase. In fact, few parts of Canada have been as extensively and intensively developed which puts tremendous pressure on our landscapes.

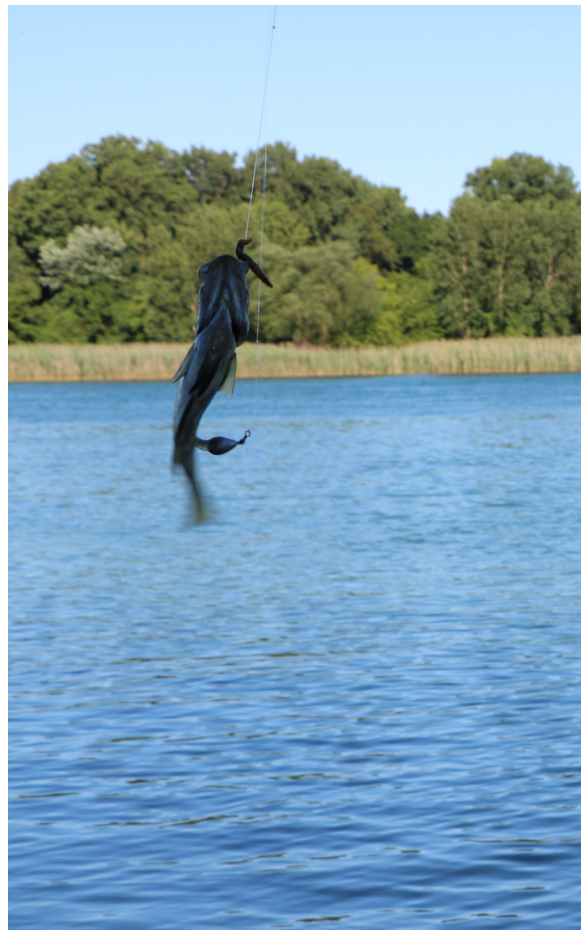
Since ERCA was established in 1973, we have been working to address these impacts, and we have achieved great success:

- 6,300,000 trees have been planted to increase green space. Our natural area cover has increased from less than 3.5% to more than 8.5%. But there is still more to do to get to our community's goal of at least 12%.
- 10,000 acres of forest, tall grass prairie, and wetlands have been restored
- 800 projects to improve water quality have been implemented.
- 3,500 metres of shoreline improved, protected and enhanced for fish habitat
- 4,150 acres of significant natural area have been protected for future generations including 19 Conservation Areas providing opportunities to visit and experience wetlands, heritage sites, and old growth forests.
- 80 kilometres of greenways have been acquired and developed to connect natural areas, promote healthy and active lifestyles, and link people to the landscapes and communities around them
- Over 5,000 homes have been protected from flooding and erosion with ongoing upgrades and maintenance occurring to existing homes exceeding 300 over the last 3 years
- 370,000 students have been educated through outdoor education programs

about the importance of preserving our heritage and conserving our environment.

- 50,000 households that get their drinking water from Lake Erie, Lake St. Clair and Detroit River (90% of residents of Essex Region) are protected from Significant Drinking Water threats
- We have built important research partnerships with senior levels of government, agencies, other Conservation Authorities, universities and others to help us better understand and address the impacts of climate change, invasive species, and water quality.

ERCA's 2019 Budget continues to build on these successes, bringing us closer to making this region a place we can be proud of and celebrate.



BUDGET CONSIDERATIONS

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

The health of our rivers and streams are poor, and our Great Lakes are enormously disrupted. The Leamington Tributaries have been identified as Priority Watersheds under the Great Lakes Water Quality Agreement due to high levels of phosphorous, which is the leading cause of microcystins and harmful algal blooms in the western basin of Lake Erie. We are facing heightened challenges

related to climate change and unpredictable weather patterns and severe storms that test our stormwater infrastructure resulting in both urban and overland flooding and, combined with near record high water levels, have greatly impacted our shorelines and municipal infrastructure and require additional monitoring and flood advisories. Invasive species such as Phragmites threaten our wetlands and drainage systems, reduce biodiversity and habitats, and the overall health of our watersheds. New threats, such as Oak Wilt, have the potential to significantly damage our natural areas. These issues are integrated, and with greater urgency, a regional, coordinated effort is required.

Conservation Authorities are recognized for their efforts to address these challenges through their roles in integrated watershed planning and management. The recently updated Conservation Authorities Act recognizes that Conservation Authorities manage programs that respond to climate change, wetlands, natural heritage and other matters. The 2018 Lake Erie Action Plan lays out 125 actions that senior levels of government will take, and identifies opportunities for conservation authorities and other partners in the delivery of actions associated with reductions in phosphorous. The recently released Provincial Environment Plan: Preserving and Protecting our Environment for Future Generations commits to continue to work with Conservation Authorities on many different initiatives in order to help ensure the health of our lakes, rivers and greenspaces, protect important sources of drinking water and commits support for the important role of conservation authorities in protecting people and property from flooding and other natural hazards, and conserving natural resources.



Budget Pressures

The Draft 2019 Budget considers and responds to these challenges and reflects key priorities in the 2016-2025 Strategic Plan: Sustaining the Place for Life. While ERCA has been recognized as a leader in leveraging local funding to deliver key programs, changes in government and funding program priorities, increased competition for limited funding, and narrowing of program scope makes this increasingly challenging.

Overreliance on External Funding.

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

However, ERCA is distinctly different from its municipal partners and other Conservation Authorities in how it has historically financed these programs, and its board-approved mandate. Unlike municipal operations, levy funding supports less than 30% of ERCA's operations and programs, with the other 70-75% funded through various Provincial grants, including the Drinking Source Water Protection program and the Section 39 Operating Grant, Federal grants, funds raised by the Essex Region Conservation Foundation, and self-generated revenues.

This overreliance on external funding means these programs, which are core to improving and maintaining the health, safety and sustainability of our region; and are increasingly of interest to investors and in retaining local industry, are almost entirely funded through external grants. This also



means that these programs, while producing beneficial outcomes, apply to areas where funding is available, not necessarily in those areas with greatest need or greatest priority. At the same time, reductions or eliminations in funding mean key initiatives, such as the three-year Great Lakes Agricultural Stewardship Initiative (GLASI) which was generating important knowledge about baseline conditions and research into best BMPs in Essex watersheds, or tree planting and restoration grants which support program staffing costs in key watersheds, are no longer supported or significantly reduced. In 2019, over \$300,000 in administratively approved Provincial funds that ERCA relies upon to monitor water quality, build wetlands, undertake restoration and implement BMPs has been placed on hold without notice or further information pending a review by the new government. Additionally, another 5-year tree planting agreement that provides core funding for restoration staff is ending, without any assurances of further funding. While Administration continuously seeks additional resources through external funds, stable financial support is crucial in developing knowledge, so that the region's environmental problems can be addressed.

Capacity to Act and Respond.

ERCA, not unlike municipalities and other agencies, is consistently facing numerous capacity pressures including: increased landowner/stakeholder interaction in a number of departments; increased volume of applications related to development; compliance-based reporting and monitoring; public use of conservation lands, and landowner outreach and stewardship. In addition, because of ERCA's expertise and knowledge of watersheds and hydrological conditions, municipalities are requesting that ERCA participate in or coordinate resource studies, master drainage plans, Environmental Assessments, and other operational initiatives. ERCA's technical knowledge of watersheds and hydrological conditions, applicability of complex legislation and regulation, and the emergence of new threats is both valued and necessary to ensure development is sustainable, responsible, and proactively addresses and anticipates issues. ERCA's involvement on these initiatives is primarily with municipalities, and as such, there is no cost recovery mechanism to support the additional staff requirements. As the focus of our corporate approach continues to shift to a more proactive planning process, additional staff capacity will be required in municipal plan input and review.

The 2019 Draft budget continues to support additional staffing added to Watershed Management Services in 2018 to respond to increased numbers of permits and development submissions, which has allowed ERCA to maintain its approvals within accepted timelines for those specific submissions.

Managing Regional Environmental Assets.

Additional resources will be required in 2019 to maintain and manage ERCA's expanded

Greenways and Conservation Areas, to the standards expected by the public and our insurers. Greenways were acquired and developed entirely through Essex Region Conservation Foundation efforts and associated external grants - at no cost to ERCA's levy. In 2017 alone, for example, \$2.6 million was invested in development and upgrades to ERCA's Greenways, which included the opening of the Cypher Systems Group Greenway, the Rotary (1918) Centennial Hub (with the Town of Tecumseh) and resurfacing 50km of the Chrysler Canada Greenway. Operations and maintenance of these significant regional resources is ERCA's obligation. These investments in Greenways have attracted greater use (and greater impact) and require additional resources: to manage use and interactions between users; to ensure the greenways remain safe and accessible; and to ensure they are maintained and managed responsibly (e.g. hazard tree removal, vandalism, etc.).

Corporate Initiatives and Compliance.

The elimination of a senior administrative position through the 2012-2017 Sustainability Plan removed capacity from the Corporate Services department in 2013, specifically ERCA's Human Resources functions. The 2019 Draft Budget continues to support HR capacity to evaluate compliance gaps with revised pieces of employment-related legislation, create and update corporate policies where necessary, update resources for employees such as employee handbooks and intranets, and proactively create programs in accordance with HR best practice.

This, combined with a more complex regulatory and reporting environment (e.g. OHSA, AODA, ESA, MFIPPA, etc.) has made compliance challenging and unduly reactive. Similarly, dramatic increase in requests for

information, as available to requesters under Freedom of Information legislation (MFIPPA) puts pressure on available departmental resources, extending beyond human resources, to network services, server storage and physical infrastructure, and renewed priority on ERCA's records management/retention programs.

Fixed Cost Increases.

ERCA's approved Collective Agreement includes negotiated salary increases and upward movement on the grid for eligible positions. Unlike previous years, ERCA anticipates a full complement of program staff. ERCA must also fund fixed costs associated with leasing office space within the County of Essex Civic Centre, and costs for taxes, utilities and services at Conservation Areas. Because of ERCA's revenue structure, it is expected that only a portion of those increases will be levy-driven (ranging from 50%-70%), with the remainder absorbed in grant-funded special projects.



BUDGET OVERVIEW

Overview of Revenue

ERCA is funded through a combination of levies and grants from municipal, provincial and federal governments. The remaining revenues are generated through an assortment of fees for service that includes education, planning and permitting, and conservation area user fees.

Municipal Funding

ERCA's 2019 budget includes a total levy contribution of \$3,238,667, an increase of \$89,915. This represents an increase of \$0.32 per person, living within the watershed boundaries. This includes:

- **General Levy.** The 2019 Budget includes a proposed General Levy contribution of \$2,188,667, which supports Conservation Authority operations and programs.
- **Clean Water~Green Spaces Levy.** The 2019 Budget maintains the Clean Water~Green Spaces Levy at \$1,050,000. This includes \$589,600 for land acquisition and provides funds that ERCA leverages for forest, prairie and wetland restoration, water quality research and delivery of rural and agricultural BMPs. ERCA has confirmed funding for \$1,211,000 towards these projects, some of which are described in the details of the conservation services and water monitoring budgets.

Provincial and Federal Funding

Environment and Climate Change Canada (ECCC), and provincial agencies, namely the Ministry of the Environment, Conservation and Parks (MECP), the Ministry of Natural Resources and Forestry (MNRF), and the Ministry of Agriculture, Food and Rural Affairs (OMAFRA) and other agencies contribute

funding to support Drinking Water Source Protection, ground water and surface water monitoring restoration, BMPs and related stewardship programs, including:

- Anticipated annual funding from the MNRF as program transfer payments towards the flood warning and flood and erosion control programs associated with ERCA's delegated responsibilities. Funding levels for this transfer payment have remained at the same level (\$202,263) since 1996. That transfer payment does not reflect pressures on ERCA's flood protection programs related to climate change and increased impact on flood and shoreline infrastructure, increased flood monitoring (watershed statements, flood watches, flood warnings), increased growth and development in areas that were not included in provincially supported hazard mapping programs, or the additional technical requirements and complexities related to permit processes.
- Anticipated annual funding from MECP (\$103,350) to support ERCA's delivery of the provincial Source Water Protection Program. Funding from MECP supports 100% of project management costs, Source Water Protection Committee costs, and technical and administrative supports required to maintain the Source Protection Plan.
- Anticipated funding from Environment and Climate Change Canada Great Lakes Sustainability Fund and MECP to coordinate the Detroit River Remedial Action Plan, which includes supports for projects within the Detroit River Area of Concern. In 2019, this includes \$145,000 for program delivery and project implementation.
- Funding from Environment and Climate Change Canada (ECCC) supports agricultural best management practices

(BMPs) related to nutrients and sedimentation. Not only does this improve water quality in Lake Erie, but it also improves the habitat for many endangered species of fish and mussels that rely on clean water to survive.

