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December 13, 2024

Town of Amherstburg

Town of Essex

Town of Kingsville

Town of LaSalle

Municipality of Leamington

Municipality of Lakeshore

Township of Pelee

Town of Tecumseh

City of Windsor

Attention: Municipal Council Clerks (for distribution)

**RE: ESSEX REGION CONSERVATION AUTHORITY 2025 DRAFT BUDGET
30 DAY NOTICE TO MEMBER MUNICIPALITIES**

Please find attached the 2025 Draft Budget for the Essex Region Conservation Authority (ERCA). We do not anticipate that there will be changes to this document and the draft Budget was approved for circulation by the ERCA Board of Directors at the regular meeting on December 12, 2024. Should Administration receive further direction from the Board, revised materials will be circulated at the earliest opportunity.

Ontario Regulation 402/22 requires that participating municipalities receive a minimum a 30-day notice for which a meeting where a weighted and recorded vote will be taken, respecting non-matching levies. The weighted vote will take place on Thursday, February 13, 2025, at a meeting of the ERCA Board of Directors.

Should you have any questions regarding this 2025 Draft Budget, please feel free to contact Mr. Tim Byrne, tbyrne@erca.org or by phone 519-776-5209 ext. 350.

Thank you,

Tim Byrne
CAO/Secretary-Treasurer

Shelley McMullen
CFO/Director, Finance and Corporate Services

CC: Municipal CFO/Treasurer/Director of Finance

Attachments: ERCA 2025 Draft Budget, Discussion & Analysis



Essex Region Conservation Authority

Board of Directors

BD30/24

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

Date: Monday, December 2, 2024

Subject: 2025 Draft Budget and Municipal Cost Apportionment

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

Recommendation 1: THAT the 2025 Draft Budget including the Budget Discussion & Analysis companion document, be received for Members' review and approval; and further,

THAT the Board of Directors support the municipal cost apportionment of \$3,053,491, for mandatory programs and services (+2.8%, \$82,403) as supported by the Finance and Audit Advisory Board (Resolution FAAB 06/24); and further,

THAT the Board of Directors support the municipal cost apportionment of \$327,262, restricted to the seven unanimously supported Category 3 non mandatory programs and services (3.2%, \$10,000); and further,

THAT Administration circulate the 2025 Draft Budget, Discussion & Analysis companion document, as attached herein, to member municipalities for consultation in accordance with Ontario Regulation 402/22.

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

THAT Administration continue to engage non-participating member municipalities in the support of voluntary contributions for land acquisition and securement; and further,

THAT the Board of Directors accept the 2025 voluntary municipal contributions of \$138,609 to the Category 3 Land Acquisition & Securement fund, and any additional voluntary contributions if directed by any nonparticipating member municipality, and included in its revised Agreement with the Authority.

Background:

Administration has prepared a comprehensive companion budget document, which forms an integral part of this report, and includes the detailed 2025 draft budget, management's discussion, and extensive analysis. As required by *Ontario Regulation 402/22*, the budget is segmented by category of program and service, primarily Category 1, the mandatory programs of conservation authorities, as listed in *Ontario Regulation 686/21* and Category 3, the beneficial but non-mandatory programs and services of the Authority, as endorsed by the Board of Directors (BD 09/22). Category 2 services are the municipal services, provided by the Authority at the request of one or more municipalities and operated in accordance with an agreement. Category 2 services are included at the anticipated contracted amount in this budget and reflect the *Part IV Clean Water Act* municipal risk management services.

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

The Category 3 non-mandatory programs, as approved by the Board, are shown in Appendix F including the proposed 2025 cost apportionment for programs which require municipal cost apportionment in 2025. Administration continues to advocate for a consistent approach to a shared land acquisition and securement program in addition to minimum sustainable municipal funding, of the focused watershed stewardship/agricultural water quality outreach program. Since the last budget cycle, five municipalities have included a voluntary contribution to the land acquisition and securement program, in their respective Cost Apportioning Agreements and two municipalities have, or intend to support the program, through their own restricted-purpose reserves. The historical Clean Water~Green Spaces water quality stewardship and rural outreach program remains suspended, although a multi-year grant will support delivery of a similar initiative, on a term-limited basis.

Administration supports the Province's mandate to improve consistency and comparability across all conservation authorities and the transparency of program and service delivery, including the identified need for municipal funding of both the mandatory and non-mandatory programs and services. This budget and the companion document respond to those objectives.

Highlights From Discussion & Analysis Document:

- Administration has organized the 2025 budget document and presentation of 2025 projected financial activities, to reflect the requirement for the disclosure of mandatory and non-mandatory programs and services, including funding sources, as required by [Ontario Regulation 402/22: Budget and Apportionment](#).

