



**Subject:** **Cost apportioning agreements for category 3 non-mandatory programs and services and programs and services inventory**

**Participating Municipalities:** Town of Amherstburg; Town of Essex; Town of Kingsville; Municipality of Lakeshore; Town of Lasalle; Municipality of Leamington; Township of Pelee; Town of Tecumseh; and City of Windsor

**Prepared by:** Shelley McMullen, CFO/Director of Finance & Corporate Services  
Tim Byrne, CAO/Secretary Treasurer

**Date:** Wednesday, July 5, 2023

**Compliance** [O. Reg. 687/21](#) Transition Plan and Agreements for Programs and Services

**Action:** O. Reg. 687/21 Section 6 Inventory of programs and services  
O. Reg. 687/21 Section 8 Cost apportioning agreements

**Legislation:** Conservation Authorities Act, R.S.O. 1990, c. C27

## Requested municipal actions:

1. Review the updated Inventory of Programs and Services (June 2023), as attached (Appendix A).
2. Review new schedule 'Cost Apportionment Estimates for Category 3 Non-Mandatory Programs & Services', (Appendix B), showing the range for the 'Category 3 funding envelope'.
3. Provide feedback, regarding anticipated municipal support for the suite of identified Category 3 programs & services as listed in Appendix B.
4. Provide feedback regarding the Authority's proposed option for the Category 3 cost apportioning agreement funding model (the "funding envelope" model).
5. Provide feedback regarding term of anticipated cost apportioning agreement.

## Discussion Highlights

- The primary purposes of this discussion document are: to provide cost estimates for Category 3 non-mandatory programs & services (Appendix B), that require municipal funding supports; to seek feedback regarding anticipated municipal support for the array of the Authority's non-mandatory programs and services and associated municipal funding requirements; to discuss draft agreement terms and conditions; and to confirm the Authority's new budget processes (O.Reg 402/22) and municipal timelines for execution of agreements.

- Category 1 (mandatory) programs and services are mandatory, as required under Section 21.1 of the Conservation Authorities Act, are not subject to cost apportioning agreements and funded through municipal levies, in accordance with new Ontario Regulation 402/22 (Budget and Apportionment). Category 3 programs and services require municipal cost apportioning agreements beginning on January 1, 2024, if municipal funding is required to deliver the service.
- Administration has refined its cost estimates for Category 1 (mandatory), Category 2 (municipal services) and Category 3 (non-mandatory) programs and services to reflect audited 2021, audited 2022 financial results, and budgeted 2023 expenses, and eliminated prior financial activities as those were not representative of average costs, due to impacts of the pandemic and the current inflationary environment. Administration will likely not have further updates to its Inventory of Programs and Services (Appendix A), in terms of average costing information but feedback regarding the classification of programs and services (mandatory vs non-mandatory) can be received, although none has been received to date.
- On June 23, 2022, the ERCA Board of Directors endorsed the suite of Category 3 non-mandatory programs and services, as described below, and endorsed same as beneficial programs and services that further the conservation, restoration, development, and management of natural resources within the watershed area served by the Essex Region Conservation Authority. Administration has been directed to pursue and negotiate municipal cost-apportioning agreements for the suite of Category 3 non-mandatory programs and services, as described herein.
- The Ministry of the Environment, Conservation & Parks responded on June 15, 2022 to Administration's request to clarify and categorize the activities at the John R. Park Homestead Conservation Area and has clarified that, only the activities such as those related to maintaining the land as a conservation area may be classified as category 1 program or services, and could include, for example, preserving the wetland and providing public nature trails, boardwalks, beach, and picnic areas, to the extent that supervision of staff is not required. While museum programs and preservation of heritage buildings do not further the purpose of the Conservation Authorities Act, the activities continue to be delivered as a mandatory requirement of the restrictive covenants associated with the 2008 property transfer from the Province.
- O. Reg 402/22 also includes a reference to general operating or capital costs that are not directly related to a specific program or service, provided by an Authority, and are to be financed by municipal levy. Section 11 of O. Reg 402/22 requires the apportioning of these costs using the modified current value assessment method.
- While the Authority, in principle, upholds the Province's position and directive that participating municipalities of conservation authorities should have discretion in determining which non-mandatory programs and services are supported through municipal levy, the implementation of a new model whereby individual municipal councils pick from a "menu" of offerings is also not practical, nor sustainable nor workable from a budgeting, staffing and resource allocation perspective.
- Due to the nature of the Authority's activities, revenues and expenses fluctuate, as external factors often affect certain revenues and government funding programs emerge and municipal capacity to

support projects (e.g., WECl) varies from year to year. While Administration endeavours to forecast these revenues, there can be dramatic variances from year to year, due to factors beyond the Authority's control. For this reason, administration is proposing a status quo funding model, best described as a 'funding envelope', which would allow flexibility to allocate funds to the non-mandatory programs and services, as determined by the Board.

- While a municipality is under no obligation to fund a category 3 program or service, overall, the municipal contributions outside of land acquisition and museum operations/maintenance are immaterial to municipal budgets, but nominal financial support thereof, sends a message to local ratepayers that programs related to conservation, land stewardship, tree planting, water quality, environmental education, and community involvement in those endeavors, are appreciated and valued.

## Discussion

The Authority provided its full inventory of programs and services to the Board on April 14, 2022 (BD 09/22) and to the Ministry of the Environment, Conservation and Parks on February 28, 2022, as well as to its member municipalities, as required under Regulation 687/21 (*Transition Plans and Agreements for Programs and Services*). Also included in Regulation 687/21, is the requirement to consult with participating municipalities, with respect to the categorization of programs and services (Category 1, 2 or 3), and to "take the necessary steps to seek to enter into cost apportioning agreements with the participating municipalities on or before the transition date." A cost apportioning agreement will be required, if municipal funds are needed to finance all, or portions of a non-mandatory Category 3 program or service.

To demonstrate transparency and to ensure that municipal administrative staff and councils have been adequately informed, with respect to the existing complement of non-mandatory Category 3 programs and services, Administration has attached BD 14/22 (Appendix C). These are programs and services, that have historically required some level of municipal levy over the past five years, or which may require municipal financing at some point during the period covered by a multi-year municipal cost apportioning agreement, effective on the transition date of January 1, 2024.

## Category 3 Non-Mandatory Programs & Services Highlights

### Land Acquisition & Securement

Each year ERCA works towards the strategic purchase of lands that have the highest biological value, as indicated by the Land Securement Strategy, and that will have the greatest impact on improving the biological health of the region. While potential acquisitions are evaluated on a case-by-case basis, securement can address flood/erosion issues and potentially ensure the long-term protection of natural heritage links between existing fragmented forests and wetlands.

The land acquisition fund was initiated in 2003 through the Clean Water~Green Spaces Levy and the land acquisition component has comprised the majority of the historical CW~GS levy funding. Once purchased, restoration and management of these lands would be categorized as a mandatory activity.

In 2012, ERCA approved its Land Securement Strategy to provide a guideline for future ERCA land securement efforts. This Strategy aims to provide for the permanent protection of existing natural features through land securement procedures. It is important to note that the Land Securement Strategy focuses on natural heritage features and not on recreational opportunities.

The Land Securement Priority Areas (LSPA) are identified by examining a number of environmental features, through ERCA's Geographic Information System (GIS) analysis. This is addressed in consideration of the following information:

- Priority Existing Natural Areas – including Areas of Scientific or Natural Interest (ANSI), Environmentally Significant Areas (ESA), existing natural areas (both wetland and terrestrial), floodplain, interior woodland, significant woodland, Nature Conservancy of Canada (NCC) Natural Areas.
- Priority Restoration Opportunities – including NCC Natural Areas Conservation Plan priority lands, public lands, physiography, and restoration opportunities (e.g., woodlot, prairie, wetland, riparian/wetland buffers, etc.).
- Connections to Public Lands – areas that are adjacent to, or part of a larger feature (i.e., existing natural area, riparian or wetland buffer restoration) are identified as higher priorities. Similarly, potential to create interior forest by 'rounding edges' and filling in gaps between parcels are also identified.

The recent historical annual levy allocation for land acquisition and protection has been ~\$500,000 and comprises approximately 55% of the levies which are currently associated with non-mandatory programs and services. Government and other grants have been received periodically which have enabled the Authority to acquire significant and important parcels of property, which will remain in the public trust in perpetuity. Funds accumulate until an acquisition is approved by the Board of Directors.

The fund currently exceeds \$1.9 million and is expected to be maintained at that level throughout 2023. Due to the extensive remediation and repairs that are required at the John R Park Homestead museum, the Board of Directors re-directed \$500,000 from land acquisition funding to the JRPH maintenance/preservation reserve fund.

While currently there is no active acquisition that has been brought forward to the Board of Directors, there are many at-risk properties in the region and landowners often indicate an interest in selling a property with no advance indication. The Authority is periodically contacted by landowners with donations of real property that require consideration for the potential to significantly benefit watershed sustainability in our region that would also have financial impacts. In addition, Holiday Beach Conservation Area ownership remains with Infrastructure Ontario and would be an attractive and beneficial property, vis-a-vis Authority ownership.

Land acquisition is supported by the Board of Directors and will be included in the cost apportioning agreement and is included as a range between \$40,000 and ~\$512,000 in the Category 3 funding envelope.

### **Tree-Planting (Private Lands/Non-ERCA owned properties)**

To achieve a sustainable future, mitigate climate impacts, expand existing remnant tree canopy cover, improve water quality, and keep endangered species from extinction in Canada, collaborative relationships must continue with private landowners to grow the amount of habitat restored in the region. The regional tree canopy cover in 1992 was at 3.71%, the lowest percentage of any county in Ontario. A study conducted by the United Nations established a minimum sustainability target of 12%. Despite recent efforts by ERCA, municipal partners and private landowners, currently the Windsor-Essex Region is estimated to be at approximately 8% forest cover. ERCA has restored over 330 acres of land on private property since 2016. These privately owned restoration sites are an invaluable contribution from our community as they further the rehabilitation of our region. Many member municipal councils have identified tree canopy restoration as a priority for a healthy, sustainable region.