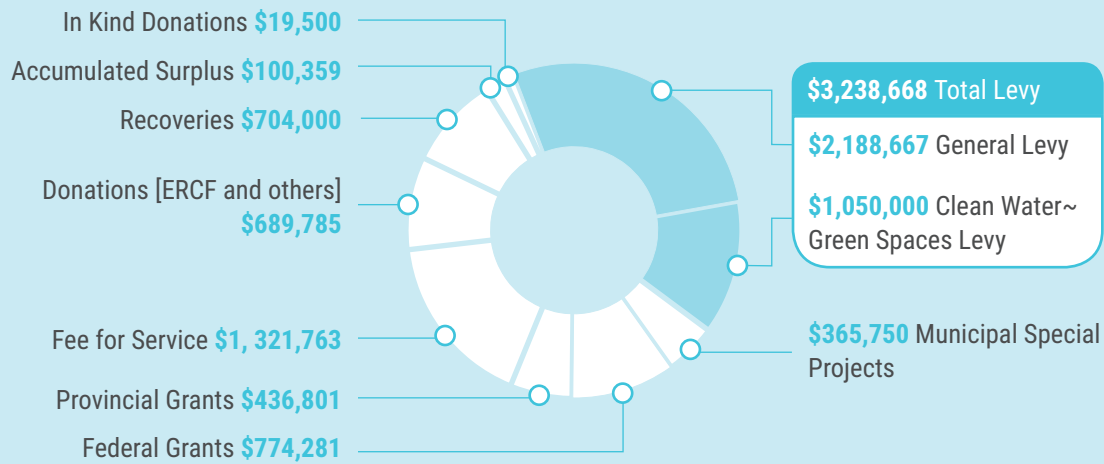
Other Revenues

- **Revenue generated by ERCA.** Revenues generated by ERCA include fees charged for education programs, plan review and permit fees, property and agricultural lease revenues, hunting revenues, Conservation Area and event revenues, and support from landowners for restoration and tree planting projects.

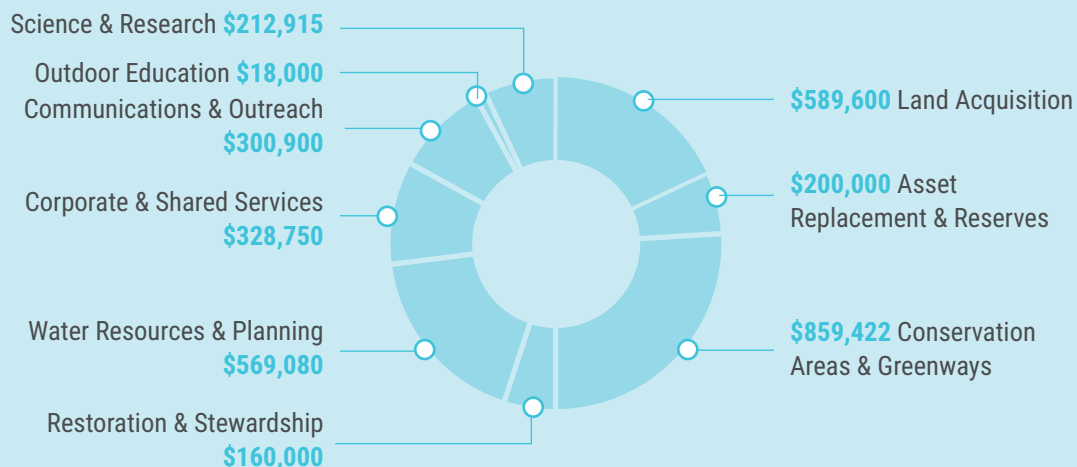
Administration reviews its fee schedule annually to ensure fees continue to reflect local market conditions and the principles of its Fees Policy, including maximizing cost recovery where appropriate. As noted in the 2019 Fee Report, administration has not anticipated significant additional revenues associated with minor fee adjustments, due to the unpredictable nature of fee-for-service revenues.

- **Other Revenue.** ERCA also receives grants from other agencies and charities including the Essex Region Conservation Foundation, primarily to support restoration, trail development and education. The ERCF Place for Life Campaign, launched in May 2017, has raised funds for ERCA projects from corporate and community leaders. Since its creation, the Campaign has raised funds to support the Rotary (1918) Centennial Hub, the Caesars Windsor Nature Trail at Devonwood Conservation Area, and improvements at the John R. Park Homestead including new roof on Sawmill. In 2019, funds raised through this campaign will support improvements

WHERE DOES THE MONEY COME FROM?



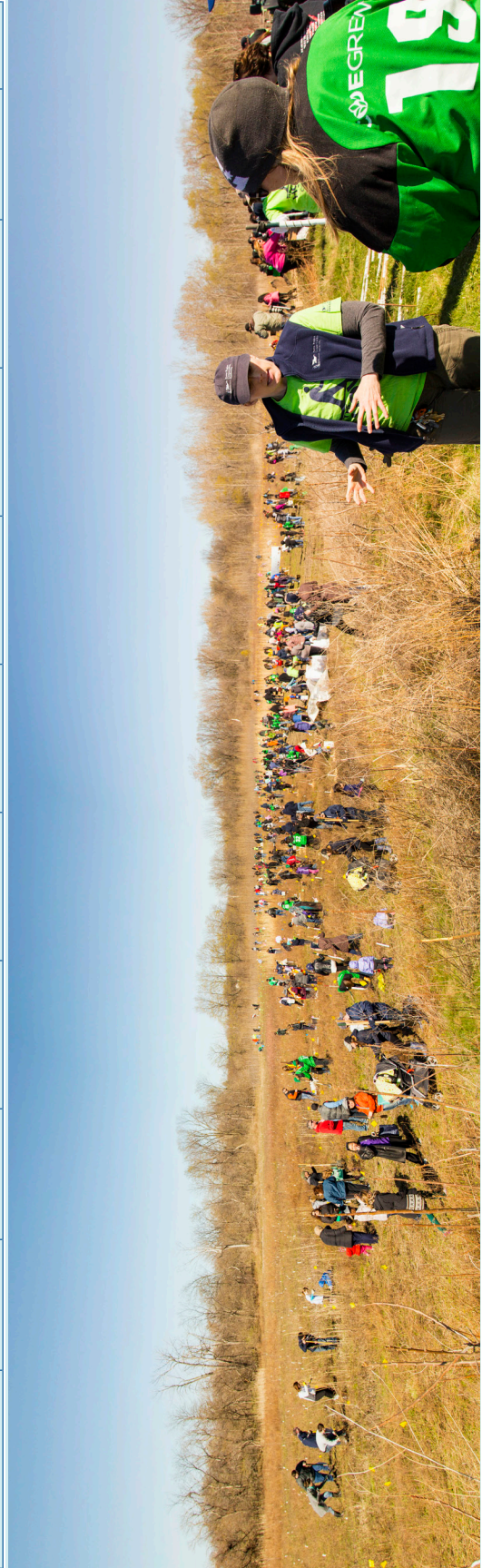
WHERE DOES YOUR TOTAL LEVY GO?



at Holiday Beach Conservation Area, the creation of the Rotary Legacy Forest at Cedar Creek Conservation Area, wetland research and monitoring at Hillman Marsh Conservation Area and additional repairs at the John R. Park Homestead. These campaign and earlier fundraising successes (including Cypher Systems Group Greenway and resurfacing Chrysler Canada Greenway) have helped reduce capital infrastructure replacement costs, allowing ERCA to refocus capital funds to other projects.



| 2019 Draft Municipal Levy Allocation | | | | | | | | | | |
|--------------------------------------|-------------|-------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-----------------|-------------|
| | CVA % | | GENERAL LEVY | | CW~GS LEVY | | TOTAL LEVY | | CHANGE | |
| | 2019 | 2018 | 2019 DRAFT | 2018 APPROVED | 2019 DRAFT | 2018 APPROVED | 2019 DRAFT | 2018 APPROVED | \$ | % |
| Amherstburg | 5.9128% | 5.974% | \$129,412 | \$125,384 | \$62,084 | \$62,729 | \$191,496 | \$188,114 | \$3,382.16 | 1.8% |
| Essex | 4.8152% | 4.864% | \$105,388 | \$102,077 | \$50,559 | \$51,069 | \$155,947 | \$153,146 | \$2,801.13 | 1.8% |
| Kingsville | 6.1667% | 6.134% | \$134,969 | \$128,738 | \$64,750 | \$64,407 | \$199,719 | \$193,146 | \$6,573.21 | 3.4% |
| Lakeshore | 9.3182% | 9.191% | \$203,945 | \$192,888 | \$97,841 | \$96,501 | \$301,786 | \$289,389 | \$12,396.56 | 4.3% |
| LaSalle | 8.4644% | 8.283% | \$185,257 | \$173,843 | \$88,876 | \$86,973 | \$274,133 | \$260,817 | \$13,316.29 | 5.1% |
| Leamington | 5.9183% | 5.944% | \$129,532 | \$124,759 | \$62,142 | \$62,417 | \$191,674 | \$187,176 | \$4,498.73 | 2.4% |
| Peelee Island | 0.2904% | 0.296% | \$6,356 | \$6,221 | \$3,049 | \$3,112 | \$9,406 | \$9,333 | \$72.51 | 0.8% |
| Tecumseh | 8.3844% | 8.354% | \$183,506 | \$175,339 | \$88,036 | \$87,722 | \$271,541 | \$263,061 | \$8,480.83 | 3.2% |
| Windsor | 50.7296% | 50.959% | \$1,110,304 | \$1,069,502 | \$532,661 | \$535,069 | \$1,642,965 | \$1,604,570 | \$38,394.58 | 2.4% |
| Totals | 100% | 100% | \$2,188,668 | \$2,098,752 | \$1,050,000 | \$1,050,000 | \$3,238,668 | \$3,148,752 | \$89,916 | 2.9% |



PROGRAMS AND SERVICES

2016-2025 Strategic Plan: Sustaining the Place for Life

In 2016, ERCA launched its new Strategic Plan. Informed by extensive consultations with stakeholders and the community, the plan responds to the challenges ahead with renewed vision and commitment.

The Strategic Plan provides the basis for our decision-making and priority setting over the next decade in five key areas:

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

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

Vision:

The Essex Region is a sustainable, resilient and vibrant place with healthy and thriving watersheds, Great Lakes and a green culture.

Mission:

Improving our environment to enrich our lives.

For each of these themes, the Strategic Plan has identified goals and actions to address them. As described below, the 2018 Budget has been aligned to advance specific priority actions from the Strategic Plan.

ERCA presents delivery of its programs and services within four business pillars:

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

Watershed Management Services

Watershed Planning

ERCA provides planning advice to its member municipalities by commenting on applications circulated under the Planning Act to ensure

that all relevant federal, provincial, regional and municipal legislative requirements are satisfied, identifying natural hazard areas and natural heritage features and providing policy support. This includes providing land use planning advisory services to identify natural hazard, natural heritage, development servicing, water quality and natural resource planning concerns and developing strategies and policies to address natural resource management in municipal planning initiatives such as Official Plans, Comprehensive Zoning Bylaws, Planning Studies, etc.

ERCA works with government agencies, municipalities and community groups to develop and maintain watershed management plans which look at environmental, economic and social factors affecting the quality of natural heritage, hazards and water quality within specific watersheds; and reviews and coordinates comment on Environmental Assessments, Environmental Bill of Rights Registry postings and advocates for local and regional priorities and interests.

Development Services

ERCA administers Conservation Authorities Act approval processes that direct development away from lands prone to water hazards. ERCA's permitting process includes review of applications under the Municipal Drainage Act, Public Lands Act, Shoreline Properties Assistance Act, Part VIII Building Code; planning documents and development proposals; and are designed to protect residents and property from hazards, and maintains wetlands, watercourses and shorelines.

Water Resources

Through the Conservation Authorities Act, the Province of Ontario has designated ERCA as the lead agency for flood warning in the Essex Region. To minimize loss of life and property

damage, ERCA monitors watershed conditions, stream and lake levels, and issues flood bulletins (watershed condition statements, flood watches, flood warnings) to the watershed municipalities, emergency services, media and others. Recent flood events have been more intensive and frequent.

ERCA's Watershed Management Services department is increasingly asked to participate in, or coordinate large scale development and or planning studies dealing with matters concerning stormwater, floodplain management, drainage and other water resource concerns for every municipality within the region; and assists municipalities in maintaining and managing public investment in eligible infrastructure through the provincial Water and Erosion Control Infrastructure Program (WECI).