- The Authority delivers its programs through five main service delivery areas: Watershed Management Services; Conservation Services; Water Quality/Research; Communications/Community Outreach; General/Administration; and details regarding program highlights and budgets, are included in the document, 2025 Draft Budget, Discussion & Analysis (Attachment 1).
- Administration, in consultation with the Finance and Audit Advisory Board on October 30th, 2024 is recommending a fiscally responsible and reasonable increase in the mandatory (\$82,403) and non-mandatory (\$10,000) cost apportionment of \$92,403 or 2.8%.
- As required by the *Conservation Authorities Act*, the Authority entered into Cost Apportioning Agreements on January 1, 2024, with its participating municipalities, to facilitate funding of certain non-mandatory Category 3 programs and services. As per paragraph 3(g) of the respective agreements, the non-mandatory cost apportioning is capped at the initial adjusted estimate of \$353,600 plus 5% and the requested 2025 funding is \$327,262.
- Year over year budget pressures, for mandatory programs and services total \$520,811 but offsetting items included in the budget total \$438,408, for a net increase in mandatory cost apportionment of \$82,403. Non-mandatory budget pressures amounted to \$25,000 but were offset by \$15,000 in mitigating items, resulting in a projected increase of \$10,000 in non-mandatory cost apportionment. Details are included in Tables 1 and 2.
- The budget reflects significant 2025 activities pertaining to multi-year capital and water quality projects, that are the result of exemplary efforts of several staff members, who were able to submit successful applications for funding to Federal and Provincial ministries. These grants, exceeding \$15 million over 4 years, will fund the Hillman Marsh coastal erosion and restoration project, two Detroit River erosion and wetland protection/creation projects, Kingsville-Leamington nutrient research study and region-wide water quality improvement incentives to rural landowners.
- As in 2024, the 2025 draft budget includes ongoing repair and replacement of infrastructure in response to asset condition reports for greenway infrastructure (bridges/culverts and trail surfaces). With the addition of the CASO trail, the infrastructure reserve will be under future pressure, as that trail is developed. Once asset assessments are completed for all sites/greenways, the AMP will be updated.
- The Authority's total adjusted operating and capital budget is projected to increase from ~\$9million to ~\$12million including mandatory operating expenses of \$5.3million, and capital expenditures for mandatory projects will exceed \$1.35million. Non mandatory expenses account for approximately \$5.5million, a year over year budget increase of \$3million, however this relates to term projects, funded by non-municipal sources.

- Municipal cost apportioning of \$3,053,491 is required to fulfill the Authority's mandated obligations in 2025. Non-mandatory cost apportionment of \$327,262 is required to maintain other core watershed programs, which operate on a recurrent annual basis. During the 2023 negotiations regarding the Cost Apportioning Agreements, several participating municipalities included an additional voluntary contribution to Clean Water~Green Spaces land acquisition and securement. The 2024 additional contributions of \$138k are included in the 2025 draft budget, although subject to change as other non-contributing municipalities have expressed interest in participating in 2025.
- The budget of \$12 million will be funded with ~\$3.5 million in current year cost apportionment, approximately \$7.9 million in non-municipal sources, \$223k from previous years' revenues, and \$587,000 in transfers from reserves.
- Current value assessment in the Authority's jurisdiction has increased 1.37%, therefore the total cost apportionment will only increase 30 cents per household, to \$21.21, based on an assessed value of \$300,000. Several municipalities have signed Cost Apportioning Agreements that include a voluntary contribution to a land securement and protection fund, which results in an additional \$3.14 per household, bringing the total cost apportionment to \$24.35.
- Between 2018 and 2024, the local investment of levy and municipal special project funding has attracted investment of \$1.20 for every \$1 of municipal investment, for all non-mandatory programs, special term and capital projects. Between 2018 and 2024, the Authority received municipal funds of \$12,397,483, representing levy and special-project funds, for programs and projects, that are categorized as non-mandatory under the Act, but during that time, other non-municipal funds of \$14,837,205 were received, supporting those very same initiatives. The non-mandatory work relating to the water quality program attracted \$6 from outside funding sources for every levy dollar, followed by the long-standing tree planting program which attracted \$3.40 for every levy dollar of investment.
- This budget reflects negotiated changes to 2025 wages and benefits as provided for in the collective agreement with CUPE Local 3784, as well as grid increases for applicable staff members, as service hours are completed. While the overall FTE complement will increase by ~five FTEs, only one permanent staff position has been added, which is directly related to a staffing position required for the anticipated transfer of conservation lands and the obligations associated with natural heritage preservation for the properties.
- The greatest threat to the Authority's financial condition, with implications for increased municipal funding supports, relates to the risk of infrastructure deterioration, specifically the magnitude of future financial obligations associated with required repairs/replacements of bridges, culverts and crossings for three greenways. Recent repairs to the JRPH main house have significantly mitigated that specific financial risk and fundraising efforts for repairs to other buildings are likely to be successful in 2025/2026. The Authority does not own the infrastructure at Holiday Beach and only accounts for minor non-capital repairs and maintenance in the operating budget for the site.

Recommendations:

Administration recommends a municipal cost apportionment of \$3,053,491, (Appendix B) to fund the Authority's mandatory programs and services (increase of 2.8%, \$82,403), supported by the Finance and Audit Advisory Board (Resolution FAAB 06/24). Administration also recommends municipal cost apportionment of \$327,262, to support the seven unanimously supported Category 3 programs and services (3.2%, \$10,000), as shown in Appendix F.