Tree planting and restoration is not only supported by the Board of Directors but widely supported by the region's residents and accordingly, included in the cost apportioning agreement and is included as a range between \$70,000 and ~\$75,000 in the Category 3 funding envelope.

### **Holiday Beach Management/Operations**

Holiday Beach Conservation Area is operated by the Authority under a thirty-year management agreement with the Province of Ontario, that expires in 2031, and can be cancelled with 120 days of notice. The Province of Ontario is the owner of the property and the Management Agreement currently in place has been authorized by the Ministry of Northern Development, Mines, Natural Resources and Forestry (previously MNR). Currently, Infrastructure Ontario holds title on behalf of the Province of Ontario. The Authority has no legal interest in the lands, buildings, or infrastructure on this site, which precludes the ability to levy for this property, as part of Category 1, (mandatory) conservation of lands.

The majority of expenses associated with this site are funded through user fees related to camping, hunting and cottage rentals, however, a minimal amount of levy (\$6,000) was allocated to support the day use in 2022, but not utilized. At the present time, it appears that the site may experience an unbudgeted operating deficit in 2023, primarily due to the ice storm in March 2023. In terms of managing a property for another agency, there should be a reasonable expectation of surplus or minimally, break-even results, however, this expectation may not be realistic, given the issues and risks associated with seasonal camping and the costs to reasonably mitigate risks.

Historically, site operations (without consideration of capital investment), were not profitable, but break-even results were experienced in 2021 and 2022. Administration continues to effect operational changes and evaluation. The site is widely used by the region's residents and will be included in the cost apportioning agreement, however, may not require municipal contributions on a consistent basis during the term of the agreement.

### **Holiday Beach Infrastructure/Asset Maintenance & Replacement**

\$1.8 million has been spent on replacing park infrastructure since 2015, and funded by the infrastructure reserve, which is supported through levy. While there have been significant repairs and replacements of

assets, going back to 2006, failing infrastructure at this site is potentially the single largest source of financial risk to the Authority, due to linear infrastructure including roads, electrical supply, and sewers.

Administration is exploring the feasibility of ownership, which would need to include a consultant's assessment of assets and a comprehensive asset management plan to account for the infrastructure and guide future replacement and investment. Until ownership is addressed, a cost-apportioning agreement would not include a provision for capital asset replacement, however a reasonable provision of \$10,000 for certain emergency repairs related to electrical, sewer and road surfaces, should be contemplated and could be included in cost apportioning agreements.

The operation of Holiday Beach is supported by the Board of Directors and will be included in the cost apportioning agreement and is included as a range between \$NIL and ~\$10,000 in the Category 3 funding envelope.

### **Watershed Stewardship and Agricultural Outreach (private lands)**

Within the Essex region, water health is inextricably linked to farming practices. Because of this, ERCA continues to support the Essex Soil and Crop Improvement Association to facilitate knowledge transfer opportunities. In collaboration with the Ontario Ministry of Agriculture and Rural Affairs and Environment Canada, ERCA provides financial inducements to producers. These incentives to undertake Best Management Practices on local farms can reduce fertilizer applications, mitigate erosion, improve soils, and decrease nutrient and soil runoff that leads to toxic algae blooms in Lake Erie. The extent of lands currently in agricultural production in the Essex Region is approximately 74.1% of the overall watershed. This percentage of land obviously can have a significant impact on the capability of the watershed to respond to flood threats and the impact on erosion associated with problems resulting from the movement of sediment.

As authorized by the Board of Directors, the Demonstration Farm will wind down operations at the end of 2023 in order to more effectively utilize available funding and to provide greater opportunities for staff to engage the agricultural community in these beneficial activities.

Given the prominence of agriculture in the region, agricultural land stewardship and outreach is supported by the Board of Directors, will be included in the cost apportioning agreement, and is included as a range between ~\$35,000 and ~\$73,000 in the Category 3 funding envelope.

### **Water Quality Research & Monitoring**

Healthy rivers, headwaters, and species in our watershed are key elements of a sustainable and healthy environment that residents rely on for sources of drinking water, the economy and for recreation. The ability to track and report on changes to these indicators of healthy watersheds and share that knowledge assists in the understanding of current watershed health and highlights emerging trends, used as a basis for setting environmental management priorities, research opportunities for other agencies, and overall management and protection of watershed resources. ERCA undertakes its watershed science programs in conjunction with the Provincial Water Quality Monitoring Network (PWQMN), Ontario Benthos Biomonitoring Network, the Provincial Groundwater Monitoring Network (PGMN) and works collaboratively with provincial and federal ministries, and with universities, including the Great Lakes

Institute for Environmental Research at the University of Windsor. As part of this program, the Authority produces a Watershed Report Card every five years.

Many members of the Authority's Board of Directors have expressed concerns regarding the current state of local water quality and ERCA's monitoring program is regarded as an integral part of the Authority's portfolio.

While no new levy was required to support this program in 2023, this program will be included in the cost apportioning agreement but may not require significant levy on a consistent basis during the term of the agreement due to other available sources of funding and special water quality projects. For that reason, it is included as range between \$NIL and \$23,000 in the funding envelope.

### **John R. Park Museum and Fox Creek Conservation Centre operations & related programming**

JRPH Museum is Ontario's only living historical farm museum west of London, giving it significant regional importance. The Homestead is unique as it features the original early settler homestead in its original location, as well as a working blacksmith shop, livestock program, heritage orchard and kitchen garden, and pollinator garden to provide an authentic, living history experience. The Homestead has been recognized by Tourism Windsor- Essex-Pelee Island as the Best Museum/ Heritage Space in Windsor-Essex for the past four years and is identified as a destination driver for regional tourism.

Thousands of schoolchildren attend each year for experiential education programs, exploring the human and natural history of the Essex Region, including our connectedness to, and impacts on the local environment. The John R. Park Homestead, in collaboration with the Windsor-Essex Catholic School Board, has also introduced an Indigenous Innovation education program to help decolonize the site and provide a fulsome history of our region.

While there are restrictive operating covenants in place, that were accepted when the property was transferred in 2008, the Ministry of Environment, Conservation & Parks (MECP), has directed that only the activities such as those related to maintaining the land as a conservation area, may be classified as category 1 program or services, and could include, for example, preserving the wetland and providing public nature trails, boardwalks, beach, and picnic areas, to the extent that supervision of staff is not required. Museum/Visitor Centre operations and related programming fall under Category 3, non-mandatory programs and services, as relayed by MECP in their correspondence of June 15, 2022.

The Board of Directors continue to support the operations of the JRPH site in accordance with the restrictive covenants that are in place despite the need for significant levy funding and the programs and services associated with the museum and visitor's centre will be included in the cost apportioning agreement and is expected to consume approximately \$135,000.

### **John R. Park Museum & Heritage Buildings Preservation**

Recently, the Authority commissioned an asset condition report which revealed the extent of the deterioration of the main house and ancillary buildings, with an estimated remediation cost exceeding \$1million. While it is hopeful that an active fundraising campaign can provide the funds to restore the site to an acceptable level that will prolong the life of the building(s), given the immediate and urgent need for

repairs, the Board of Directors approved a re-direction of the customary land acquisition annual levy funding of \$500,000, to the maintenance and preservation reserve fund. Prior to the additional allocation, \$12,000 to \$15,000 was allocated annually for maintenance, specific to the historic buildings, however the new Fox Creek Conservation Centre will also require future repairs & maintenance.

This program of heritage building remediation and maintenance will be included in the cost apportioning agreement and is included as a range between ~\$52,000 and ~\$512,000 in the Category 3 funding envelope.

### **Curriculum-based Outdoor Education**

There is a significant body of research-based evidence surrounding the value of outdoor learning experiences. There is also increasing demand within the education sector for programs and services that focus on environmental issues that are germane today. ERCA's Outdoor Education programs provide experiential and engaging environmental programs and services for kindergarten to grade 12 students and teachers, meeting the objectives of the provincial curriculum. While this program has historically required an average annual levy of approximately \$30,000 to sustain it, significant fundraising through the Essex Region Conservation Foundation has eliminated the reliance on levy for approximately five years, starting in 2022.

The Outdoor Education program will be included in the cost apportioning agreement, however, may require levy supports during the latter years of the proposed term of the agreement, depending on fundraising success of the Essex Region Conservation Foundation. It is included as a range of \$NIL to ~\$14,000 in the funding envelope.

### **Outreach and Community Engagement**

Engaging community members in stewardship opportunities is integral to conservation success across the region. Providing hands-on opportunities for people to connect with nature and take action for the environment raises awareness regarding broader local environmental issues, including increasing natural areas coverage, protecting mature forests, mitigating risks of natural hazards, such as flooding, and impacts of climate change on this region.

There continues to be increased demand from community members for volunteer opportunities to take action for the environment, and ERCA is uniquely positioned to coordinate these opportunities across the region. These stewardship events result in cleaner watersheds and increased habitat, implemented with volunteer support, and are most cost-effective when offered collaboratively on a watershed basis.

This community outreach program has historically required annual levy of approximately \$48,000 however, the 2023 levy requirement was reduced by available grants and carry forward of funds.

Community engagement by the Authority is supported by the Board of Directors, will be included in the cost apportioning agreement, and is included as a range between \$34,000 and ~\$48,000 in the Category 3 funding envelope.



**Historical Municipal Support -Clean Water~Green Spaces and discretionary programs**

The 2023 levy allocation for the non-mandatory programs, as described above, totalled \$873,112 and the average levy (as calculated) has exceeded just over \$900,000 to fund these discretionary activities. The levy for these non-mandatory activities was initially created in 2003 when Clean Water~Green Spaces (CW~GS) was created for land acquisition, restoration of non-ERCA properties and agricultural land stewardship. As certain programs grew, such as the water quality program, in response to real concerns in the region, the utilization of CW~GS funding, with Board approval, was expanded to provide more stable funding to the community, education and water quality programs.