2019 ACTIONS

- **Climate Change [1.1].** Building on the 2018 Climate Change Workshop, ERCA's Climate Change Specialist will research regional vulnerabilities, impacts and best practices; and lead the development of a Regional Climate Change Plan with municipalities to address identified impacts and vulnerabilities, identify implementation priorities, and potential funding supports.
- **Hazard Mapping [2.1].** With changing watershed conditions due to changes in land use such as urban development, infrastructure and climate change, flood forecasting and warning systems must be reviewed to ensure they accurately reflect observed conditions. In 2019, ERCA will work with the City of Windsor to undertake updated mapping for the Little River, and explore the needs and options for updating Floodline Mapping for the region, ensuring mapping reflects overland and rainfall-based flooding.
- **Place for Life Policies [11.2].** In 2017, ERCA developed its Place for Life Policies as a means of integrating ERCA's planning, development, and program policies; and initiated a consultation and engagement process to receive input from municipalities, industry partners, and stakeholders. In 2019, ERCA will continue to consult on and finalize its Place for Life Policies.
- **Watershed Engineering [2.3].** ERCA added a Watershed Engineer in 2018 to support stormwater reviews, drainage reviews, and related engineering and infrastructure reviews, allowing ERCA's Water Resources Engineer to focus on supporting more technical and regional engineering issues (e.g. Water and Erosion Control Infrastructure Program, Stormwater/ Environmental Assessments, etc.) and municipalities (e.g. Environmental Assessments, Mapping, etc.).
- **Client Services [12.3].** Implement internal and back-end procedures to encourage use of web-based application processes on www.essexregionconservation.ca to facilitate ERCA's planning and regulatory processes. As reported in its annual Accountability Report, ERCA is consistently well ahead of provincial targets for plan and regulatory review timelines as set by the Ministry, but with increases in numbers of applications, and technical requirements for review additional administrative support is required.
- **Flood Forecasting [2.1/11.3/12.3/12.3].** ERCA will update its Flood Contingency Plan with partners, maintain existing flood forecasting systems and explore development of a shared climate station network with municipalities and other agencies to incorporate additional climate station information and access to assist in providing more timely advance warnings, response, and reporting on storm events.
- **Planning/Technical Studies [11.2, 11.3].** ERCA will work with the Town of Lakeshore and Tecumseh to undertake a Lake St. Clair Shoreline Management Plan that incorporates current hazard criteria, and recent drainage and flooding related data to guide planning

and development decisions. ERCA will also work with the Town of Kingsville to develop a Natural Heritage Background Study as part of the Town's Official Plan update.

- **Technical Supports [11.3].** ERCA will continue to work with municipalities on ongoing regional and subwatershed studies including Riverside Vista Flood Control, East Riverside Flood Infrastructure Assessment (City of Windsor), Town of Tecumseh Master Stormwater and Flood Attenuation Study, Town of Lakeshore Flood Task Response, LaSalle Howard Bouffard Master Drainage Study, Leamington Highway 77 Master Drainage Study, and Kingsville Upper Mill Creek Master Drainage and Stormwater Assessment.
- **Plan Review [10.2].** Participate in Official Plan updates for Amherstburg, Essex, Tecumseh, Lakeshore, Kingsville, and Leamington; provide background and support to the County of Essex Official Plan. Planning staff will also provide advice and direction to all member municipalities on over 750 Planning Act applications (consents, minor variances, Zoning Bylaw Amendments, Official Plan Amendments and site plan control), and more than 50 Environmental Assessments (e.g. County Road 42 - Tecumseh/Windsor, Lauzon Road - Windsor, and Wallace Woods - Lakeshore).
- **Municipal Memorandum of Agreement [10.2].** ERCA will work with Municipalities to finalize a Memorandum of Agreement that acknowledges ERCA's role in integrated watershed planning, and supports ERCA's involvement in the planning process with a mandate to protect and manage the local watershed, including but not limited to natural hazards, natural heritage and water resources.
- **Provincial Advocacy [12.2].** ERCA will continue to participate on the Provincial Service Delivery Review Committee, a multi-stakeholder committee tasked with advising the Ministry on strategies for improvements and other considerations related to the effective and efficient delivery of conservation authority programs and services, established pursuant to the approval of the Conservation Authorities Act. This includes clarifying roles and responsibilities, updating regulatory requirements and policies, performance measurement, and other areas of provincial interest (e.g. natural heritage, biodiversity, watershed planning and management).
- **Development Review [12.1].** Complete reviews of over 1,000 Section 28 permit applications throughout the region for stormwater management; commercial, industrial and residential development; and large scale greenhouse developments; over 150 Municipal Drainage Act reviews under the DART protocol, and respond to 1,300 general water resource related requests from ratepayers.
- **Water and Erosion Control [11.3].** Apply for Water and Erosion Control Infrastructure (WECI) funding for projects in the City of Windsor, and the Town of Lakeshore, John R. Park Homestead Shoreline Design, and manage approved WECI projects.

Conservation Services

Conservation Lands

ERCA owns and manages 4,253 acres of conservation lands across the Essex Region. These areas protect some of the most biologically diverse and ecologically significant lands in Canada, including woodlots, wetlands, 19 Conservation Areas, and 80 km of Greenway trails for recreation education, natural area protection, and active/healthy living for thousands of residents and visitors to our region and support sustainable economies. Protection of these lands, as well as access for public use, are among the most important contributions ERCA makes to the communities in the region. Recently, the Credit Valley Conservation Authority undertook a study of the value of the ecological goods and services provided by natural capital (e.g. atmospheric and climate regulation, water regulation and supply, habitat, recreation, biodiversity, water quality, etc.). Applying that model for Essex Region, the value of the ecological goods and services provided by the natural capital in Essex Region totals \$173 million annually.

As the region grows and expands, and as our landscapes and climate continues to change, the role of conservation lands will become even more critical. Development and implementation of Management Plans are critical to balance the needs of users with the need to protect the environment. Recreational opportunities on these lands include hiking, picnicking, birding, seasonal camping, as well as hunting, horseback riding, and biking. The demands of a growing population require that Conservation Area infrastructure and facilities (tangible capital assets) and conservation areas maintain the standards expected by the public and our insurers, and reflect best practices related to energy efficiency, green

infrastructure and operations, and efficient technologies. Proactively managing our properties to create natural resiliency within our remaining natural features is key.

Clean Water~Green Spaces

ERCA's Clean Water~Green Spaces program (CW~GS) addresses soil and water concerns by providing in-field and in-stream conservation planning and delivery of agricultural stewardship, demonstrating innovative water and soil conservation (e.g. demonstration farm, demonstration projects), and restoration of wetlands, prairie, forest and shoreline habitat enhancements to provide habitat and restore the health of our watersheds. With increased focus on phosphorous and blue-green algae in Lake Erie, ERCA has been able to leverage support from Agriculture Canada, Environment and Climate Change Canada and other partners to address issues such as erosion and slope stability, intensive monitoring and assessment of BMPs within priority subwatersheds, management of the Essex County Demonstration Farm.

Through this program, ERCA also provides technical and financial supports to landowners across the watershed to help complete environmental projects that improve water quality, reduce soil erosion, and enhance terrestrial and aquatic habitats. ERCA leverages funds from the CW~GS Program to reduce the cost to landowners to participate in stewardship programs, and in the acquisition of key properties in priority areas in keeping with its Land Securement Strategy.

Watershed Monitoring

ERCA staff provide watershed-scale environmental monitoring to assess and understand current health and emerging trends as a basis for setting environmental

management priorities. This includes working with research partners to implement studies to fill resource information gaps and develop innovative methods of protecting and enhancing watershed resources. ERCA collects and analyzes surface water at approximately 50 sites as part of the provincial surface and groundwater monitoring networks, and special projects such as the Kingsville-Leamington Nutrient project to monitor aquatic community health and report on the overall health of our rivers and watersheds. ERCA has also facilitated research on beach closures with GLIER/ University of Windsor and other partners, tile management with the University of Waterloo, and undertakes research with other partners.

Drinking Water Source Protection

Since 2006, ERCA has maintained and implemented the Regional Source Protection Plan in keeping with the Clean Water Act to manage water 'at the source' to protect human health, protect present and future municipal drinking water threats. The Source Protection Plan that identifies policies and strategies to reduce existing and future threats to water supplies was approved by the Province in 2015. ERCA supports municipalities in implementation of Source Protection Policies including delivery of risk management services, and is responsible for implementing outreach and education policies.

2019 ACTIONS

- **Conservation Area Operations [9.2].** ERCA will continue to maintain all 19 Conservation Areas, and Greenways with its five full-time operations and maintenance positions. Additional term positions are added during operations season. This includes parking lot and trail grading, hazard tree removals, Conservation Area enforcement, hunting programs, grounds maintenance, etc.
- **Tangible Capital Asset Report/Capital Plan [13.1].** Administration will review and update ERCA's Tangible Capital Asset Report and prepare a multi-year capital plan based on replacement schedules, asset needs, and program needs as part of the development of the next 5-Year Sustainability Plan.
- **Management Planning [9.2].** In 2019, ERCA will complete the development of a Management Plan for Cedar Creek Conservation Area and associated properties with the new Conservation Services Advisory Board.
- **Business Plans [8.1].** ERCA will develop Business Plans for John R. Park Homestead and Holiday Beach Conservation Areas to identify and confirm infrastructure needs and investments in visitor services where there is a business case to support that investment.
- **Land Acquisition [7.3].** The 2019 Budget restores Clean Water~Green Spaces acquisition funding to support securement of key lands with partnership funding in keeping with the Land Securement Strategy.

- **Restoration and Stewardship [6.1].** In 2019, ERCA will expand and connect over 60 acres of upland habitat (forest and prairie) to improve linkages between remaining habitats, build ecosystem resilience, and benefit water quality, climate change and quality of life for the residence of our region.
- **Innovation [5.1].** ERCA will continue working with the University of Windsor to monitor phosphorous levels getting into Lake Erie, and monitor water quality improvements at the innovative 10 acre University of Windsor Alumni Association Wetland at Hillman Marsh Conservation Area. Further, a new partnership regarding endangered fish breeding habitat is being developed in conjunction with the Pêche Island fish habitat project.
- **Source Water Protection [4.3].** In keeping with the Clean Water Act, ERCA will begin updating the Essex Region Source Protection Plan and Assessment Report based on the Section 36 Workplan. This will include technical work and the development of new policies and consultations with the Source Protection Committee, municipalities and other stakeholders. ERCA will also continue implementation of Risk Management Services on behalf of municipalities.
- **Watershed Science [5.1/5.2].** Improving water quality and overall watershed health is critical to our region; and requires support for positions that undertake the research, monitoring, and partnerships; and for managing and maintaining data information systems. The information collected and gathered is relevant to watershed management, targeting projects to areas where it is most needed, and in support of evidence-based decision making and to maintain programs which are funded externally.
- **Lake Erie Action Plan [4.1].** ERCA continues to encourage provincial and federal agencies to partner with Conservation Authorities as the most effective delivery agent for many aspects of the Lake Erie Domestic Action Plan for achieving reduced Phosphorus levels in Lake Erie and Lake St. Clair. The 2019 budget includes the second of 3 years of federal funding to support agricultural projects designed to improve water quality in Lake Erie.
- **Detroit River [5.2/14.2].** ERCA will continue to build on efforts to de-list the Detroit River as a designated environmental Area of Concern in keeping with the new shoreline management strategy. For 2019, this will include a 70 acre wetland rehabilitation project on the Canard River and the creation of new fish habitat on the City of Windsor's Pêche Island.

Community Outreach Services

Outreach

ERCA's outreach programs engage, educate, motivate and inspire residents to adopt environmentally sustainable behaviours, coordinating community involvement with volunteers to engage them in tree planting, habitat restoration, and demonstration projects with DRCC, Foundation and other corporate and municipal partners. This includes tree planting, river and stream clean-ups, and citizen science initiatives.

Outdoor Education

ERCA provides environmental education programs to over 10,000 students annually, primarily at the John R. Park Homestead, Hillman Marsh and Holiday Beach Conservation Areas. Programming is aligned with provincial curriculum, and supports the objectives of the Ministry of Education's Eco schools program and its focus on student success through experiential learning. ERCA is recognized as a key partner in offering certifications for Special High Skills Major students to help educate the next generation of conservationists. Outdoor education provides numerous benefits to students (critical thinking, creative thinking, decision-making, etc.) that have benefits beyond the environment. ERCA also co-chairs the annual Essex Region Children's Water Festival which provides hands-on education to 4,000 students and provides leadership skills and environmental restoration training opportunities to 12-15 year olds through the Teen Ranger Program.

Communications

Communications supports all ERCA programs through a variety of services intended to engage and inspire municipal, provincial and

federal partners and communities to learn more about, and support and participate in the work of ERCA. ERCA also provides communications support to a number of partner agencies, such as the Detroit River Canadian Cleanup, the Essex Soil and Crop Improvement Association and others. Through internal communications, media relations, event management, community relations, creative services, and program communications and marketing, ERCA researches and analyzes benefits and barriers to environmental sustainability; and communicates the broad variety of projects and programs that ERCA undertakes to create a future of sustainability for the Essex region, ensuring it is the Place for Life.



2019 ACTIONS

- **Communications [14.2].** In 2019, ERCA will continue to utilize its new website at www.essexregionconservation.ca as a platform to improve customer service, usability and accessibility compliance, and efficiency through web-based tools. The website has already improved ERCA's ability to reserve education program, streamline the release of flood messages, and receive permit applications. In 2019, we will build on these processes, to further improve efficiencies and customer service.
- **Outreach [8.3].** ERCA's will continue to share resources with the Detroit River Canadian Cleanup to fulfill our citizen science, tree planting and restoration and other outreach programs.
- **Education [8.3].** ERCA will provide curriculum-based outdoor education for more than 10,000 elementary and secondary school students, including delivery of the Special High Skills Major Certifications to allow students to graduate with specialized environmental skills. New curriculum programming with our Indigenous partners will be explored.
- **Program Integration [14.2].** ERCA and the ERCF will continue to integrate communications, outreach and events to enhance the region as the Place for Life, and build on the strength of this partnership while raising \$1 million dollars (3 year Place for Life campaign goal) for conservation initiatives.
- **Regional Collaboration [15.3].** ERCA will continue to work with Tourism and Economic Development partners demonstrate that the Essex Region is a sustainable, vibrant place to attract visitors to and investment in our region. In 2019, enhanced communications support of the regional Climate Strategy is anticipated.

Corporate Services

Administration

ERCA's Corporate Services function directs and broadly supports the organization through: Authority Board and Administrative policies development and application; corporate and strategic planning and implementation, governance, and management and coordination of all Conservation Authority programs. This includes maintaining member and municipal relationships, liaison with key stakeholders and partners, including senior levels of government, to ensure recognition of Authority's role and relevance; and ensures ongoing Authority sustainability through allocation of limited financial and human resources.

Finance

Corporate Services provides financial leadership and support to the organization on various policies and decisions, strategic direction and budgetary management. Corporate Services/Finance staff are solely responsible for producing accurate and timely interim and audited Financial Statements of the Authority, that are relied upon by various stakeholders, including the Board of Directors, management, external stakeholders and funding agencies. Corporate Services undertakes various ad hoc financial and operational analyses, prepares risk management assessments, and monitors and analyzes general financial condition

including capital and operational reserves. In conjunction with Conservation Services, Finance also develops the Asset Management Plan, that tracks and identifies replacements to ERCA's facilities and related infrastructure.

Information Systems, Technology and Data/ Records Management

ERCA's information systems include Geographic Information Systems (GIS), information management systems, and other databases that support permits/development services, restoration, outreach, Foundation and other organizational needs. Geographic Information Systems (GIS) provides the collection and maintenance of land use and other data in ERCA's watersheds and creates visual mapping as information that supports decision making for many of ERCA's programs and departments.

Integrating data from diverse sources and converting into usable information and disseminating this to stakeholders through the corporate website is an ongoing initiative. ERCA is viewed as a source of valuable data

and a variety of stakeholders continue to make requests for open data. The protection of the Authority's records and data is critical to its ongoing sustainability, institutional knowledge, historical record comparison and freedom of information compliance. Accordingly, resources are included in the 2019 budget for digitizing and managing corporate records.

Human Resources Management

Human Resources is an internal multi-service provider supporting the hiring, orientation, motivation, development and management of knowledgeable and competent employees who implement and manage the Authority's programs. HR ensures compliance with legislation and regulation including, but not limited to: Employment Standards Act; Accessibility for Ontarians with Disabilities Act; Occupational Health and Safety Act; Labour Relations Act, and promotes general HR-related best practice. This function also supports labour relations including negotiation and application of Collective Agreements.

2019 ACTIONS

- **Customer Service [14.1].** The 2019 Budget continues to include a provision for permanent administrative support related to applicant/customer service, front desk/ reception and related internal support functions (e.g. conservation area programs, hunting program, camping, cottage rentals, records mgmt etc.) assumed, in part, by WMS administrative support, finance staff and temporary staff.
- **File management [13.2].** Continue to refine records classification system and records policy/retention schedule to support MFIPPA and other obligations; and begin implementation of new records management system, starting with Corporate Services and Watershed Management Services departments.
- **Operational Policies [13.3].** Continue to review, update and centralize all operational and administrative policies to ensure consistency with legislation; public-sector best practice; Authority practices. Develop corporate policy database to facilitate shared access to all corporate policies; and to enhance and promote staff compliance with and the general application of ERCA policies, when undertaking duties.

- **Corporate Culture [14.3].** Develop an updated Employee Handbook, to summarize HR related policies, improve the new employee onboarding experience and design/promote activities and programs to address issues, as identified in the 2018 Employee Survey.
- **Data Management [15.2].** Review open data ability and feasibility in context of new website functionality. Develop databases and applications to streamline manual functions and business processes, related to hunting and other programs, as identified.
- **Sustainability Plan [13.1].** Develop new 5-Year Sustainability Plan to support initiatives identified in the Strategic Plan and to ensure that ERCA has the appropriate resources, managed in the most effective and efficient way, to support the watershed and its municipal members' requirements.

Capital and Operational Reserves

The 2019 Budget includes the continued management of the following reserve accounts (see attached Reserves Schedule).

Infrastructure Replacement

The Infrastructure Replacement reserve provides for expenses associated with the replacement or rehabilitation of existing capital infrastructure as well as specific new assets, when restricted donor or grants are available. For 2019, the infrastructure budget accounts for a \$200,000 transfer to the infrastructure reserve, \$15,000 in anticipated interest revenues and \$140,885 in transfers from the Foundation, relating to multi-year funding agreements. The 2019 capital plan directs significant investment in Holiday Beach infrastructure, consistent with the asset management plan (AMP) but also incorporates new assets, funded entirely from funds raised by the Foundation.

Specifically, the proposed \$575,000 of capital investments for 2019, are as follows:

- **Holiday Beach Conservation Area Workshop/Boardwalks (\$239,000).**
The main workshop at Holiday Beach Conservation Area, built in the 1950's, is

ERCA's highest ranking priority related to the AMP. A new workshop with environmental features will be built in a different location within Holiday Beach, closer to the park entrance and away from the beach, where it is currently located. Any surplus from this project will be redirected to additional road re-surfacing in the park.

- **Holiday Beach Conservation Areas Road Resurfacing (\$180,000).** As confirmed by the public, the County of Essex Accessibility Committee and the AMP, the current gravel and tar and chip roads in Holiday Beach Conservation Area are significantly degraded. Proposed works include tar and chip resurfacing of roads and parking areas in the park to improve visitor experiences and accessibility. The tangible capital asset inventory identified that the roads were scheduled to be resurfaced in 2010.
- **Holiday Beach Outdoor Classroom and Playground (\$55,000).** With a donation from Enbridge Gas and the University of Windsor Alumni Association, secured through the Essex Region Conservation Foundation, ERCA will be building a new outdoor classroom to educate children, about the value of our local environment

as well as providing them with more natural play-based structures to interact with. The outdoor classroom will provide a second classroom space at Holiday Beach, which will allow schools to reduce bussing costs by 'doubling up' classes, which also increases participation in ERCA's outdoor education programs.

- **John R. Park Homestead Shoreline Design (\$25,000).** Improvements were made to the shoreline trail at JRPH in 2016 following damages to the shoreline boardwalk. This work was interim until a full assessment and design options could be undertaken. Administration is proposing to undertake shoreline infrastructure design as a WECL project in 2019 with construction of planned infrastructure in 2020 to protect the Homestead.
- **Cypher Systems Group Greenway Drain Crossing (\$30,000).** With agreements from the Town of Essex, the Cypher Systems Group Greenway connects from Highway 3 to the ERCA-owned lands across Municipal lands. A pedestrian crossing at the intersection of North Malden Road (Victoria St.) and Highway 3 is required to ensure continued access across these lands.
- **General Greenway and Conservation Area Infrastructure (\$20,000).** Ongoing minor capital projects related to bridges, culverts, vegetation management, parking facilities and signage requiring regular maintenance to ensure public safety and visitor experiences.
- **Conservation Area Signage (\$16,000).** Many roadside directional signs and entrance signs are well past their useful lifespan. New directional signs to major conservation areas and entrance signs will be installed in 2019.

- **Enbridge wetland public access and parking lot (\$10,000).** Between 2016-2018, Enbridge supported the creation of a demonstration wetland at Holiday Beach Conservation Area/Essex County Demonstration Farm. The Demonstration Wetland provides an opportunity for landowners to see how the wetland was constructed and consider constructed wetlands on their own properties or farms. Enbridge has provided additional funding, through the Foundation, to support the construction of a small parking facility at the Demonstration Wetland.

Administration will be completing a review and update to the Tangible Capital Asset Management Plan as part of the development of the next 5-Year Sustainability Plan.

Operational Reserves

- **Revenue Stabilization** – As municipal levy accounts for slightly less than one-third of the Authority's 2019 expenses, the majority of revenues are from sources that may fluctuate in any given year (e.g. revenues related to permits, planning, drainage, camping, admissions and special events) due to economic conditions, changes in government agendas and mandates, and even adverse weather conditions. Given the instability surrounding Provincial commitments and transfer payment agreements, Administration is recommending a target of \$200,000, which will be re-assessed in the next sustainability plan. If available, any small amount of residual funds from past funding agreements will be transferred to this reserve, as will the camper hydro-usage recoveries, as per the Board Resolution.
- **Suite, Network, Office Equipment & Furnishings** – to provide for expenses

related to the Authority's rolling stock of office equipment and furnishings, computers, servers and related software. Replacements and upgrades are made in accordance with useful life and functionality. In keeping with board direction, funds from the sale of ERCA's share of the Civic Centre are now included in this reserve. This reserve will be utilized in 2019, to support the records digitization project (software/scanners) and financial software upgrades,

- **Human Resources** – to buffer against potential WSIB/NEER impacts, OMERS restatements, discretionary benefit fluctuations and unanticipated claims relating to employment. No increase or utilization is proposed.
- **Legal & Insurance** – to buffer against unexpected insurance deductibles and claims below policy deductibles as well as unexpected legal expenses outside of the annual budget process. No increase or utilization is proposed.
- **Vehicle/Field Equipment Replacement** – Vehicle and equipment expenses are recovered from accounts with outside funding, through a usage rate system, but most usage is associated with servicing conservation areas and core operations. The Authority has deferred vehicle acquisitions to the extent that has been reasonably but now must replace at least two to three vehicles. Administration will continue to manage ERCA's fleet and equipment in an environmentally responsible manner in keeping with Board direction, however the significant additional costs associated with a greener fleet contributes to budget pressures and with the likely elimination of a provincial rebate program, this policy may need to be revisited.
- **Historic Properties Preservation/Maintenance** – to provide for major expenses related to preservation and maintenance of two historic properties that are to be preserved in perpetuity, specifically the John R. Park Homestead and the Kingsville Train Station. Due to the infrastructure replacement and major repairs required at the Homestead, the annual allocation has been utilized for several budget cycles. The addition to this reserve represents an allocation of the Kingsville Train Station rental revenues.
- **Tree Warranty and Self-Insurance (\$90,000 target achieved)** – to buffer against potential warranty claims for seedlings covered through the warranty program, and deterioration of seedlings related to weather related planting delays and which is cost prohibitive to insure.
- **Clean Water~Green Spaces Land Acquisition** (\$610,000 balance: \$589,600 budgeted contribution in 2019 for an available total of \$1,199,600) – to support land acquisition efforts in keeping with ERCA's Land Securement Strategy, and as leverage for lands acquired with support from partners including senior levels of government.
- **Capital Reserve.** The Sustainability Plan identified that beginning in 2018, ERCA needs to contribute \$200,000 annually representing asset replacement values (historic cost basis) to fund capital reserves, consistent with the TCA report.