Since ~2015 when the CW~GS levy was expanded to various activities, even extending to the Planning department at one point, the levy has essentially been regarded as a **'funding envelope'**, with funding being directed to the activities deemed worthwhile, but not sustainable solely with fees, corporate grants, and private donations (including Foundation grants). With each budget cycle, Administration would attempt to forecast potential non-levy revenues, based on its grant-writing activities, available government funding programs and the Foundation's initiatives.

The historical levy allocation of \$500,000 for land acquisition and protection, comprised the majority of the CW~GS levy, and historically was the most static component; for the 2023 budget cycle, this was re-directed to the JRPH museum/heritage buildings preservation fund.

Based on the Board-approved suite of non-mandatory programs and services, the range for municipal levy supports is shown in Appendix B and partially summarized below:

**Table 1 – Summary of 2023 Municipal Funding Budgeted for Non-Mandatory Programs & Services from Appendix B**

Non-Mandatory Program/Service	Program Cost Estimates from Appendix A (Average 2021-2023)*	Sources of Funding	Budgeted 2023 Municipal Funding Requirement	Cost Apportioning Estimates By Municipality
Land acquisition & protection	\$1,819,274	Levy, Gov't grants**	\$40,000	Refer to Appendix B
Tree planting – private lands	\$644,471	Grants, fees, levy	\$75,000	Refer to Appendix B
Holiday Beach site management & operations	\$336,925	Fees, levy	\$-	Refer to Appendix B
Holiday Beach infrastructure maintenance/repairs	\$1.8 million has been spent on replacing park infrastructure	Levy	\$-	Refer to Appendix B

	since 2015 using the infrastructure reserve			
Water quality research & monitoring	\$24,394	Levy	\$-	Refer to Appendix B
Watershed stewardship & Ag outreach – private lands	\$45,049	Levy, fees, grants	\$73,000	Refer to Appendix B
John R Park Museum/Visitor’s Centre operations & programming	\$284,682	Levy, fees, grants	\$135,962	Refer to Appendix B
JRPH museum maintenance & preservation reserve	\$110,190	ERCF(Foundation)/Levy	\$515,000	Refer to Appendix B
Curriculum-based outdoor education	\$62,511	Grants, fees	\$-	Refer to Appendix B
Outreach & community engagement	\$64,522	Levy, grants	\$34,150	Refer to Appendix B
			<b>\$873,112</b>	

*\*Includes 2023 budgeted expenses*

*\*\*Contributions to the land fund are 100% municipal levy however, actual land acquisitions are periodically partially funded by government grants (E.G. CASO line)*

### Funding Model Challenges

While the Authority, in principle, upholds the Province’s position and directive that participating municipalities of conservation authorities should have discretion in determining which non-mandatory programs and services are supported through municipal levy, the implementation of a new model whereby individual municipal councils pick from a “menu” of offerings is also not practical, nor sustainable nor workable from a budgeting, staffing and resource allocation perspective.

Contrary to how other Authorities may have been operating, ERCA has not offered programs and services that contravene or are divergent from the purpose of the Conservation Authorities Act, with one notable exception. As previously noted, the museum operations and preservation of heritage buildings is not

consistent with the Act, however the Authority is operating in accordance with the terms and restrictive covenants of the 2007 transfer agreement. Until the obvious contradiction is resolved or reconciled, (between Ministries) the Authority will continue to operate and maintain the John R Park Homestead museum and seek municipal funding contributions through the cost apportioning agreement. The legal ramifications of ceasing museum operations and maintenance, without Ministry approval, are unknown at this time.

Notwithstanding the above, should a majority of participating municipalities indicate an unwillingness to fund land acquisition as an example, an alternative model could be developed, which could allow for funding acquisitions on a municipal basis, rather than a regional one, and each municipality would retain a separate fund for this purpose, to be expended for identified acquisitions within the respective municipality, or returned at the end of the agreement or deferred to future agreements for either land acquisition specifically or the funding envelope for the suite of other identified non-mandatory programs. Land acquisition has historically been approached with the philosophy that the region benefits collectively from more natural spaces, the connections that are created to link them and the attraction that these features and amenities hold for existing and potential residents and companies seeking to invest in the region.

While a municipality is under no obligation to fund a category 3 program or service, overall, the municipal contributions outside of land acquisition and museum operations/maintenance are immaterial to municipal budgets, but nominal financial support thereof, sends a message to local ratepayers that programs related to conservation, land stewardship, tree planting, water quality, environmental education, and community involvement in those endeavors, are appreciated and valued.

### **Budget & Apportionment ([O. Reg. 402/22](#))**

Category 3 operating expenses and capital costs can be apportioned as follows, in accordance with Section 10:

*10. (1) When apportioning a Category 3 operating expense or capital cost, an authority shall apportion the reduced operating expense or the reduced capital cost, as the case may be, among the participating municipalities that entered into an agreement described in subsection 21.1.2 (2) of the Act in accordance with that agreement.*

*(2) Despite subsection (1), if the agreement described in subsection 21.1.2 (2) of the Act does not address how to apportion a Category 3 operating expense or capital cost, the authority shall apportion the reduced operating expense or the reduced capital cost, as the case may be, in the following manner:*

- 1. Subject to subparagraph 2 i, if all of the participating municipalities within the authority's area of jurisdiction have entered into the agreement described in subsection 21.1.2 (2) of the Act, by using the MCVA apportionment method.*
- 2. By using the benefit-based apportionment method if,*
  - i. all of the participating municipalities within the authority's area of jurisdiction have entered into the agreement described in subsection 21.1.2 (2) of the Act but, in the authority's opinion, one or*

*more participating municipalities obtains a benefit from the related Category 3 program or service that is disproportionate to the benefit obtained by the other participating municipalities, or*

- ii. *one or more, but not all, of the participating municipalities within the authority's area of jurisdiction have entered into the agreement described in subsection 21.1.2 (2) of the Act.*

Assuming that all municipalities enter into the apportionment agreement, with no special terms for land acquisition, reduced Category 3 costs (after fees and other sources of revenues are applied) would be apportioned using MCVA, as has historically been the practice.

### Cost Apportioning Agreements

While ERCA Administration is proposing a status quo arrangement (funding envelope for Category 3 non-mandatory programs and services) for the initial cost apportioning agreement and a term of three (3) years to coincide with the current term of council, however, municipal feedback will dictate the final draft agreement terms and conditions. Should there be feedback that a cost apportioning agreement is not supported, Administration would propose a short-term status quo agreement of 12 to 24 months (perhaps with a different approach for the land acquisition funding, as noted) to allow for a phased program/services reduction and possible corporate restructuring.

Insofar as other Authorities and their approach to the cost apportioning agreements, the non-mandatory programs and services are identified as a bundled suite, as opposed to a menu of offerings, most likely for the reasons identified above.

We look forward to discussing the issues regarding the cost apportioning agreements and your municipality's concerns and capacity to support the worthwhile and valued ancillary services, now defined as non-mandatory by the Province.

Respectfully submitted:



Tim Byrne, CAO/Secretary-Treasurer



Shelley McMullen, CFO/Director Finance & Corporate Services

### Attachments:

- Appendix A– Essex Region Conservation Authority Inventory of Programs and Services (Revised 06/2023)
- Appendix B – Cost Apportionment Estimates for Category 3 Non-Mandatory Programs & Services, by Municipality
- Appendix C – Board Report 14/22 (without MECP correspondence attachments)



	2023 Budget	2023 Levy Allocation	Average Cost*	Average Levy*	Avg Levy %	Other Muni%	Prov/Fed%	Fee For Service%	Other NGO\$ (incl ERCF)%
<b>Category 1 -Mandatory</b>									
Natural Hazards	\$ 1,491,350	\$ 733,813	\$ 1,612,762	\$ 600,919	37%	6%	11%	46%	0%
Conservation Lands Management	1,471,425	1,092,925	1,299,597	962,573	74%	0%	2%	23%	1%
Drinking Water Source Protection + PGWM	118,185	21,285	116,582	21,285	18%	0%	82%	0%	0%
<b>Category 1 Total</b>	<b>\$ 3,080,960</b>	<b>\$ 1,848,023</b>	<b>\$ 3,028,942</b>	<b>\$ 1,584,777</b>	<b>52%</b>	<b>3%</b>	<b>10%</b>	<b>34%</b>	<b>0%</b>
<b>Category 2 -Non Mandatory Services provided on behalf of Municipalities</b>									
Municipal Risk Management Services (Part IV CWA)	17,100	-	19,837		0%	100%	0%	0%	0%
<b>Category 2 Total</b>	<b>\$ 17,100</b>	<b>\$ -</b>	<b>\$ 19,837</b>		<b>0%</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Category 3 - Non Mandatory Other</b>									
Conservation Lands Management	1,161,600	115,000	3,978,135	592,550	15%	25%	26%	16%	18%
Other Recommended/Recurring Watershed Resource Management (Water Quality) Activities	626,559	73,000	794,596	64,572	12%	0%	73%	6%	0%
Stakeholder Engagement, & Public Education	527,150	34,150	333,610	62,200	19%	0%	41%	7%	33%
Museum Operations + Asset Preservation/Maintenance	1,060,150	650,962	394,872	188,697	48%	0%	14%	23%	15%
<b>Category 3 Total</b>	<b>\$ 3,375,459</b>	<b>\$ 873,112</b>	<b>\$ 5,501,213</b>	<b>\$ 908,019</b>	<b>17%</b>	<b>18%</b>	<b>33%</b>	<b>15%</b>	<b>16%</b>
<b>General- Operating</b>	<b>1,443,500</b>	<b>722,100</b>	<b>1,350,608</b>	<b>661,083</b>	<b>50%</b>	<b>0%</b>	<b>0%</b>	<b>50%</b>	<b>0%</b>
<b>General -Capital</b>	<b>325,000</b>	<b>325,000</b>	<b>296,000</b>	<b>296,000</b>	<b>100%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>
<b>Total General Expenses</b>	<b>\$ 1,768,500</b>	<b>\$ 1,047,100</b>	<b>\$ 1,646,608</b>	<b>\$ 957,083</b>	<b>58%</b>	<b>0%</b>	<b>0%</b>	<b>41%</b>	<b>0%</b>
<b>Total Authority Programs &amp; Services With Average Funding %, based on historical %s</b>	<b>\$ 8,242,019</b>	<b>\$ 3,768,235</b>	<b>\$ 10,196,600</b>	<b>\$ 3,449,879</b>	<b>\$ 3,449,879</b>	<b>\$ 1,125,375</b>	<b>\$ 2,112,040</b>	<b>\$ 2,513,565</b>	<b>\$ 889,740</b>
<b>Global Funding %s</b>					<b>34%</b>	<b>11%</b>	<b>21%</b>	<b>25%</b>	<b>9%</b>

## Natural Hazards Management

Activities protecting life and property from flooding and other natural hazards.