For continuity purposes, ERCA's reserve and land acquisition fund balances are shown below, both pre Sustainability Plan as well as at the end of the five years covered by that plan. The proposed 2019 contribution to reserves from the CW-GS funding is \$589,600 for land acquisition.

| Reserve & Land Acquisition Funds | Fund Balances ¹ | |
|--|----------------------------|-------------------------|
| | 2012 | Projected (End 2018) |
| Infrastructure reserves (including accumulated phased-in levy for capital asset replacement/maintenance) | 18,343 | 578,508 |
| Revenue stabilization | | 146,342 |
| Legal/HR/insurance/admin reserves | | 75,280 |
| Historic properties maintenance ² | 37,854 | 24,000 |
| Matching grant/capital project contingency reserve | | 100,000 |
| Miscellaneous special project (restricted purpose) | 48,353 | 47,857 |
| Tree replacement & warranty | 90,000 | 90,000 |
| Suite/Office equipment/network/computers/ space | | 285,508 |
| Fleet & Equipment | 5,037 | 45,787 |
| Land Acquisition | 871,000 | 610,000 |
| Total Reserve & Land Acquisition Funds | \$1,070,587 | 2,003,282 |
| <p>1 Fund balances shown for 2012, prior to the approval of the Sustainability Plan, and projected end 2018, one year post final year of Plan implementation</p> <p>2 Historic Properties Maintenance funded through revenues from lease of Mettawas Train Station and through general levy for JRPH</p> | | |



| | 2019 Projected Reserves and Capital Plan | | | | | | | | | | |
|------------------------------|--|-----------------------|----------------|-------------------|----------|-----------------|------------|---------------------|---------------|-----------------|----------------|
| | Capital Reserve | Revenue Stabilization | Grant Matching | Vehicle/Equipment | Suite/IT | Human Resources | Legal/Ins. | Historic Properties | Tree Warranty | Other Watershed | Total Reserves |
| Opening Balance (01/01/2019) | 578,508 | 146,342 | 100,000 | 45,787 | 285,508 | 22,280 | 53,000 | 24,000 | 90,000 | 47,857 | 1,393,282 |
| Transfers to Reserve | 200,000 | 19,500 | | | | | | 7,000 | | | 226,500 |
| Interest | 15,000 | | | | | | | | | | |
| Repayments | 140,885 | 12,000 | | | | | | | | | 152,885 |
| Available Balance | 934,393 | 177,842 | 100,000 | 45,787 | 285,508 | 22,280 | 53,000 | 31,000 | 90,000 | 47,857 | 1,787,667 |
| Reserve Fund Transfers | | | | | | | | | | | |
| HBCA Workshop/Board-walk | 239,000 | | | | | | | | | | 239,000 |
| HBCA Roads | 180,000 | | | | | | | | | | 180,000 |
| HBCA Natural Playground | 35,000 | | | | | | | | | | 35,000 |
| HBCA Classroom | 20,000 | | | | | | | | | | 20,000 |
| CSG Pedestrian Bridge | 30,000 | | | | | | | | | | 30,000 |
| JRPH Shoreline | 25,000 | | | | | | | | | | 25,000 |
| Capital R&M | 20,000 | | | | | | | | | | 20,000 |
| CA Signage | 16,000 | | | | | | | | | | 16,000 |
| Enbridge Wetland | 10,000 | | | | | | | | | | 10,000 |
| Scanning Equipment | | | | | 32,000 | | | | | | 32,000 |
| Accounting Software | | | | | 8,000 | | | | | | 8,000 |
| Total Expenses | 575,000 | | | | 40,000 | | | | | | 615,000 |
| Projected Closing Balance | 359,393 | 177,842 | 100,000 | 45,787 | 245,508 | 22,280 | 53,000 | 31,000 | 90,000 | 47,857 | 1,172,667 |

| Clean Water~Green Spaces Allocations | Annual Investment ¹ | | Actual | Proposed |
|---|--------------------------------|--------------------|--------------------|--------------------|
| | 2012 | 2013-2017 | 2018 | 2019 |
| Restoration/Tree Planting and Incentives | 120,000 | 100,000 | 110,000 | 160,000 |
| Water quality initiatives and research | 80,000 | 100,000 | 137,000 | 126,000 |
| Other program support – Watershed planning, information systems, special studies (climate change, etc.), public outreach/education, corporate support | 50,000 | 106,000 | 164,000 | 174,400 |
| Accumulated deficit | 0 | 96,000 | 0 | 0 |
| Reserves and Land Acquisition Funding | | | | |
| Infrastructure reserves | 0 | 425,000 | 120,000 | 0 |
| Operational/Administrative/Revenue reserves | 0 | 44,400 | 0 | 0 |
| Matching Grant/Capital project contingency reserves | 0 | 20,000 | 60,000 | 0 |
| Land Acquisition/Securement | 800,000 | 158,600 | 458,600 | 589,600 |
| Total Clean Water~Green Spaces | \$1,050,000 | \$1,050,000 | \$1,050,000 | \$1,050,000 |
| ¹ Annual investments identified for 2012, prior to the approval of the Sustainability Plan, and annual investments during each of the five years (2013-2017) of Plan Implementation. | | | | |

FUNDING THE PLACE FOR LIFE

Implementing the 2012-2017 Sustainability Plan significantly enhanced ERCA's corporate sustainability by: eliminating the accumulated operational deficit; funding infrastructure deficit; creating capital and operational reserves; and restructuring the organization from seven to four departments, in part, to address underfunded key priorities. Through these efforts, ERCA was able to offset increases in levy that would have been otherwise required to support these essential and mission-critical functions that are levy-funded at comparable Conservation Authorities.

This model was followed again in the 2018 budget with additional allocations to support the externally driven demands for technical/engineering capacity, and research/data needs in the water quality and research programs. At

the same time, ERCA was still able to complete acquisition of two high priority properties during this period with matching Federal funds.

In keeping with Board direction, a new 5-year Sustainability Plan will be developed in 2019 to guide implementation of Strategic Plan priorities over the next five years. This Plan will consider both municipal levies and the CW~GS program to define a long-term solution to funding the Authority's legislated activities and mandate and improve the health of our watersheds.

The 2019 Draft Budget continues to follow the current Sustainability Plan model where appropriate to prepare ERCA and the Essex Region to best capitalize on those opportunities. This includes:

- Clean Water~Green Spaces Funding Related Programs. The 2019 Budget continues to include Clean Water~Green

2013-2017 Sustainability Plan: A Way Forward

ERCA's 2012-2017 Sustainability Plan: A Way Forward was developed to address four key sustainability issues facing the Authority at that time:

- Elimination of the historic accumulated operational deficit, which was \$478,000 in 2012.
- Introduction of Capital Reserves which have allowed ERCA to invest in conservation areas and replace failing infrastructure at Holiday Beach, John R. Park Homestead, Maidstone, Kopegaron Woods, Hillman Marsh, and the Chrysler Canada Greenway; and allow ERCA to manage public infrastructure concerns as they arise instead of closing facilities.
- Introduction of Operational Reserves provide a buffer for expenses which are difficult to predict and which can significantly impact the Authority's financial condition. Reserves related to revenues buffer sudden and unpredictable revenue declines related to: weather, closure of properties or economic downturns. Grant matching reserves allow the Authority to maximize government grant opportunities.
- Organizational restructuring provided savings which were redirected to key programs with declining, or at risk third party funding supports. This has enhanced ERCA's science and research capacity and has allowed ERCA to participate in new research partnerships, rural stewardship programs, and water quality programs.

Spaces funding to support related programs as a transitional means of reducing potential levy increases until such time as a new Sustainability Plan can be developed and approved by the Board.

- Offsetting Budget with Accumulated Surplus. The 2019 budget includes an anticipated surplus of \$100,359 from 2018.

ERCA has a demonstrated history of balancing projects and priorities with local investment, and we understand the challenges municipalities face. For example, we implemented the 5-Year Sustainability Plan including introduction of capital and operational reserves, deficit elimination, and organizational stabilization with no increase in contributions directly attributable to those outcomes.

Similarly, in 2017, ERCA released a report that showed that between 2012 and 2017, ERCA received \$26.5 million in total levy contributions,

and generated \$35 million in new outside funding in support of regional environmental programs, drinking water source protection, water and erosion control, land securement and restoration. This is in addition to the programs and services we provide municipalities and provides a sound and consistent investment. This is further demonstrated in ERCA's 2019 Budget, which includes almost \$2.3 million in leveraged funding for projects described above. This represents 30% of the total ERCA budget. When combined with fee for service revenues, 55% of ERCA's budget is funded through non-levy sources of funding.

While this builds a strong case for support, it is only enough to maintain the 'status quo'. It is not enough to improve the health of our watersheds, keep beaches open more, deal with phosphorous and blue-green algae in our lakes, provide open spaces and trails that are accessible for people to use, connect and

ERCA's 2019 Budget is \$7,708,571, which includes a total levy contribution of \$3,238,667. This is an increase of \$89,915 or 32 cents per person (from \$9.68 to \$10.00).

ERCA's Annual Revenues for programs and services again ranks in the top 10 of all 36 Conservation Authorities. At the same time, ERCA's operational levy funds approximately one-third of its operations, placing ERCA in the bottom five of all Conservation Authorities, and well below the provincial average (42%). While the average CA levy supporting operations was \$16.42/capita, ERCA's levy supporting operations in 2018 was only \$9.68/capita, which included funds for land acquisition and capital and operational reserves.

restore forests, wetlands and habitats. These are essential for sustainable communities to build resilience to climate change, and importantly, attracting and retaining the talent this region desires. Further, as funding programs change and evolve with changes in government priorities, or are reduced or eliminated, and as new interests seek funding, it is harder to continue to support key programs with external support - programs that are funded by levy in other conservation authorities.

Creating and sustaining the Place for Life is not our work alone. It is what we do together with municipalities, our neighbours, our universities and colleges, our donors, our local and regional agencies, and the many other partners we work with. To make a difference, we need to celebrate our successes, and we need to increase the scope, scale and intensity of our joint efforts to create a place we can be proud of and celebrate – one we can call home. For life.





Essex Region Conservation
the *place* for life

DRAFT

2019 DRAFT BUDGET

APPENDIX 1: BUDGET SCHEDULES



Essex Region
Conservation Authority
sustaining the place for life



| ESSEX REGION CONSERVATION AUTHORITY | 2019 | 2018 | 2018 | 2017 |
|---|----------------|----------------|----------------|----------------|
| 2019 DRAFT BUDGET | DRAFT | BUDGET | PROJECTION | AUDITED |
| WATERSHED MANAGEMENT SERVICES | | | | |
| DEVELOPMENT & PLANNING SERVICES | | | | |
| REGULATIONS, DEVELOPMENT REVIEWS & RELATED INQUIRIES | | | | |
| GENERAL LEVY | 210,000 | 164,000 | 164,000 | 142,779 |
| MUNICIPAL | - | 3,000 | - | - |
| PROVINCIAL GRANTS | - | - | - | - |
| OTHER GRANTS/USER FEES/RECOVERIES | 450,000 | 472,800 | 445,500 | 451,231 |
| | 660,000 | 675,800 | 609,500 | 594,010 |
| WAGES | 555,000 | 526,000 | 505,500 | 480,562 |
| CONSULTING | 2,000 | 1,000 | 3,500 | - |
| SUPPLIES/OFFICE/JANITORIAL | 10,100 | 14,600 | 21,600 | 17,509 |
| VEHICLE/TRAVEL/EQUIP'T USAGE | 14,000 | 12,000 | 13,900 | 11,271 |
| CORP SUPPORT/SHARED SVCS | 86,000 | 60,000 | 65,000 | 71,480 |
| RENT/INS/TAXES/UTILITIES | 12,000 | 12,000 | 12,500 | 12,614 |
| AUDIT AND LEGAL | 5,000 | 10,000 | - | 422 |
| | 684,300 | 636,200 | 622,220 | 594,075 |
| MUNICIPAL PLANNING SUPPORT/PLANNING RELATED STUDIES | | | | |
| GENERAL LEVY | 66,180 | 66,180 | 66,180 | 74,000 |
| CW~GS LEVY | 54,400 | 51,000 | 51,000 | 51,000 |
| MUNICIPAL | - | - | 1,500 | - |
| PROVINCIAL GRANTS | 61,763 | 61,963 | 68,000 | 87,062 |
| OTHER GRANTS/USER FEES/RECOVERIES | 90,000 | 94,000 | 90,000 | 90,140 |
| | 272,343 | 267,143 | 276,680 | 302,202 |
| WAGES | 241,500 | 240,200 | 248,787 | 257,237 |
| CONSULTING | 500 | 500 | 1,000 | 280 |
| SUPPLIES/OFFICE/JANITORIAL | - | 1,100 | 1,300 | 2,329 |
| VEHICLE/TRAVEL/EQUIP'T USAGE | 350 | 1,000 | 700 | 968 |
| CORP SUPPORT/SHARED SVCS | 33,000 | 27,500 | 30,000 | 34,240 |
| RENT/INS/TAXES/UTILITIES | 4,000 | 4,000 | 4,000 | 3,440 |
| DUES/MEMBERSHIPS | 900 | - | 1,000 | 61 |
| SMALL MISC | - | - | - | 3,619 |
| | 280,250 | 274,300 | 286,787 | 302,174 |
| WATER RESOURCES ENGINEERING | | | | |
| FLOOD FORECASTING & FLOOD/EROSION ASSESS'T | | | | |
| GENERAL LEVY | 128,500 | 112,300 | 120,000 | 120,921 |
| MUNICIPAL | - | 3,000 | - | - |
| PROVINCIAL GRANTS | 128,500 | 114,300 | 120,000 | 120,921 |
| | 257,000 | 229,600 | 240,000 | 241,842 |
| WAGES | 173,500 | 145,000 | 161,100 | 159,262 |
| CONSTRUCTION | - | 6,000 | - | - |
| WEATHER STN/INFO'N/DATA SVCS | 31,300 | 32,000 | 32,000 | 29,628 |
| SUPPLIES/OFFICE/JANITORIAL | 7,550 | 9,600 | 10,900 | 11,813 |
| VEHICLE/TRAVEL/EQUIP'T USAGE | 6,650 | 7,000 | 4,250 | 6,568 |
| CORP SUPPORT/SHARED SVCS | 30,000 | 24,000 | 22,750 | 27,691 |
| RENT/INS/TAXES/UTILITIES | 8,000 | 6,000 | 7,000 | 6,880 |
| | 257,000 | 229,600 | 238,000 | 241,842 |



| ESSEX REGION CONSERVATION AUTHORITY | 2019 | 2018 | 2018 | 2017 |
|---|------------------|------------------|------------------|------------------|
| 2019 DRAFT BUDGET | DRAFT | BUDGET | PROJECTION | AUDITED |
| TECHNICAL STUDIES COORDINATION & ASSESSMENTS(STORMWATER,DRAINAGE,IDF)/ FLOOD HAZARDS MODELLING | | | | |
| GENERAL LEVY | - | 46,000 | 46,000 | 21,000 |
| CW~GS LEVY | 60,000 | 63,400 | 63,400 | 17,000 |
| MUNICIPAL/OTHER | - | 5,000 | - | 17,517 |
| PROVINCIAL GRANTS | 12,000 | 5,000 | 11,263 | 9,322 |
| TRANSFERS (TO)/FROM DEFERRED REVENUES | - | - | (33,200) | (6,934) |
| | 72,000 | 119,400 | 87,463 | 57,905 |
| WAGES | 85,000 | 100,000 | 67,938 | 36,561 |
| CONSTRUCTION | - | 10,000 | 3,914 | 16,094 |
| CONSULTING | 1,650 | 500 | 2,058 | 329 |
| VEHICLE/TRAVEL/EQUIP'T USAGE | 1,000 | 1,000 | 1,500 | 764 |
| CORP SUPPORT/SHARED SVCS | 8,790 | 9,600 | 10,750 | 3,700 |
| DUES/MEMBERSHIPS/SUPPLIES | 560 | 500 | 560 | 560 |
| | 97,000 | 121,600 | 86,720 | 58,007 |
| WECI (WATER AND EROSION CONTROL INFRASTRUCTURE PROJECTS) | | | | |
| MUNICIPAL | 300,000 | 915,000 | 2,266,744 | 927,173 |
| PROVINCIAL GRANTS | - | 30,000 | 24,000 | 87,139 |
| TRANSFERS (TO)/FROM DEFERRED REVENUES | - | 43,000 | 73,529 | 162,897 |
| | 300,000 | 988,000 | 2,364,273 | 1,177,210 |
| PROJECT MANAGEMENT WAGES | 5,000 | 10,000 | 13,131 | 32,496 |
| CONSULTING/OUTSIDE ENGINEERING | - | 32,375 | 37,438 | 111,765 |
| CONSTRUCTION | 293,000 | 940,000 | 2,306,325 | 1,015,806 |
| TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD | 2,000 | 5,625 | 7,221 | 17,329 |
| | 300,000 | 988,000 | 2,364,115 | 1,177,396 |
| WATERSHED MANAGEMENT SERVICES | | | | |
| REVENUES | | | | |
| GENERAL LEVY | 404,680 | 388,480 | 396,180 | 358,700 |
| CW~GS LEVY | 114,400 | 114,400 | 114,400 | 68,000 |
| MUNICIPAL | 300,000 | 926,000 | 2,268,244 | 944,391 |
| PROVINCIAL GRANTS | 202,263 | 211,263 | 223,263 | 304,444 |
| FEDERAL GRANTS | - | - | - | - |
| OTHER GRANTS/USER FEES | 540,000 | 566,800 | 535,500 | 541,671 |
| IN-KIND | - | - | - | - |
| TRANSFER TO/FROM DEF REVENUES | - | 43,000 | 40,329 | 155,963 |
| | 1,561,343 | 2,249,943 | 3,577,916 | 2,373,169 |
| EXPENSES | 1,618,550 | 2,249,700 | 3,597,842 | 2,373,494 |
| SURPLUS/(DEFICIT) | (57,207) | 243 | (19,926) | (325) |



| ESSEX REGION CONSERVATION AUTHORITY | | 2019 | 2018 | 2018 | 2017 |
|---|------------------|------------------|------------------|------------------|---------|
| 2019 DRAFT BUDGET | | DRAFT | BUDGET | PROJECTION | AUDITED |
| CONSERVATION SERVICES | | | | | |
| GENERAL PROGRAM/LAND MANAGEMENT, OPERATIONS, AND DEVELOPMENT | | | | | |
| OPERATIONS AND DEVELOPMENT | | | | | |
| GENERAL LEVY | 141,000 | 141,000 | 133,300 | 131,000 | |
| OTHER GRANTS/USER FEES | - | - | - | (12,589) | |
| TRANSFERS (TO)/FROM DEFERRED REVENUES | - | - | - | - | |
| | 141,000 | 141,000 | 133,300 | 118,411 | |
| WAGES | 127,600 | 138,100 | 127,635 | 88,544 | |
| SUPPLIES/OFFICE/JANITORIAL | 2,700 | 6,400 | 4,450 | 9,588 | |
| VEHICLE/TRAVEL/EQUIP'T USAGE | 1,500 | 2,400 | 1,650 | 2,806 | |
| CORP SUPPORT/SHARED SVCS | 20,000 | 14,000 | 17,000 | 14,000 | |
| | 151,800 | 160,900 | 269,235 | 114,939 | |
| LAND ACQUISITION AND ACQUISITION PLANNING | | | | | |
| CW~GS LEVY | 589,600 | 458,600 | 458,600 | 171,600 | |
| FEDERAL OR PROVINCIAL GRANTS | - | 500,000 | - | 359,600 | |
| TRANSFERS (TO)/FROM DEFERRED REVENUES | (567,600) | 67,900 | (405,850) | 944,418 | |
| | 22,000 | 1,026,500 | 52,750 | 1,475,618 | |
| WAGES | 7,500 | 12,500 | 15,250 | 11,303 | |
| PROPERTY | - | 1,000,000 | - | 3,562 | |
| LEGAL, SURVEYING,CONSULTING | 12,500 | 12,000 | 35,500 | 14,607 | |
| CORP SUPPORT | 2,000 | 2,000 | 2,000 | 4,500 | |
| | 22,000 | 1,026,500 | 52,750 | 33,972 | |
| CONSERVATION SERVICES | | | | | |
| TREE PLANTING AND RESTORATION | | | | | |
| CW~GS LEVY | 160,000 | 110,000 | 110,000 | 100,000 | |
| PROVINCIAL GRANTS | 35,000 | 40,000 | 36,945 | 40,000 | |
| FEDERAL GRANTS | 560,000 | 900,000 | 1,030,645 | 418,940 | |
| OTHER GRANTS/USER FEES | 611,163 | 513,500 | 713,031 | 722,840 | |
| IN-KIND | 3,500 | 20,000 | 3,444 | 4,039 | |
| TRANSFERS (TO)/FROM DEFERRED REVENUES | 120,000 | 120,000 | (129,150) | 202,150 | |
| | 1,489,663 | 1,703,500 | 1,764,914 | 1,487,969 | |
| WAGES | 428,000 | 406,000 | 509,991 | 480,070 | |
| CONSTRUCTION/ENGINEERING/CONSULTING | 581,500 | 604,800 | 544,200 | 327,040 | |
| SUPPLIES/OFFICE/JANITORIAL | 39,000 | 86,300 | 66,800 | 58,963 | |
| VEHICLE/TRAVEL/EQUIP'T USAGE | 73,700 | 92,000 | 100,200 | 99,737 | |
| PLANT MAT/LANDOWNER GRANTS | 275,750 | 404,000 | 405,750 | 433,764 | |
| CORP SUPPORT/SHARED SVCS | 80,000 | 82,000 | 100,558 | 82,750 | |
| RENT/INS/TAXES/UTILITIES | 6,000 | 6,000 | 7,500 | 8,202 | |
| IN KIND SVCS SUPPLIES | 3,500 | 20,000 | 3,444 | 4,039 | |
| CAP MAINT/LOW VALUE ASSETS | 2,000 | - | 2,400 | 1,695 | |
| SMALL MISC | - | - | - | - | |
| | 1,489,450 | 1,701,100 | 1,740,843 | 1,496,260 | |



| ESSEX REGION CONSERVATION AUTHORITY | | 2019 | 2018 | 2018 | 2017 |
|--|----------------------|-----------------|-----------------|-----------------|-----------------|
| 2019 DRAFT BUDGET | | DRAFT | BUDGET | PROJECTION | AUDITED |
| WATER, SOIL & OR SEPTIC IMPROVEMENTS (Landowner Incentive Programs) | | | | | |
| CW~GS LEVY | | | 37,000 | 37,000 | 37,000 |
| IN-KIND | | | - | 28,000 | 37,196 |
| TRANSFERS (TO)/FROM DEFERRED REVENUES | | | 22,000 | 7,500 | 24,283 |
| | | | 59,000 | 72,500 | 98,479 |
| | Moved to | | | | |
| WAGES | Water Quality | | 30,000 | 16,500 | 25,679 |
| VEHICLE/TRAVEL/EQUIP'T USAGE | | | 800 | 1,200 | 1,010 |
| PLANT MAT/LANDOWNER GRANTS | | | 23,400 | 23,000 | 28,594 |
| CORP SUPPORT/SHARED SVCS | | | 4,500 | 3,800 | 5,000 |
| IN KIND SVCS SUPPLIES | | | - | 28,000 | 37,196 |
| | | | 59,000 | 72,500 | 98,479 |
| CONSERVATION AREAS - OPERATIONS, MAINTENANCE, ENHANCEMENT | | | | | |
| CONSERVATION AREAS - ALL (EXCL. HBCA/JRPH) | | | | | |
| GENERAL LEVY | | 461,742 | 416,019 | 416,019 | 394,000 |
| FEDERAL GRANTS | | 36,600 | 40,500 | 37,300 | 52,783 |
| OTHER GRANTS/USER FEES | | 125,100 | 111,350 | 108,580 | 151,204 |
| TRANSFERS (TO)/FROM DEFERRED REVENUES | | - | - | - | 8,884 |
| TRANSFERS TO/FROM RESERVES | | (7,000) | (7,000) | (7,000) | (10,000) |
| | | 616,442 | 560,869 | 554,899 | 596,871 |
| WAGES | | 272,150 | 246,050 | 227,678 | 192,251 |
| CONSTRUCTION | | - | 6,100 | - | 26,929 |
| ENGINEERING/CONSULTING | | 1,000 | 4,000 | 600 | 5,993 |
| SUPPLIES/OFFICE/JANITORIAL | | 50,850 | 51,850 | 52,500 | 60,699 |
| VEHICLE/TRAVEL/EQUIP'T USAGE | | 95,000 | 83,750 | 68,960 | 102,594 |
| PLANT MAT/LANDOWNER GRANTS | | 35,000 | 7,500 | 10,000 | 24,202 |
| CORP SUPPORT/SHARED SVCS | | 70,050 | 47,300 | 63,700 | 60,120 |
| RENT/INS/TAXES/UTILITIES | | 88,350 | 109,950 | 93,025 | 102,790 |
| CAP MAINT/LOW VALUE ASSETS | | 25,500 | 23,500 | 22,100 | 21,641 |
| | | 637,900 | 580,000 | 538,563 | 597,220 |
| HOLIDAY BEACH | | | | | |
| GENERAL LEVY | | 96,680 | 96,680 | 96,680 | 96,680 |
| OTHER GRANTS/USER FEES | | 228,850 | 208,900 | 229,300 | 181,020 |
| PROJECT TRANSFERS | | 2,450 | 2,500 | 2,100 | 42,150 |
| TRANSFERS (TO)/FROM RESERVES | | (12,000) | (11,000) | (12,000) | (12,000) |
| | | 315,980 | 297,080 | 316,080 | 307,850 |
| WAGES | | 144,200 | 132,000 | 137,900 | 128,992 |
| CONSULTING/ENGINEERING | | 2,800 | 4,500 | 3,740 | 5,314 |
| SUPPLIES/OFFICE/JANITORIAL | | 39,200 | 45,600 | 46,800 | 55,469 |
| VEHICLE/TRAVEL/EQUIP'T USAGE | | 22,500 | 17,000 | 17,200 | 22,949 |
| CORP SUPPORT/SHARED SVCS | | 30,000 | 22,000 | 22,000 | 18,000 |
| RENT/INS/TAXES/UTILITIES | | 31,500 | 44,000 | 30,000 | 44,158 |
| MAJOR MAINT/ROADS/VEGETATION MGMT | | 26,500 | 30,000 | 29,970 | 26,995 |
| | | 296,700 | 295,600 | 287,610 | 301,878 |