Program/Service	Description	Category Rationale	Funding Sources	Avg Cost	Avg Cost Calc'n	Avg Levy	2023 Budget	2023 Budgeted			Fee For Service%	Other NGO\$ (incl ERCF)%	Intent to include in Cost Apportionment Agreement	
								Levy Funding	Avg Levy %	Other Muni%				
<b>Category 1 - Mandatory Services</b>														
<b>Section 28.1 Permit Administration</b>	Reviewing and processing permit applications, associated technical reports, site inspections, communication with applicants, agents, and consultants. Includes reviews under the Drainage Act	O.Reg 686/21 Sections 1,6,8	Fees, Levy	\$ 916,100	note 1	\$ 288,800	\$ 932,800	\$ 413,800	31%			69%		Not Required
<b>Municipal Plan Input and Review</b>	Technical information and advice to municipalities on circulated municipal land use planning applications (Official Plan and Zoning By-law Amendments, Subdivisions, Consents, Minor Variances). Input to municipal land-use planning documents (OP, Comprehensive ZB, Secondary plans) related to natural hazards, on behalf of MNRF (delegated to CAs in 1983)	O.Reg 686/21 Sec 7	Levy, Fees	\$ 232,493	note 1	\$ 128,900	\$ 244,900	\$ 164,850	54%			46%		Not Required
<b>Flood Forecasting and Warning</b>	Daily data collection and monitoring of weather forecasts, provincial & local water level forecasts and watershed conditions. Flood event forecasting. Flood warning and communications. Maintenance of equipment. Includes GIS and technical supports	O.Reg 686/21 Sec 2	Levy, S39 Grant	\$ 221,200	note 1	\$ 116,700	\$ 211,100	\$ 106,663	53%		47%			Not Required
<b>Ice Management Services</b>	The development and updating of ice management plans. Implementing ice control measures, including potential standby equipment (e.g. icebreaker put in place in advance of ice season to prevent ice formation); and addressing ice-related erosion.	O.Reg 686/21 Sec 4	Levy, S39 Grant	Incl above										Not Required
<b>Low water response</b>	Conditions monitoring/analysis. Technical & administrative support to the Water Response Team representing major water users and decision makers, who recommend drought response actions.	O.Reg 686/21 Sec 3	Levy, S39 Grant	Incl above										Not Required
<b>Flood and Erosion Control Infrastructure Operations and Management</b>	Water and erosion control infrastructure and low flow augmentation. Includes annual and routine inspection of flood forecasting system and other flood and erosion control infrastructure.	O.Reg 686/21 Sec 2	Fees, TPs, Grants	Incl above										Not Required
<b>Flood and Erosion Control Infrastructure Operations Major Maintenance</b>	Major maintenance on flood and erosion control infrastructure as required. Projects are dependent on Water & Erosion Control Infrastructure (WECI) funding from the Province and matched by the benefitting municipality.	O.Reg 686/21 Sec 5	Fees, TPs, Grants	\$ 27,200	note 1	\$ -	\$ -	\$ -	0%	50%	50%	0%		Not Required
<b>Natural Hazards Technical Studies and Information Management</b>	Data collection and study of designs to mitigate natural hazards. Development and use of systems to collect and store data and to provide spatial geographical representations of data.	O.Reg 686/21 Sec 1	Levies	\$ 50,352	note 1	\$ 50,352	\$ -	\$ -	100%			0%		Not Required

## Natural Hazards Management

Activities protecting life and property from flooding and other natural hazards.

Program/Service	Description	Category Rationale	Funding Sources	Avg Cost	Avg Cost Calc'n	Avg Levy	2023 Budget	2023 Budgeted			Fee For Service%	Other NGO\$ (incl ERCF)%	Intent to include in Cost Apportionment Agreement	
								Levy Funding	Avg Levy %	Other Muni%				
Natural Hazards Technical Studies and Information Management	Studies and projects to inform natural hazards management programs including but not limited to: floodplain management, watershed hydrology, regulations areas mapping update, floodplain policy, and shoreline management plans. These projects are often minimum 1 year and can be distributed over time as both resources and funding are available. Current works include Little River Floodplain Mapping, Turkey Creek H&H Modelling update. Recent past works include: the Essex County Floodplain Prioritization Risk Assessment Study Leamington Master Drainage Study, and the Regional SWM Standards Manual.	O.Reg 686/21 Sec 1	Fees, Levy, Grants	\$ 165,417	note 1	\$ 16,167	\$ 102,550	\$ 48,500	10%	51%	38%	0%	0%	Not Required
Natural Hazards Communications, Outreach and Education	Promoting public awareness of natural hazards including flooding, drought, and erosion. Public events, materials. Social media services. Media relations.	O.Reg 686/21 Sec 1	Levy, S39 Grant	Incl in corp comm'ns	note 1									Not Required
Totals Category 1				\$ 1,612,762		\$ 600,919	\$ 1,491,350	\$ 733,813	37%	6%	11%	46%	0%	

### Category 2 - Municipal services provided at the request of a municipality and on behalf of a member municipality ( MOUs etc)

Plan Review not related to Natural Hazards	Technical information and advice to municipalities on circulated municipal land use planning applications (Official Plan and Zoning By-law Amendments, Subdivisions, Consents, Minor Variances).			\$ -		\$ -	\$ -	\$ -	0%			0%		N/A
Totals Category 2														

### Category 3 - Other non-mandatory services provided by the Authority

Other municipal project administration (flood infrastructure)	Periodically, the Authority provides project management services for flood/erosion infrastructure projects, undertaken by its participating municipalities.	O.Reg 686/21 Sec 5	Fees, TPs, Grants	\$ -	note 1				0%	100%	0%	0%	0%	No
Totals Category 3														

Note 1 -Average Cost was calculated as the average of 2021 audited, 2022 audited and 2023 budgeted expenses

## Conservation Lands Management

Managing, maintaining and conserving lands owned or controlled by the Authority for the protection of biodiversity and natural heritage including the preservation of areas of significant environmental and ecological importance; and providing opportunities for outdoor recreation.

Program/Service	Description	Category Rationale	Funding Sources	Avg Cost	Avg Cost Calc'n	Avg Levy	2023 Budget	2023 Budgeted		Avg Levy %	Other Muni%	Prov / Fed%	Fee For Service%	Other NGO\$ (incl ERCF)%	Intent to include in Cost Apportionment Agreement
								Levy	Funding						
<b>Category 1 - Mandatory Services</b>															
Strategy for CA owned or controlled lands and management plans, including acquisition and disposition planning	Development of a conservation area strategy for all lands owned or controlled by the authority, continued development of Conservation Area Management Plans and updating policies governing land acquisitions and land dispositions	O.Reg 686/21 Sec 9	Levy	\$ 71,858	note 1	\$ 71,858	\$ 112,300	\$ 112,300	100%	0%	0%	0%	0%	0%	Not required
Management, operation and maintenance of CA owned lands	Programs and services to secure the authority's interests in its lands and to maintain any facilities, trails or other amenities that support public access and recreational activities in conservation areas and that can be provided without the direct support or supervision of staff.	O.Reg 686/21 Sec 9	Levy	\$ 1,081,779	note 1	\$ 785,571	\$ 1,201,025	\$ 867,525	73%	0%	0%	27%	0%	0%	Not required
Resource management of CA owned lands	Programs and services to conserve, protect, rehabilitate, establish, and manage natural heritage located within the lands owned or controlled by the authority, including tree planting.	O.Reg 686/21 Sec 9	Levy, Grants, Donations	\$ 145,960	note 1	\$ 105,145	\$ 158,100	\$ 113,100	72%	0%	22%	0%	6%	0%	Not required
<b>Totals Category 1</b>				<b>\$ 1,299,597</b>		<b>\$ 962,573</b>	<b>\$ 1,471,425</b>	<b>\$ 1,092,925</b>	<b>74%</b>	<b>0%</b>	<b>2%</b>	<b>23%</b>	<b>1%</b>		