| ESSEX REGION CONSERVATION AUTHORITY | 2019 | 2018 | 2018 | 2017 |
|---|----------------|----------------|----------------|------------------|
| 2019 DRAFT BUDGET | DRAFT | BUDGET | PROJECTION | AUDITED |
| JOHN R PARK HOMESTEAD | | | | |
| GENERAL LEVY | 160,000 | 160,000 | 160,000 | 142,000 |
| PROVINCIAL GRANTS | 23,688 | 23,700 | 23,688 | 23,688 |
| OTHER GRANTS/USER FEES | 91,400 | 96,500 | 81,500 | 109,707 |
| TRANSFERS (TO)/FROM RESERVES | - | (10,000) | - | (2,000) |
| | 275,088 | 270,200 | 265,188 | 273,395 |
| WAGES | 194,600 | 195,000 | 176,500 | 184,077 |
| CONSULTING/ENGINEERING | 17,500 | 2,500 | 16,500 | 546 |
| SUPPLIES/OFFICE/JANITORIAL | 25,150 | 21,500 | 26,270 | 28,717 |
| VEHICLE/TRAVEL/EQUIP'T USAGE | 1,550 | 3,850 | 3,575 | 4,322 |
| CORP SUPPORT/SHARED SVCS | 25,000 | 20,000 | 20,000 | 10,000 |
| RENT/INS/TAXES/UTILITIES | 19,300 | 14,700 | 19,300 | 17,997 |
| CAP MAINT/LOW VALUE ASSETS | 500 | 11,700 | 5,100 | 18,474 |
| | 283,600 | 269,250 | 267,245 | 264,133 |
| CONSERVATION AREAS CAPITAL OR MAJOR MAINTENANCE | | | | |
| GENERAL LEVY | - | - | - | - |
| CW~GS LEVY | - | 60,000 | 60,000 | 20,000 |
| MUNICIPAL | - | - | - | - |
| PROVINCIAL GRANTS | - | - | - | - |
| FEDERAL GRANTS | - | - | 63,000 | - |
| OTHER GRANTS/ERCF | 140,885 | 155,000 | 214,945 | 493,133 |
| TRANSFERS (TO)/FROM RESERVES | 434,115 | 55,000 | 168,650 | 554,386 |
| | 575,000 | 270,000 | 506,595 | 1,067,519 |
| WAGES | 35,000 | 15,000 | 51,397 | 21,189 |
| CONSTRUCTION | 511,000 | 190,000 | 310,101 | 24,887 |
| ENGINEERING/CONSULTING | 25,000 | 65,000 | 29,352 | 3,831 |
| SUPPLIES/OFFICE/JANITORIAL | - | - | 71,231 | 9,887 |
| VEHICLE/TRAVEL/EQUIP'T USAGE | - | - | 26,610 | 814 |
| CORP SUPPORT/SHARED SVCS | 4,000 | - | 16,700 | 16,310 |
| | 575,000 | 270,000 | 505,391 | 76,917 |
| FLEET & EQUIPMENT | | | | |
| OTHER GRANTS/USER FEES/RECOVERIES | 199,000 | 210,000 | 198,166 | 232,099 |
| TRANSFERS (TO)/FROM RESERVES | - | - | 15,000 | 70,000 |
| | 199,000 | 210,000 | 213,166 | 302,099 |
| MAINTENANCE/REPAIRS | 65,700 | 60,500 | 63,000 | 83,902 |
| FUEL | 36,500 | 36,000 | 40,500 | 38,426 |
| LICENCES/MISC | 19,150 | 14,150 | 21,000 | 14,655 |
| AMORTIZATION | 83,000 | 85,000 | 85,000 | 84,316 |
| | 204,350 | 195,650 | 209,500 | 221,299 |
| RESEARCH & MONITORING | | | | |
| DRINKING WATER SOURCE PROTECTION PROGRAM (MOECC) | | | | |
| PROVINCIAL GRANTS | 103,350 | 112,500 | 103,103 | 91,835 |
| TRANSFERS (TO)/FROM DEFERRED REVENUES | 18,000 | 3,000 | - | 9,823 |
| | 121,350 | 115,500 | 103,103 | 101,659 |
| WAGES | 103,000 | 100,500 | 80,203 | 76,548 |
| SUPPLIES/OFFICE/JANITORIAL | 3,950 | 6,600 | 6,350 | 11,764 |
| VEHICLE/TRAVEL/EQUIP'T USAGE | 1,800 | 1,100 | 2,050 | 1,647 |
| CORP SUPPORT/SHARED SVCS | 9,000 | 5,100 | 10,000 | 9,600 |
| RENT/INS/TAXES/UTILITIES | 1,100 | 1,200 | - | 1,100 |
| PER DIEMS/MISC | 2,500 | 1,000 | 4,500 | 1,000 |
| | 121,350 | 115,500 | 103,103 | 101,659 |



| ESSEX REGION CONSERVATION AUTHORITY | | 2019 | 2018 | 2018 | 2017 |
|--|---|-----------|-----------|------------|-----------|
| 2019 DRAFT BUDGET | | DRAFT | BUDGET | PROJECTION | AUDITED |
| | WATER QUALITY RELATED ACTIVITIES AND STUDIES (Quality/Quantity Research & Monitoring, Greenhouse Studies, Nutrient Loading Studies) | | | | |
| | GENERAL LEVY | 47,000 | 47,000 | 47,000 | 47,000 |
| | CW~GS LEVY | 126,000 | 100,000 | 100,000 | 63,000 |
| | MUNICIPAL | 65,750 | 13,300 | 23,000 | 58,113 |
| | PROVINCIAL GRANTS | - | 166,000 | 121,550 | 290,900 |
| | FEDERAL GRANTS | 105,181 | 10,000 | 355,622 | 214,113 |
| | OTHER | 31,700 | 21,800 | 30,800 | 17,841 |
| | TRANSFERS (TO)/FROM DEFERRED REVENUES | 164,150 | 72,500 | (30,374) | 19,457 |
| | | 539,781 | 430,600 | 647,598 | 710,424 |
| | | | | | |
| | WAGES | 293,295 | 232,000 | 305,554 | 305,832 |
| | CONSULTING | 17,000 | 56,450 | 69,500 | 60,763 |
| | SUPPLIES/LAB | 15,850 | 25,350 | 37,902 | 42,611 |
| | VEHICLE/TRAVEL/EQUIP'T USAGE | 12,200 | 10,000 | 23,902 | 28,207 |
| | PLANT MAT/LANDOWNER GRANTS | 129,886 | 71,000 | 74,600 | 133,279 |
| | CORP SUPPORT/SHARED SVCS | 52,400 | 35,500 | 48,369 | 47,120 |
| | RENT/INS/TAXES/UTILITIES | 2,800 | 1,300 | - | 3,143 |
| | PROJECT EQUIPMENT | - | 1,500 | 82,740 | 89,718 |
| | | 523,431 | 433,100 | 642,567 | 710,672 |
| | | | | | |
| | SPECIAL LONG TERM INITIATIVES (CLIMATE CHANGE/DETROIT RIVER CLEANUP) | | | | |
| | PROVINCIAL GRANTS | 72,500 | 85,000 | 72,500 | 100,500 |
| | FEDERAL GRANTS | 72,500 | 95,000 | 119,375 | 118,750 |
| | OTHER GRANTS/USER FEES | - | - | - | 29,646 |
| | TRANSFERS (TO)/FROM DEFERRED REVENUES | 73,500 | 108,000 | 4,125 | 14,103 |
| | 218,500 | 288,000 | 196,000 | 262,999 | |
| | | | | | |
| WAGES | 208,000 | 204,500 | 138,000 | 188,167 | |
| ENGINEERING/CONSULTING | - | 2,400 | 500 | 2,601 | |
| SUPPLIES/OFFICE/JANITORIAL | 15,000 | 31,600 | 22,900 | 32,537 | |
| VEHICLE/TRAVEL/EQUIP'T USAGE | 2,500 | 4,900 | 3,600 | 6,025 | |
| PLANT MAT/LANDOWNER GRANTS | 10,000 | 14,600 | 10,000 | 21,669 | |
| CORP SUPPORT/SHARED SVCS | 33,000 | 30,000 | 21,000 | 12,000 | |
| | 268,500 | 288,000 | 196,000 | 262,999 | |
| | | | | | |
| CONSERVATION SERVICES | | | | | |
| REVENUES | | | | | |
| GENERAL LEVY | 906,422 | 860,699 | 852,999 | 810,680 | |
| CW~GS LEVY | 875,600 | 765,600 | 765,600 | 391,600 | |
| MUNICIPAL | 65,750 | 13,300 | 23,000 | 58,113 | |
| PROVINCIAL GRANTS | 234,538 | 427,200 | 357,786 | 546,923 | |
| FEDERAL GRANTS | 774,281 | 1,545,500 | 1,605,942 | 1,090,472 | |
| OTHER GRANTS/USER FEES | 1,412,098 | 1,317,050 | 1,576,322 | 1,998,613 | |
| IN-KIND | 19,500 | 20,000 | 31,444 | 41,235 | |
| TRANSFER TO/FROM DEF REVENUES | (191,950) | 393,400 | (553,749) | 1,223,118 | |
| | 4,096,239 | 5,342,749 | 4,659,343 | 6,160,755 | |
| | | | | | |
| EXPENSES (INCLUDES FLEET/EQUIP'T AMORTIZATION) | | 4,590,681 | 5,394,600 | 4,765,707 | 4,280,425 |
| SURPLUS/(DEFICIT) | | (494,442) | (51,851) | (106,363) | 1,880,330 |
| TRANSFER (TO)/FROM RESERVES | | 415,115 | 27,000 | 164,650 | 600,386 |



| ESSEX REGION CONSERVATION AUTHORITY | | 2019 | 2018 | 2018 | 2017 |
|---|----------|---------|---------|------------|---------|
| 2019 DRAFT BUDGET | | DRAFT | BUDGET | PROJECTION | AUDITED |
| COMMUNITY SERVICES | | | | | |
| AWARENESS, ENVIRONMENTAL EDUCATION, COMMUNICATIONS AND SPECIAL EVENTS | | | | | |
| COMMUNICATIONS, PUBLIC OUTREACH & PROGRAM AWARENESS | | | | | |
| GENERAL LEVY | 265,900 | 265,900 | 265,900 | 306,930 | |
| CW~GS LEVY | 35,000 | 25,000 | 25,000 | - | |
| PROVINCIAL GRANTS | - | 7,000 | - | 999 | |
| OTHER GRANTS/USER FEES | 3,000 | 3,000 | 23,180 | 11,444 | |
| TRANSFERS (TO)/FROM DEFERRED REVENUES | - | - | 2,700 | - | |
| | 303,900 | 300,900 | 316,780 | 319,373 | |
| | | | | | |
| WAGES | 284,000 | 272,000 | 271,565 | 169,267 | |
| SUPPLIES/OFFICE/WEBSITE | 17,950 | 16,400 | 13,750 | 28,239 | |
| VEHICLE/TRAVEL/EQUIP'T USAGE | 4,900 | 2,500 | 4,800 | 1,953 | |
| CORP SUPPORT/SHARED SVCS | 17,000 | 10,000 | 12,000 | 8,300 | |
| PLANT MAT/LANDOWNER GRANTS | - | - | 10,000 | 2,025 | |
| | 323,850 | 300,900 | 312,115 | 209,783 | |
| | | | | | |
| STUDENT EDUCATION PROGRAM | | | | | |
| GENERAL LEVY | 18,000 | 18,000 | 18,000 | 23,000 | |
| OTHER GRANTS/USER FEES | 52,000 | 55,000 | 52,500 | 47,758 | |
| | 70,000 | 73,000 | 70,500 | 70,758 | |
| | | | | | |
| WAGES | 63,000 | 58,000 | 59,000 | 54,621 | |
| SUPPLIES/OFFICE/JANITORIAL | 5,290 | 5,000 | 7,400 | 4,846 | |
| VEHICLE/TRAVEL/EQUIP'T USAGE | 2,450 | 1,500 | 1,220 | 1,133 | |
| CORP SUPPORT/SHARED SVCS | 9,500 | 7,500 | 7,500 | 8,000 | |
| RENT/INS/TAXES/UTILITIES | - | 1,000 | - | 500 | |
| | 80,240 | 73,000 | 75,120 | 69,100 | |
| | | | | | |
| SPECIAL GRANT PROJECTS & EVENTS | | | | | |
| PROVINCIAL GRANTS | - | - | - | 25,000 | |
| FEDERAL GRANTS | - | - | 7,200 | 73 | |
| OTHER GRANTS/USER FEES | 76,500 | 82,000 | 74,683 | 85,478 | |
| TRANSFERS (TO)/FROM DEFERRED REVENUES | (1,000) | 3,500 | (4,550) | 2,194 | |
| | 75,500 | 85,500 | 77,333 | 112,745 | |
| | | | | | |
| WAGES | 10,850 | 10,800 | 17,912 | 28,906 | |
| TREES/SUPPLIES | 64,650 | 74,700 | 59,435 | 83,207 | |
| | 75,500 | 85,500 | 77,347 | 112,114 | |
| | | | | | |
| COMMUNITY SERVICES | | | | | |
| REVENUES | | | | | |
| GENERAL LEVY | 283,900 | 283,900 | 283,900 | 329,930 | |
| CW~GS LEVY | 35,000 | 25,000 | 25,000 | - | |
| PROVINCIAL GRANTS | - | 7,000 | - | 25,999 | |
| FEDERAL GRANTS | - | - | 7,200 | 73 | |
| OTHER GRANTS/USER FEES | 131,500 | 140,000 | 150,363 | 144,679 | |
| IN-KIND | - | - | - | - | |
| TRANSFER TO/FROM DEF REVENUES | (1,000) | 3,500 | (1,850) | 2,194 | |
| | 449,400 | 459,400 | 464,613 | 502,875 | |
| EXPENSES | 479,590 | 459,400 | 464,582 | 390,996 | |
| SURPLUS/(DEFICIT) | (30,190) | - | 31 | 111,879 | |