## Category 3 - Other non-mandatory services provided by the Authority

Land Acquisition	Land Securement costs, including evaluations; appraisals; legal, etc. and historically funded with a \$500k annual allocation to the land acquisition fund.	CA Act Sec 21.1.2	Levy	\$ 1,819,274	note 2	\$ 512,550	\$ 40,000	\$ 40,000	28%	15%	28%	0%	29%	0%	Yes
Holiday Beach Management	Daily operations and maintenance of a public campground, beach and day use park excluding facilities and infrastructure replacement	CA Act Sec 21.1.2	Fees, Levy	\$ 336,925	note 3	\$ -	\$ 352,600	\$ -	0%	0%	0%	100%	0%	0%	Yes
Holiday Beach Infrastructure Maintenance	-\$1.8 million has been spent on replacing park infrastructure since 2015, and funded by the infrastructure reserve(levy)	CA Act Sec 21.1.2	Levy	\$ 10,000	note 4	\$ 10,000	\$ -	\$ -	100%						Yes
Tree planting/Wetland construction/Forest Mgmt. Plans	Stewardship and Restoration on non-ERCA properties	CA Act Sec 21.1.2	Fees, Levy	\$ 644,471	note 1	\$ 70,000	\$ 607,000	\$ 75,000	11%	0%	20%	47%	22%	0%	Yes
Large-scale restoration	Larger, more complex restoration projects that typically involve consulting engineering and a variety of partners, such as the Peche Island reefs project	CA Act Sec 21.1.2	Fees, Grants	\$ 1,167,466	note 1	\$ -	\$ 162,000	\$ -	0%	63%	34%	0%	4%	0%	No
<b>Totals Category 3</b>				<b>\$ 3,978,135</b>		<b>\$ 592,550</b>	<b>\$ 1,161,600</b>	<b>\$ 115,000</b>	<b>15%</b>	<b>25%</b>	<b>26%</b>	<b>16%</b>	<b>18%</b>		

Note 1 -Average Cost was calculated as the average of 2021 audited, 2022 audited and 2023 budgeted expenses

Note 2-Average Cost is based on 2021 and 2022 audited, and the historical allocation to the land fund has been \$~500,000 annually

Note 3- Historically the operations have required levy with the exception of 2021 and 2022

HBCA Operations will be included in cost apportionment agreements to provide for potential small operating deficits

Note 4- As the Authority does not own HBCA, it is not responsible for asset replacement but only reasonable maintenance & repairs

The Authority will include a small provision in the draft apportionment agreement for a maintenance reserve to buffer against emergency and unplanned repairs, but not asset replacement.



**Drinking Water Source Protection**

*Contributing to the protection of existing and future sources of municipal drinking water by delivering the duties, functions, and responsibilities of a source protection authority under the Clean Water Act (2006)*

Program/Service	Description	Category Rationale	Funding Sources	Avg Cost	Avg Cost Calc'n	Avg Levy	2023 Budget	2023 Budgeted Levy Funding	Avg Levy %	Other Muni%	Prov/Fed%	Fee For Service%	Other NGO \$ (incl ERCF)%	Intent to include in Cost Apportionment Agreement
<b>Category 1 - Mandatory Services</b>														
Source Protection Authority (SPA/SPC) role as set out in the Clean Water Act.	Source Protection Area/Region, tech support, SPC support, SPA reports and meetings, activities required by the Clean Water Act and regulations.	O. Reg 686/21 Sec 13	MECP TPA	\$ 95,297	Note 1	\$ -	\$ 96,900	-	0%	0%	100%	0%	0%	Not Required
				<b>\$ 95,297</b>			<b>\$ 96,900</b>	<b>\$ -</b>						
<b>Category 2 - Municipal services provided at the request of a municipality and on behalf of a member municipality (MOUs etc.)</b>														
Drinking Water Source Protection Risk Management Official Service	Carrying out Part IV duties of the Clean Water Act	CA Act Sec 21.1.1	Municipal (Note 2)	\$ 19,837	Note 1	\$ -	\$ 17,100	-	0%	100%	0%	0%	0%	No
				<b>\$ 19,837</b>			<b>\$ 17,100</b>	<b>\$ -</b>						

Note 1 - Average Cost was calculated as the average of 2021 audited, 2022 audited and 2023 budgeted expenses

Note 2 - The Authority entered into 3 year agreements, with its participating municipalities (City of Windsor, Town of Amherstburg, Town of Essex, Town of Kingsville, Municipality of Lakeshore, Town of Lasalle, Municipality of Leamington, Township of Pelee, Town of Tecumseh) plus the Municipality of Chatham-Kent, to provide Risk Management Official services, effective January 1, 2022.

**Core Watershed-based Resource Management Programs**

Advancing and contributing to the maintenance of a healthy and resilient natural environment.

Program/Service	Description	Category Rationale	Funding Sources	Avg Cost	Avg Cost Calc'n	Avg Levy	2023 Budget	2023 Budgeted Levy Funding	Avg Levy%	Other Muni%	Prov/Fed%	Fee For Service%	Other NGO\$ (incl ERCF)%	Intent to include in Cost Apportionment Agreement
<b>Category 1 - Mandatory Services</b>														
Provincial Water Quality Monitoring Network (PWQMN)	A long-standing (50+ year) CA/MECP partnership for stream water quality monitoring. CA takes water samples; MECP does lab analysis and data management	O.Reg 686/21 Sec 12	Levy/Prov In-kind	\$ 21,285	Note 2	\$ 21,285	\$ 21,285	\$ 21,285	100%					N/A
Provincial Groundwater Monitoring Network (PGMN)	A long-standing (20+ year) CA/MECP partnership for groundwater level and quality monitoring. CA maintains equipment, data transfer to MECP, water sampling; MECP provides equipment, standards, data management.	O.Reg 686/21 Sec 12	Levy/Prov In-kind	incl above										
<b>Totals</b>														
<b>Category 3 - Other non-mandatory services provided by the Authority</b>														
<b>Watershed and Integrated Shoreline Management Planning/Science and Reporting</b>														
Natural Heritage Mapping for 3rd parties/Regional climate change projects	With funding and partnerships, ERCA undertakes a variety of GIS based mapping and modeling studies that inform mutual goals such as habitat restoration prioritization or soil loss erosion modeling. These studies often provide valuable background information related to mandated watershed based resource management strategies.	CA Act Sec 21.1.2	Fees, Grants	\$ 39,902	Note 1	\$ -	\$ -	\$ -	0%	100%	0%	0%	0%	No
Watershed Stewardship and Outreach (Rural & Agricultural)	Apply for and manage external funding, promote private land stewardship, outreach, provide grants, advice and design assistance to property owners.	CA Act Sec 21.1.2	Levy, Grants	\$ 45,049	Note 1	\$ 35,567	\$ 93,000	\$ 73,000	79%	0%	0%	21%	0%	Yes
ERCA WQ program/monitoring	ERCA has standard Water Quality stations to monitor surface water quality health beyond the PWQMN stations, to allow us to monitor water quality in all of our major watersheds. This information is collected and reported upon in the watershed report card, published q 5 years.	CA Act Sec 21.1.2	Levy	\$ 24,394	Note 1	\$ 22,730	\$ 54,000	\$ -	100%	0%	0%	0%	0%	Yes
Fee for Service water quality monitoring	ERCA collects water samples on behalf of organizations on a fee for service basis when the intent of the monitoring is to improve watershed health.	CA Act Sec 21.1.2	Fees	\$ 38,608	Note 1	\$ -	\$ 42,975	\$ -	0%	0%	80%	20%	0%	No
Demonstration Farm	Operation of agricultural demonstration farm that partners with federal, provincial and local agriculture groups and researchers, to promote and implement agricultural best management practices to improve soil health and water quality	CA Act Sec 21.1.2	Levy (pre 2023), crop sales	\$ 43,153	Note 3	\$ 6,275	\$ 53,000	\$ -	0%	0%	79%	21%	0%	No
Detroit River Remedial Action Plan	The Detroit River is a designated Area of Concern by the federal and provincial governments. ERCA coordinates local actions in partnership with upper levels of government and municipalities to undertake works leading to Detroit River environmental improvements.	CA Act Sec 21.1.2	Prov/Fed \$	\$ 173,030	Note 1	\$ -	\$ 169,300	\$ -	0%	0%	100%	0%	0%	No

## Core Watershed-based Resource Management Programs

Advancing and contributing to the maintenance of a healthy and resilient natural environment.

Program/Service	Description	Category Rationale	Funding Sources	Avg Cost	Avg Cost Calc'n	Avg Levy	2023 Budget	2023 Budgeted Levy Funding	Avg Levy%	Other Muni%	Prov/Fed%	Fee For Service%	Other NGO\$ (incl ERCF)%	Intent to include in Cost Apportionment Agreement
Fixed Term WQ studies and projects (Fed/Prov funded)	<ul style="list-style-type: none"> <li>Complete a Phosphorous Management Plan for the region.</li> <li>Collect water samples, funded by various external partner</li> <li>Collect water quality samples in greenhouse influenced and non-greenhouse influenced stream, with funding from MECP.</li> <li>Continue work in the Wigle Creek watershed</li> <li>Complete over 20 Agricultural Best Management Practice (BMP) projects in partnership with landowners.</li> </ul>	CA Act Sec 21.1.2	Prov/Fed \$	\$ 430,462	Note 1	\$ -	\$ 214,284	\$ -	0%	0%	100%	0%	0%	No
				\$ 794,596		\$ 64,572	\$ 626,559	\$ 73,000	12%	0%	73%	6%	0%	

Note 1 - Average of 2021 audited, 2022 audited and 2023 budgeted expenses

Note 2 - The Province's water quality monitoring program was previously co-mingled with ERCA's general water quality program and 2023 is an estimate of on-going costs

Note 3 - The Demonstration Farm is expected to be wound up in Q4 of 2023, to enable staff to focus on direct stewardship activities with the agricultural community

**Outreach/Education/Other Programs**

Education/Outreach and other activities which do not fit within any mandatory category nor are tied to core watershed resource management strategies