| ESSEX REGION CONSERVATION AUTHORITY | | | | |
|---------------------------------------|----------------|-----------------|-----------------|-----------------|
| 2019 DRAFT BUDGET | | | | |
| | 2019 | 2018 | 2018 | 2017 |
| | DRAFT | BUDGET | PROJECTION | AUDITED |
| CORPORATE SERVICES | | | | |
| ADMIN/FINANCE/IT/IS/HR | | | | |
| GENERAL ADMINISTRATION | | | | |
| GENERAL LEVY | 303,750 | 365,673 | 365,673 | 348,423 |
| CW~GS LEVY | 25,000 | 25,000 | 25,000 | 69,400 |
| PROVINCIAL GRANTS | - | 14,000 | 3,000 | 5,920 |
| OTHER GRANTS/USER FEES/RECOVERIES | 610,000 | 455,000 | 533,800 | 504,967 |
| TRANSFERS (TO)/FROM DEFERRED REVENUES | 10,000 | - | - | - |
| TRANSFERS TO/FROM RESERVES | (1,000) | - | (13,000) | (55,937) |
| | 947,750 | 859,673 | 914,473 | 872,773 |
| WAGES | 587,000 | 580,000 | 598,700 | 508,442 |
| ERCF SUPPORT | 50,000 | 54,500 | 49,086 | 55,851 |
| MEMBER EXPENSES/CO DUES | 54,000 | 53,000 | 53,000 | 51,561 |
| AUDIT/LEGAL/CONSULTING | 30,000 | 28,000 | 52,000 | 24,143 |
| SUPPLIES/EQUIPT/NETWORK | 73,250 | 63,650 | 55,450 | 62,648 |
| OCCUPANCY/PHONE | 132,000 | 130,500 | 131,800 | 125,030 |
| TRAVEL & BD/STAFF MEETINGS | 7,500 | 7,250 | 7,600 | 7,491 |
| RETIREE BENEFITS | 13,000 | 16,000 | 12,000 | 12,550 |
| | 946,750 | 876,500 | 959,636 | 847,714 |
| CORPORATE SERVICES | | | | |
| REVENUES | | | | |
| GENERAL LEVY | 303,750 | 365,673 | 365,673 | 348,423 |
| CW~GS LEVY | 25,000 | 25,000 | 25,000 | 69,400 |
| PROVINCIAL GRANTS | - | 14,000 | 3,000 | 5,920 |
| INTERNAL RECOVERIES/GRANTS | 656,000 | 455,000 | 533,800 | 504,967 |
| TRANSFER TO/FROM DEF REVENUES | 10,000 | - | - | - |
| | 994,750 | 859,673 | 927,473 | 928,710 |
| EXPENSES | 992,750 | 932,900 | 959,636 | 847,714 |
| SURPLUS/(DEFICIT) | 2,000 | (73,227) | (32,163) | 80,995 |
| TRANSFER (TO)/FROM RESERVES | (1,000) | - | (13,000) | (55,937) |



| ESSEX REGION CONSERVATION AUTHORITY | | 2019 | 2018 | 2018 | 2017 |
|--|-----------|-----------|-----------|------------|---------|
| 2019 DRAFT BUDGET | | DRAFT | BUDGET | PROJECTION | AUDITED |
| OTHER | | | | | |
| TANGIBLE ASSET REPLACEMENT FUNDING. RESERVE TRANSFERS AND DEFICIT MITIGATION | | | | | |
| GENERAL LEVY | 200,000 | 200,000 | 200,000 | 150,000 | |
| CWGS | - | 120,000 | 120,000 | 521,000 | |
| TRANSFER TO/FROM RESERVES | (200,000) | (320,000) | (320,000) | (828,000) | |
| GAIN ON DISPOSAL OF ASSETS | - | - | - | 228,000 | |
| DECREASE IN ACCUMULATED DEFICIT | - | - | - | 71,000 | |
| CORPORATE TOTAL | | | | | |
| TOTAL REVENUES | 7,297,682 | 9,231,265 | 9,951,445 | 10,908,664 | |
| TOTAL EXPENSES | 7,893,071 | 9,238,600 | 9,999,267 | 8,089,102 | |
| SURPLUS/(DEFICIT) | (595,389) | (7,335) | (47,821) | 2,819,563 | |
| TOTAL GENERAL LEVY | 2,098,752 | 2,098,752 | 2,098,752 | 1,997,733 | |
| TOTAL CWGS LEVY | 1,050,000 | 1,050,000 | 1,050,000 | 1,050,000 | |
| TOTAL LEVY | 3,148,752 | 3,148,752 | 3,148,752 | 3,047,733 | |
| MUNICIPAL PROJECT CONTRIBUTIONS | 365,750 | 936,300 | 2,291,244 | 1,002,504 | |
| PROVINCIAL GRANTS | 436,801 | 659,463 | 584,049 | 883,286 | |
| FEDERAL GRANTS | 774,281 | 1,545,500 | 1,613,142 | 1,092,550 | |
| DONATIONS (ERCF AND OTHER) | 689,785 | 506,600 | 591,425 | 835,456 | |
| OTHER INCL FEE FOR SVC | 1,321,763 | 1,364,750 | 1,540,160 | 1,850,287 | |
| IN KIND DONATIONS | 19,500 | 20,000 | 31,444 | 118,335 | |
| INTERNAL RECOVERIES | 704,000 | 610,000 | 650,000 | 654,204 | |
| TRANSFERS (TO)/FROM DEFERRED REVENUES | (162,950) | 439,900 | (498,770) | 1,424,309 | |
| | 7,297,682 | 9,231,265 | 9,951,445 | 10,908,664 | |
| FUNCTIONAL EXPENSES | | | | | |
| WAGES/BENEFITS | 3,902,095 | 3,730,350 | 3,796,727 | 3,505,200 | |
| CONSTRUCTION | 1,275,500 | 1,712,100 | 3,102,896 | 1,291,422 | |
| ALLOCATED CORP SUPPORT/SHARED SVCS | 708,190 | 632,075 | 683,144 | 700,408 | |
| PLANT MATERIALS/LANDOWNER GRANTS | 462,086 | 530,000 | 545,020 | 654,399 | |
| TCA AMORTIZATION | 294,500 | 287,000 | 296,500 | 280,788 | |
| OFFICE/PROGRAM & CA SUPPLIES | 282,940 | 376,600 | 401,867 | 382,382 | |
| RENT//TAXES/UTILITIES/SECURITY | 245,800 | 275,000 | 255,200 | 283,516 | |
| ENGINEERING/CONSULTING/OUTSIDE TECHNICAL | 193,050 | 239,525 | 279,594 | 344,932 | |
| VEHICLE/TRAVEL/EQUIP'T USAGE & RENTALS | 157,550 | 121,850 | 188,132 | 174,026 | |
| IT/SOFTWARE/DATA SERVICES | 104,700 | 72,200 | 98,148 | 107,235 | |
| INSURANCE, AUDIT AND LEGAL | 103,250 | 105,950 | 109,175 | 94,103 | |
| MAINTENANCE/REPAIRS | 74,500 | 61,200 | 138,930 | 149,410 | |
| DUES/MEMBERSHIPS | 43,810 | 42,050 | 43,980 | 41,837 | |
| IN KIND SVCS SUPPLIES | 19,500 | 20,000 | 31,444 | 41,235 | |
| BOARD/MEMBER EXPENSES | 16,500 | 15,000 | 18,500 | 14,270 | |
| BANK/CREDIT CARD CHGS/INTEREST | 9,100 | 17,700 | 10,010 | 23,937 | |
| LAND ACQUISITION | TBD | 1,000,000 | - | - | |
| TOTAL EXPENSES | 7,893,071 | 9,238,600 | 9,999,267 | 8,089,102 | |







| ESSEX REGION CONSERVATION AUTHORITY | | 2019 | 2018 | 2018 | 2017 |
|---|--|------------------|------------------|-----------------|-------------------|
| 2019 DRAFT BUDGET | | DRAFT | BUDGET | PROJECTION | AUDITED |
| TOTAL REVENUES (ACCRUAL BASIS) | | 7,297,682 | 9,231,265 | 9,951,445 | 10,908,664 |
| TOTAL EXPENSES (ACCRUAL BASIS) | | 7,893,071 | 9,238,600 | 9,999,267 | 8,089,102 |
| SURPLUS/(DEFICIT) (ACCRUAL BASIS) | | (595,389) | (7,335) | (47,821) | 2,819,563 |
| ADD/SUBTRACT: NON CASH ITEMS | | | | | |
| DONATION OF LAND TO ERCA | | - | - | - | (77,100) |
| GAIN/LOSS ON SALE/TRADE-IN VEH/EQUIPMENT | | - | - | - | (23,798) |
| AMORTIZATION | | 294,500 | 287,000 | 296,500 | 280,788 |
| DEDUCT: CAPITAL ITEMS | | | | | |
| LAND ACQUISITION (NET OF SALES/EXPROPRIATIONS) | | | - | - | (1,364,547) |
| CAPITAL - FLEET & EQUIPMENT | | (110,000) | (100,000) | (111,350) | (160,840) |
| CAPITAL - INFRASTRUCTURE | | | - | - | (989,394) |
| (DECREASE)/INCREASE IN NET SURPLUS | | (410,889) | 179,665 | 137,329 | 484,671 |
| TOTAL REVENUES (CASH BASIS) | | 7,297,682 | 9,231,265 | 9,951,445 | 10,807,766 |
| TOTAL EXPENSES (CASH BASIS) | | 7,708,571 | 9,051,600 | 9,814,117 | 10,323,095 |
| SURPLUS/(DEFICIT) (CASH BASIS) | | (410,889) | 179,665 | 137,329 | 484,671 |
| NET TRANSFER (TO)/FROM RESERVES | | 220,615 | (293,000) | (168,350) | (283,551) |
| UNRESTRICTED SURPLUS/(DEFICIT) | | (190,274) | (113,335) | (31,021) | 201,120 |
| (DECREASES)/(INCREASES) OPERATING FUND DEFICIT | | | | | |
| TARGETED DEFICIT MITIGATION (SUSTAINABILITY PLAN) 5 YEARS @\$96k | | | | | \$ 480,000 |
| 2012 ACTUAL UNRESTRICTED SURPLUS | | | | | 41,000 |
| 2013 ACTUAL UNRESTRICTED SURPLUS | | | | | 120,335 |
| 2014 ACTUAL UNRESTRICTED SURPLUS | | | | | 66,428 |
| 2015 ACTUAL UNRESTRICTED SURPLUS | | | | | 121,185 |
| 2016 ACTUAL UNRESTRICTED SURPLUS | | | | | 61,312 |
| 2017 ACTUAL UNRESTRICTED SURPLUS | | | | | 201,120 |
| 2018 PROJECTED UNRESTRICTED SURPLUS | | | | | (31,021) |
| ACTUAL/PROJECTED TOTAL DEFICIT MITIGATION (2013-2017) | | | | | \$ 580,359 |
| SURPLUS IN EXCESS OF TARGET | | | | | 100,359 |
| 2019 BUDGET DEFICIT | | | | | (190,274) |
| PROPOSED 2019 ADDITIONAL OPERATING LEVY | | | | | 89,915 |
| PHASED-IN LEVY FOR CAPITAL ASSET REPLACEMENT | | | | | - |
| PROPOSED TOTAL LEVY INCREASE 2019 | | | | | \$ 89,915 |

NOTE: The actual numbers shown for capital items, for 2018 and 2019 will change once the assets under construction are removed from the operating accounts and capitalized as tangible assets. Those accounting entries will not impact the estimated changes in the reserve funds or the unrestricted surplus.

WHERE DOES YOUR \$10 GO?



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