Program/Service	Description	Category Rationale	Funding Sources	Avg Cost	Avg Cost Calc'n	Avg Levy	2023 Budget	2023 Budgeted Funding	Avg Levy%	Other Muni%	Prov/Fed%	Fee For Service%	Other NGO\$ (incl ERCF)%	Intent to include in Cost Apportionment Agreement
JRPH Museum Operations	1842 Historic Home is the only living history museum west of London. Is a key tourism destination, attracting visitors to the region. Is pivotal to Conservation/outdoor education programs. <b>Museum operations do not generally further the objects of Conservation Authorities, as defined in the Act.</b>	Non-mandatory, as confirmed by MECP	Levy, fees, grants, donations	\$ 284,682	Note 1	\$ 136,364	\$ 301,150	\$ 135,962	48%	0%	19%	32%	0%	Yes
JRPH Museum & Heritage Bldgs Preservation	12 Heritage buildings that are to be preserved in perpetuity in accordance with covenants included in the 2008 Provincial transfer agreement but museum operations do not generally further the objects of Conservation Authorities, as defined in the Act.	Non-mandatory, as confirmed by MECP	Reserve funds, grants, donations	\$ 110,190	Note 2	\$ 52,333	\$ 759,000	\$ 515,000	47%	0%	0%	0%	53%	Yes
				\$ 394,872		\$ 188,697	\$ 1,060,150	\$ 650,962	48%	0%	14%	23%	15%	
Curriculum-based outdoor education	Program development & delivery to provide curriculum based experiential education programs for grades K-12 regarding watershed management, conservation and natural resource management.	CA Act Sec 21.1.2	Levy, Fees, ERCF grants	\$ 62,511	Note 3	\$ 13,783	\$ 64,000	\$ -	22%	0%	0%	37%	41%	Yes
Outreach/Community partnerships	Supporting community partners in implementing on-the-ground conservation projects, citizen science activities, and managing ERCA's volunteer base.	CA Act Sec 21.1.2	Levy, Grants	\$ 64,522	Note 1	\$ 48,417	\$ 64,150	\$ 34,150	75%	0%	0%	0%	25%	Yes
Small scale outreach and conservation projects delivered in conjunction with the public, students or workplaces	Programs include Solcz Family Forest, TD Tree Days, City of Windsor Earth Day Tree Plantings, community cleanups, invasive species removals, and other activities.	CA Act Sec 21.1.2	Grants, Donations	\$ 151,908	Note 1	\$ -	\$ 339,000	\$ -	0%	0%	90%	0%	10%	No
ERCF Governance, Administration, Finance & Fundraising Supports	As the Foundation does not have paid staff and historically the Board has largely functioned as a governance board, ERCA Administrative staff provide a significant amount of time to support the activities of the ERCF. The Bylaws currently state that the ERCA CAO will act as the Exec Dir of the Foundation.	CA Act Sec 21.1.2	ERCF grant, Levy	\$ 54,669	Note 1	\$ -	\$ 60,000	\$ -	0%	0%	0%	0%	100%	No
				\$ 333,610		\$ 62,200	\$ 527,150	\$ 34,150	19%	0%	41%	7%	33%	

Note 1 - Average of 2021 audited, 2022 audited and 2023 budgeted expenses

Note 2 - Due to the significant museum preservation/maintenance deficit, the Board reallocated \$500,000 of Clean Water Green Spaces levy from land acquisition funding to the JRPH reserve fund, for 2023.

Note 3 - Levy funding may be required during the latter part of the term covered by the cost apportionment agreement, depending on ERCF fundraising abilities.

## General Operating Expenses

Manages compliance with various Acts & contracts; corporate governance, finance, HR, IS/IT, risk management & communications/outreach

Program/Service	Description	Category Rationale	Funding Sources	Avg Cost	Avg Levy	2023 Preliminary Draft Budget	2023 Projected Levy Funding	Avg Levy%	Other Muni%	Prov / Fed%	Self-Generated%	Other NGO\$ (incl ERCF)%
<b>Category 1 - Mandatory Services</b>												
Corporate Services	Administrative, human resources, operating and capital costs which are not directly related to the delivery of any specific program or service, but are the overhead and support costs of a conservation authority.	O. Reg 402/22 general operating expenses	Internal Chgs, Levy, Interest, ERCF grant	\$ 1,164,811	\$ 481,533	\$ 1,241,900	\$ 540,500	41%	0%	0%	59%	0%
Reserves (Capital Expenses)	Periodic transfers to various restricted reserves relating to general operations including infrastructure replacement	O. Reg 402/22 general capital expenses	Levy	\$ 296,000	\$ 296,000	\$ 325,000	\$ 325,000	100%	0%	0%	0%	0%
Communications/Media	Communicates with all stakeholders across a variety of platforms including traditional and social media, website and in person to advise of natural hazard risks and natural resource management activities. Engages stakeholders in conservation efforts including citizen science. Provides marketing services for revenue-generating business units.	O. Reg 402/22 general operating expenses	Levy	\$ 185,796	\$ 179,550	\$ 201,600	\$ 181,600	90%	0%	0%	0%	10%
				<b>\$ 1,646,608</b>	<b>\$ 957,083</b>	<b>\$ 1,768,500</b>	<b>\$ 1,047,100</b>	<b>58%</b>	<b>0%</b>	<b>0%</b>	<b>41%</b>	<b>1%</b>

Appendix B- Cost Apportionment Estimates for Category 3 Non Mandatory Programs & Services

Participating Municipality	Amherstburg		Essex		Kingsville		Lakeshore		Lasalle		Leamington		Pelee		Tecumseh		Windsor		Total Avg Levy		Total 2023 Levy	
2023 MCVA Estimate of Cost Apportionment (Levy) subject to agreement for Non-Mandatory programs and services	6.14%		4.86%		6.57%		9.88%		9.04%		6.34%		0.28%		8.16%		48.73%					
	Avg Levy	2023	Avg Levy	2023	Avg Levy	2023	Avg Levy	2023	Avg Levy	2023	Avg Levy	2023	Avg Levy	2023	Avg Levy	2023	Avg Levy	2023	Total Avg Levy	Total 2023 Levy		
<b>Conservation Services</b>																						
Land Acquisition	\$ 31,483	\$ 2,457	\$ 24,931	\$ 1,946	\$ 33,680	\$ 2,628	\$ 50,636	\$ 3,952	\$ 46,329	\$ 3,616	\$ 32,494	\$ 2,536	\$ 1,412	\$ 110	\$ 41,844	\$ 3,266	\$ 249,742	\$ 19,490	\$ 512,550	\$ 40,000		
Tree planting/Wetland construction/Forest Mgmt. Plans	4,300	4,607	3,405	3,648	4,600	4,928	6,915	7,409	6,327	6,779	4,438	4,755	193	207	5,715	6,123	34,108	36,544	70,000	75,000		
Holiday Beach Infrastructure Maintenance	614	-	486	-	657	-	988	-	904	-	634	-	28	-	816	-	4,873	-	10,000	-		
<b>Water Quality</b>																						
Watershed Stewardship and Outreach (Rural & Agricultural)	2,185	4,484	1,730	3,551	2,337	4,797	3,514	7,212	3,215	6,598	2,255	4,628	98	201	2,904	5,960	17,330	35,570	35,567	73,000		
Water Quality Program	1,396	-	1,106	-	1,494	-	2,246	-	2,054	-	1,441	-	63	-	1,856	-	11,075	-	22,730	-		
<b>Outreach, Engagement &amp; Education</b>																						
Curriculum-based outdoor education	847	-	670	-	906	-	1,362	-	1,246	-	874	-	38	-	1,125	-	6,716	-	13,783	-		
Outreach/Community partnerships	2,974	2,098	2,355	1,661	3,181	2,244	4,783	3,374	4,376	3,087	3,069	2,165	133	94	3,953	2,788	23,591	16,640	48,417	34,150		
<b>John R Park Homestead Museum</b>																						
JRPH Museum Operations	8,376	8,351	6,633	6,613	8,960	8,934	13,472	13,432	12,326	12,289	8,645	8,620	376	375	11,133	11,100	66,444	66,248	136,364	135,962		
JRPH Museum & Heritage Bldgs Preservation	3,215	31,633	2,546	25,050	3,439	33,841	5,170	50,878	4,730	46,550	3,318	32,649	144	1,419	4,272	42,044	25,500	250,936	52,333	515,000		
Cost Apportionment low and high estimates in 2023\$	\$ 55,388	\$ 53,630	\$ 43,862	\$ 42,469	\$ 59,254	\$ 57,372	\$ 89,085	\$ 86,256	\$ 81,507	\$ 78,919	\$ 57,168	\$ 55,353	\$ 2,485	\$ 2,406	\$ 73,617	\$ 71,280	\$ 439,378	\$ 425,427	\$ 901,743	\$ 873,112		



## Essex Region Conservation Authority

### Board of Directors

BD 14/22

From: Shelley McMullen, CFO/Director of Finance & Corporate Services  
Tim Byrne, CAO/Secretary Treasurer

Date: Thursday, June 16, 2022

**Subject: Endorsement of Category 3 Non-Mandatory Programs and Services for the purpose of negotiating municipal cost-apportioning agreements**

Compliance Action: O. Reg. 687/21 Transition Plan and Agreements for Programs and Services

Legislative Action: Conservation Authorities Act, R.S.O. 1990, c. C27

**Recommendation:** THAT Report BD 14/22 be received for Members' information; and further,

THAT the Board of Directors endorse and support the suite of Category 3 non-mandatory programs and services, as identified in Appendix A, and endorse same as beneficial programs and services that further the conservation, restoration, development and management of natural resources within the region, as served by the Essex Region Conservation Authority; and further,

THAT the Authority suspend the current Demonstration Farm program, cease operations in the fall of 2022, and pursue funding through its partner agricultural organizations. Should partner organizations and others not be interested in continuing with the Demonstration Farm, Administration recommends that existing available resources be redirected to the Watershed Stewardship program; and further,

THAT the Category 3 non-mandatory activities, specific to the John R. Park Homestead Museum, including related programming be included in municipal discussion documents or cost apportioning agreements; and further,

THAT Administration be directed to pursue and negotiate municipal cost-apportioning agreements for the remaining suite of Category 3 non-mandatory programs and services, as modified and described herein.

### Summary

- Administration is seeking confirmation and board endorsement of the suite of programs and services, identified as non-mandatory Category 3, to be included in municipal discussion documents

and cost apportioning agreements, expected to be negotiated over the next year and finalized before January 1, 2024.

- The Ministry of the Environment, Conservation & Parks responded on June 15, 2022 to Administration's request to clarify and categorize the activities at the John R. Park Homestead Conservation Area and has clarified that, only the activities such as those related to maintaining the land as a conservation area may be classified as category 1 program or services, and could include, for example, preserving the wetland and providing public nature trails, boardwalks, beach, and picnic areas, to the extent that supervision of staff is not required.
- Administration recommends that the Authority suspend the current Demonstration Farm program, cease operations in the fall of 2022, and pursue funding through its partner agricultural organizations. Should partner organizations and others not be interested in continuing with the Demonstration Farm, Administration recommends that existing available resources be redirected to the Watershed Stewardship program.
- While not directly tied to the mandate of Conservation Authorities, Administration is recommending the endorsement and support of the Category 3 non-mandatory activities at the John R Park Homestead, for inclusion in municipal discussion documents and cost-apportioning agreements.

## Discussion

The Authority provided its full inventory of programs and services to the Board on April 14, 2022 (BD 09/22) and to the Ministry of the Environment, Conservation and Parks on February 28, 2022, as well as to its member municipalities, as required under Regulation 687/21 (*Transition Plans and Agreements for Programs and Services*). Also included in Regulation 687/21, is the requirement to consult with participating municipalities, with respect to the categorization of programs and services (Category 1, 2 or 3), and to "take the necessary steps to seek to enter into cost apportioning agreements with the participating municipalities on or before the transition date." A cost apportioning agreement will be required, if municipal funds are needed to finance all, or portions of a non-mandatory Category 3 program or service.

To demonstrate transparency and to ensure that board members have been adequately informed, with respect to the existing complement of non-mandatory Category 3 programs and services, Administration has attached Appendix A. These are programs and services, that have historically required some level of municipal levy over the past five years, or which may require municipal financing at some point during the period covered by a multi-year municipal cost apportionment agreement, effective on the transition date of January 1, 2024.



## Category 3 Programs & Services Highlights

### Category 3 Programs and Services related to land protection, restoration, conservation areas & passive recreation

#### *TREE PLANTING (PRIVATE LANDS/NON-ERCA OWNED PROPERTIES)*

To achieve a sustainable future, mitigate climate impacts, expand tree canopy cover, improve water quality and keep endangered species from extinction in Canada, partnerships must continue with private landowners to grow the amount of habitat restored in the region. ERCA has restored over 330 acres of land on private property since 2016. These privately owned restoration sites are an invaluable contribution from our community as they further the rehabilitation of our region.

**Administration recommends that Tree Planting activities on private lands be recognized and supported as a beneficial program of the watershed and that it be included in draft municipal discussion documents and cost-apportioning agreements on a full cost recovery basis, minus reasonable landowner contributions and other funding sources.**

#### *LAND ACQUISITION*

Each year ERCA works towards the strategic purchase of lands that have the highest biological value, as indicated by the Land Securement Strategy, and that will have the greatest impact on improving the biological health of the region. While potential acquisitions are evaluated on a case by case basis, securement can ensure the long-term protection of natural heritage links between existing fragmented forests and wetlands.

The land acquisition fund was initiated in 2003 through the Clean Water~Green Spaces Levy and the land acquisition component has comprised the majority of the historical CW~GS levy funding. Once purchased, restoration and management of these lands would be categorized as a mandatory activity.

In 2012, ERCA approved its Land Securement Strategy to provide a guideline for future ERCA land securement efforts. This Strategy aims to provide for the permanent protection of existing natural features through land securement procedures. It is important to note that the Land Securement Strategy focuses on natural heritage features and not on recreational opportunities.

The Land Securement Priority Areas (LSPA) are identified by examining a number of environmental features, through ERCA's Geographic Information System (GIS) analysis. This is addressed in consideration of the following information:

- Priority Existing Natural Areas – including Areas of Scientific or Natural Interest (ANSI), Environmentally Significant Areas (ESA), existing natural areas (both wetland and terrestrial), floodplain, interior woodland, significant woodland, Nature Conservancy of Canada (NCC) Natural Areas
- Priority Restoration Opportunities – including NCC Natural Areas Conservation Plan priority lands, public lands, physiography, and restoration opportunities (e.g. woodlot, prairie, wetland, riparian/wetland buffers, etc.).

- Connections to Public Lands – areas that are adjacent to, or part of a larger feature (i.e. existing natural area, riparian or wetland buffer restoration) are identified as higher priorities. Similarly, potential to create interior forest by ‘rounding edges’ and filling in gaps between parcels are also identified

**Administration recommends that Land Acquisition activities be recognized as a beneficial program of the watershed and that it be included in draft municipal discussion documents and cost-apportioning agreements, as a fixed contribution amount and credited to a restricted reserve fund(s), either on a pooled basis or on such other basis as may be determined, but to be negotiated by Administration with participating municipalities.**

#### *HOLIDAY BEACH MANAGEMENT/OPERATIONS*

Holiday Beach Conservation Area is operated by the Authority under a thirty-year management agreement with the Province of Ontario, that expires in 2031, and can be cancelled with 120 days of notice. The Province of Ontario is the owner of the property and the Management Agreement currently in place has been authorized by the Ministry of Northern Development, Mines, Natural Resources and Forestry (previously MNR). Currently Infrastructure Ontario holds title on behalf of the Province of Ontario. The Authority has no legal interest in the lands, buildings or infrastructure on this site. Historically, site operations (without consideration of capital investment), have not been profitable, and the annual average levy for the past five years exceeded \$68,000/year, although break-even results were experienced in 2021, due to increased day-use, most likely associated with Covid19 public health related restrictions.

The majority of expenses associated with this site are funded through user fees related to camping, hunting and cottage rentals, however, a minimal amount of levy (\$6,000) has been allocated to support the day use in 2022. Whether or not this particular program/activity needs to be included in a cost-apportionment agreement, will be dependent on the financial results of the 2022 operating season. In terms of managing a property for another agency, there should be a reasonable expectation of surplus or minimally, break-even results. As noted below, a disproportionate amount of levy (which funded the infrastructure reserve) has been utilized for capital asset replacement and repairs to maintain level of service at this site.

**Administration recommends that the operation of the Holiday Beach Conservation Area, is beneficial to the watershed and its residents, and that it be included in draft discussion documents and municipal cost-apportioning agreements to the extent that it may be prudent to fund a small capital maintenance reserve to address emergency repairs, separate from other infrastructure reserves, specific to ERCA-owned conservation areas.**

#### *HOLIDAY BEACH INFRASTRUCTURE/ASSET MAINTENANCE & REPLACEMENT*

\$1.8 million has been spent on replacing park infrastructure since 2015, and funded by the infrastructure reserve, which is supported through levy. While there have been significant repairs and replacements of assets, going back to 2006, failing infrastructure at this site is the single largest source of risk to the Authority, due to linear assets including roads, electrical and sewer infrastructure. Administration is exploring the feasibility of ownership, which would need to include a consultant’s

assessment of assets and a comprehensive asset management plan to account for the infrastructure and guide future replacement and investment.

Until ownership is addressed, a cost-apportionment agreement would not include a provision for capital asset replacement, however a reasonable provision for certain emergency repairs related to electrical, sewer and road surfaces, should be contemplated.

**Administration recommends that draft discussion documents and cost-apportioning agreements include a provision for emergency repairs, related to capital assets located at the Holiday Beach Conservation Area, currently under a management agreement.**

**Category 3 Programs relating to water quality, private land stewardship and agricultural research**

*WATER QUALITY RESEARCH & MONITORING*

Healthy rivers, headwaters, and species in our watershed are key elements of a sustainable and healthy environment that residents rely on for sources of drinking water, the economy and for recreation. The ability to track and report on changes to these indicators of healthy watersheds and share that knowledge assists in the understanding of current watershed health and highlights emerging trends, used as a basis for setting environmental management priorities, research opportunities for other agencies, and overall management and protection of watershed resources. ERCA undertakes its watershed science programs through partnerships with the Provincial Water Quality Monitoring Network (PWQMN), Ontario Benthos Biomonitoring Network, the Provincial Groundwater Monitoring Network (PGMN) and works in partnership with Provincial and Federal programs and with Universities including the Great Lakes Institute for Environmental Research at the University of Windsor.

**Administration recommends that the Water Quality & Monitoring program be recognized and supported as a beneficial program of the watershed and that it be included in draft discussion documents and municipal cost-apportioning agreements on a full cost recovery basis, minus any reasonable landowner contributions, and other funding sources including fees for services and government grants.**

*WATERSHED STEWARDSHIP AND RESTORATION(PRIVATE LANDS)*

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

**Administration recommends that the Watershed Stewardship program be recognized and supported as a beneficial program of the watershed and that it be included in draft discussion documents and municipal cost-apportioning agreements on a full cost recovery basis, minus any reasonable landowner contributions, and other funding sources including fees for services and government grants.**

#### *DEMONSTRATION FARM*

The Authority has operated the Essex County Demonstration Farm to facilitate agricultural research and disseminate lessons learned, to the farming community. The Authority and partners from the agricultural community established the Essex County Demonstration Farm (ECDF) at Holiday Beach Conservation Area in 1996. Since then the project/program has received considerable support and interest from the agricultural sector. The goal of the farm operation has been to demonstrate best management practices and innovative technologies that will conserve soil, maintain productivity, improve water quality and quantity, and illustrate that farming and the environment can coexist.

Together with its partner organizations, the Essex Soil and Crop Improvement Association (ESCIA), Ontario Ministry of Agricultural, Food and Rural Affairs, Agri-Food and Agriculture Canada, and various private sector organizations, the ECDF has focused on demonstrating on-going issues and techniques within the agricultural community. In this respect, the farm has undertaken projects that were of interest to the agricultural partners as well as the farming community in Essex County. In addition, it has incorporated natural habitat demonstrations that reflect the diversity of ecosystems in the Essex region. It provides a forum for the agricultural community to work together and communicate innovative techniques to each other and landowners.

By working as a team, ERCA hopes that information on agricultural issues, such as crop varieties, nutrient management, genetically modified products, and best management practices (BMPs) can be more effectively demonstrated and understood by farmers that deal with these issues on a daily basis. Therefore, the role of ECDF is to incorporate the ideas and projects of the partner organizations and to link these organizations together, to promote communication between partners as well as with the agricultural community in the Essex Region.

**Administration recommends that the Authority suspend the current Demonstration Farm program, cease operations in the fall of 2022, and pursue funding through the partner agricultural organizations listed. Should partner organizations and others not be interested in continuing with the Demonstration Farm, that existing available resources be redirected to the Watershed Stewardship program, as described above. Enhancements to the stewardship program could then be explored, in order to serve a larger group of stakeholders and/or increase the volume of incentives to landowners, to address water quality through Best Management Practices.**

**Category 3 - Programs and services related to public education, community and stakeholder engagement and heritage (John R Park Homestead museum operations & related programming)**

#### *JOHN R. PARK MUSEUM/VISITOR CENTRE OPERATIONS & RELATED PROGRAMMING*

JRPH Museum is Ontario's only living historical farm museum west of London, giving it significant regional importance. The Homestead is unique as it features the original early settler homestead in its original location, as well as a working blacksmith shop, livestock program, heritage orchard and kitchen garden, and pollinator garden to provide an authentic, living history experience. The Homestead has been recognized by Tourism Windsor- Essex-Pelee Island as the Best Museum/ Heritage Space in Windsor-Essex for the past four years, and is identified as a destination driver for regional tourism.

Thousands of schoolchildren attend each year for experiential education programs, exploring the human and natural history of the Essex Region, including our connectedness to, and impacts on the local environment. The John R. Park Homestead, in partnership with the Windsor-Essex Catholic School Board, has also introduced an Indigenous Innovation education program to help decolonize the site and tell a more full history of our region.

While there are restrictive operating covenants in place, that were accepted when the property was transferred in 2008, MECP has directed that only the activities such as those related to maintaining the land as a conservation area, may be classified as category 1 program or services, and could include, for example, preserving the wetland and providing public nature trails, boardwalks, beach, and picnic areas, to the extent that supervision of staff is not required. Museum/Visitor Centre operations and related programming, fall under Category 3, non-mandatory programs and services, as relayed by MECP in their correspondence of June 15, 2022.

**Administration recommends that the Category 3 activities of the John R Park Homestead Conservation Area be recognized and supported as a beneficial program for the residents of the region and be included in draft municipal discussion documents and cost-apportioning agreements on a full cost recovery basis, minus any reasonable program fees, and other funding sources including donations and non-government and government grants.**

#### *CURRICULUM-BASED OUTDOOR EDUCATION*

There is a significant body of research-based evidence surrounding the value of outdoor learning experiences. There is also increasing demand within the education sector for programs and services that focus on environmental issues that are germane today. ERCA's Outdoor Education programs provide experiential and engaging environmental programs and services for kindergarten to grade 12 students and teachers, meeting the objectives of the provincial curriculum. While this program has historically required an average annual levy of approximately \$30,000 to sustain it, significant fundraising through the Essex Region Conservation Foundation has eliminated the reliance on levy for approximately five years, starting in 2022

**Administration recommends that the Outdoor Education program be recognized and supported as a beneficial program of the watershed and that it be included in draft discussion documents and municipal cost-apportioning agreements on a full cost recovery basis, minus any reasonable program fees, and other funding sources including non-government and government grants.**

#### *OUTREACH COMMUNITY PARTNERSHIPS*

Engaging community members in stewardship opportunities is integral to conservation success across the region. Providing hands-on opportunities for people to connect with nature and take action for the environment raises awareness regarding broader local environmental issues, including increasing natural areas coverage, protecting mature forests, mitigating risks of natural hazards, such as flooding, and impacts of climate change on this region.

There continues to be increased demand from community members for volunteer opportunities to take action for the environment, and ERCA is uniquely positioned to coordinate these opportunities across

the region. These stewardship events result in cleaner watersheds and increased habitat, implemented with volunteer support, and are most cost-effective when offered collaboratively on a watershed basis.

This activity has historically required annual levy of approximately \$82,000 however, ongoing levy requirements are estimated at approximately \$60,000 due to the reduction in the staffing complement related to supports for Foundation events and fund-raising activities.

**Administration recommends that the Outreach and Community Partnerships program be recognized and supported as a beneficial program of the watershed and that it be included in draft municipal discussion documents and cost-apportioning agreements on a full cost recovery basis, minus any reasonable program fees, and other funding sources including non-government and government grants.**

Approved By:



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Tim Byrne  
CAO/Secretary Treasurer

**Attachments:**

- Appendix A – Category 3 Inventory of Levy-Supported Non-Mandatory Programs and Services
- ERCA correspondence to MECP re: Categorization of Conservation Authorities Programs & Services- John R Park Homestead sent May 25, 2022 (*REMOVED*)
- MECP correspondence from MECP re: Categorization of Conservation Authorities Programs & Services- John R Park Homestead received June 15, 2022 (*REMOVED*)

**AUTHORITY PROGRAMS AND SERVICES CATEGORIZED AS NON-MANDATORY UNDER SECTION 21.1.2 (CATEGORY 3)**

Program/Service	Description	Funding Sources	2022 Program Budget	2022 Levy Allocation	Levy Funding %	Avg 5 yr Program Cost	5 Yr Avg Annual Levy '17-'21	5 Yrs Total Levy '17-'21
<b>Category 3 Programs and Services related to land protection, restoration &amp; conservation areas recreation</b>								
Land Acquisition	Accounts for all land securement costs, including: staff time; professional evaluations; appraisals; legal expenses etc. Any unused levy allocation is transferred to the land acquisition fund and accumulates until an acquisition is approved.	Levy	\$ 500,000	\$ 500,000	100%	\$ 510,259	\$ 449,324	\$ 2,246,620
Tree planting	Treeplanting and Restoration on non-ERCA properties	Fees	\$ 525,600	\$ 75,000	14%	\$ 631,865	\$ 118,000	\$ 590,000
Holiday Beach Management	Daily operations and maintenance of a public campground, cottage, beach and day use park	Fees, Levy	\$ 321,600	\$ 6,000	2%	\$ 306,464	\$ 68,128	\$ 340,642
Holiday Beach Infrastructure	Facilities and infrastructure maintenance/replacement* <b>\$1.8 million has been spent on replacing park infrastructure since 2015, and funded by the infrastructure reserve/levy</b>		\$ -	-			\$ 198,000	\$ 990,000
<b>Totals Category 3 programs relating to lands and recreation</b>			<b>\$ 1,347,200</b>	<b>\$ 581,000</b>	<b>43%</b>	<b>\$ 1,448,588</b>	<b>\$ 833,452</b>	<b>\$ 4,167,262</b>
<b>Category 3 Programs relating to water quality, private land stewardship and agricultural research</b>								
ERCA WQ research/monitoring	ERCA has standard Water Quality stations to monitor surface water quality health beyond the PWQMN stations, to enable water quality monitoring in all of our major watersheds. This information is collected and reported upon in the watershed report card, published every 5 years.	Levy	\$ 54,000	\$ 54,000	100%	\$ 67,880	\$ 68,250	\$ 341,250
Watershed Stewardship and Restoration (Rural & Agricultural)	Apply for and manage external funding, promote private land stewardship, outreach, provide advice and design assistance to property owners.	Levy, Grants	\$ 35,000	\$ 35,000	100%	\$ 41,911	\$ 34,650	\$ 173,250
Demonstration Farm	Operation of agricultural demonstration farm that partners with federal, provincial and local agriculture groups and researchers, to promote and implement agricultural best management practices to improve soil health and water quality	Levy, Sales	\$ 54,350	\$ 36,750	68%	\$ 48,403	\$ 21,316	\$ 106,580
ERCA staffing supports related to ESCIA	Supports provided to the Essex Soil & Crop Association Board of Directors, by the Agricultural Technician	Levy, Sales		incl above in Demo Farm				
			<b>\$ 143,350</b>	<b>\$ 125,750</b>	<b>88%</b>	<b>\$ 158,194</b>	<b>\$ 124,216</b>	<b>\$ 621,080</b>
<b>Category 3 - Programs and services related to public education, community and stakeholder engagement &amp; heritage (JRPB Museum)</b>								
John R Park Museum/Visitor Centre operations & active programming (education, tours, preservation of heritage assets)	Activities which require supervision or active engagement by staff and/or which do not relate to a passive recreational day use site (trails, picnic areas etc)	Levy, fees, grants, donations	\$ 273,003	\$ 189,565	69%	\$ 295,644	\$ 153,197	\$ 765,987
Curriculum-based outdoor education	Program development & delivery to provide curriculum based experiential education programs for grades K-12 regarding watershed management, conservation and natural resource management.	Levy, Fees, ERCF grants	\$ 53,000	\$ -	0%	\$ 68,323	\$ 30,470	\$ 152,350
Outreach/Community partnerships	Supporting community partners in implementing on-the-ground conservation projects, citizen science activities, and managing ERCA's volunteer base.	Levy, Grants	\$ 71,600	\$ 61,600	86%	\$ 96,127	\$ 82,361	\$ 411,805
			<b>\$ 397,603</b>	<b>\$ 251,165</b>	<b>63%</b>	<b>\$ 460,094</b>	<b>\$ 266,028</b>	<b>\$ 1,330,142</b>
			<b>\$ 1,888,153</b>	<b>\$ 957,915</b>	<b>51%</b>	<b>\$ 2,066,876</b>	<b>\$ 1,223,697</b>	<b>\$ 6,118,484</b>