Administration also recommends that the Board of Directors accept the 2025 voluntary municipal contributions of \$138,609 to the Category 3 Land Acquisition & Securement fund, and any additional voluntary contributions, if directed by any non-participating member municipality, and included in its revised Agreement with the Authority

Approved By:



Tim Byrne
CAO/Secretary Treasurer

Attachments:

- Attachment 1 – 2025 Budget, Discussion & Analysis

Appendices (included in the attachment above):

- Appendix A – 2025 Draft Detailed and Summary Budgets
- Appendix B - 2025 Draft Municipal Cost Apportionment Schedule
- Appendix F – Category 3 Funding Envelope and Cost Apportionment for Non-Mandatory Programs & Services

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CONSERVATION AUTHORITIES AND LEGISLATIVE BACKGROUND

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

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

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

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

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

In accordance with the legislative requirement, Administration is presenting 2025 budget information based on the segregation of its activities into mandatory and non-mandatory services. While the Authority delivers its programs through five service delivery areas, they are also further refined into sub-units, as presented in the Programs & Services sections below.

PRIMARY SERVICE DELIVERY AREAS

- 1. Watershed Management Services** are identified as mandatory and ensure that development in the region progresses in a sustainable manner. Within this business unit, Development Services, Watershed/Water Resources Engineering, Flood Management/Flood Forecasting and Warning, and Watershed Planning are all identified as mandatory services.
- 2. Conservation Services** protects, restores, and manages natural heritage systems within ERCA's watersheds. Conservation lands management, passive recreation at conservation areas, and tree planting and restoration on conservation lands, are identified as mandatory services. Conservation Services identified as non-mandatory include land acquisition tree planting and restoration on private or municipal lands, and Holiday Beach Conservation Area operations.
- 3. Water Quality Services** endeavors to improve the health of local watercourses. Source Water Protection is identified as a mandatory service and ensures local sources of drinking water are protected through the implementation of policies in the Source Protection Plan. Water quality monitoring to support the Provincial Water Quality Monitoring Network is also identified as mandatory, while other watershed science programs such as the more extensive and informative water quality monitoring and agricultural water quality programs fall under the non-mandatory category.
- 4. Community Outreach Services** supports all business units of the Authority, through design and provision of communications collateral material including videos, signage, brochures and website content. Corporate communications, supporting mandatory activities, are identified as mandatory, while curriculum-based outdoor education, museum operations at the John R. Park Homestead and most outreach activities are non-mandatory. Community Outreach Services provide an essential link to external stakeholders.
- 5. General/Corporate Services** provides leadership and management in the delivery of all programs and services. Administration and oversight are central to the successful functioning of the entire organization, through the office of the CAO, and services are categorized as general services under Ontario Regulation 402/22. Corporate Services is organized into four program areas: Governance & Risk; Financial Services; Human Resources; and Information Management/Technology. Team members work collectively to ensure corporate compliance with multiple pieces of legislation and also provide support to the Foundation.

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

Conservation Authorities Act 21.1 - Mandatory Programs & Services			
Risks of Natural Hazards	Conservation and Management of Lands Owned / Controlled	Water Quality/DWSP	General/Corporate Services
<p>S.28 Regulations Permits</p> <p>Protection of new development and evaluating proposals for maintenance, upgrades, and repairs to existing development, for compliance with the Regulation</p> <p>S.39 Flood/Erosion Program</p> <p>Maintaining a regional flood forecasting contingency plan</p> <p>Watershed Engineering</p> <p>Stormwater Management reviews, hazards modelling and mapping, project management services to municipalities</p> <p>Planning – Risk of Hazards</p> <p>Review and input on long-range planning instruments (OPs, OPAs), coordination of watershed-scale studies.</p>	<p>CA Lands & Infrastructure Management</p> <p>(Forest Management, Biodiversity, Long Range Plans & Conservation Strategies)</p> <p>CA Lands & Infrastructure Maintenance</p> <p>(Operational day to day)</p> <p>CA Lands - Restoration of Natural Areas</p> <p>(Tree replacement, wetlands, etc.)</p>	<p>Drinking Water Source Protection Authority under the Clean Water Act (2006)</p> <p>Provincial surface and ground water monitoring programs (PWQMN and PGMN)</p>	<p>Corporate Governance, Board of Directors, Office of the CAO</p> <p>Risk Management & Legislative Compliance</p> <p>Finance, Budgets, Financial Statements</p> <p>Human Resources</p> <p>Information Systems / Records / Technology</p>
	<p>Climate Change – Risk of Hazards</p> <p>Consider impacts to regulatory, engineering, and planning related decisions with respect to natural hazards. This program is integrated into daily work activities</p>	<p>Municipal Water & Erosion Control (WECI) Projects</p> <p>(50% Municipal / 50% Province)</p> <p>Other municipal technical studies or infrastructure projects</p> <p>(100% municipally funded)</p>	<p>Corporate Communications</p>
TRANSFERS TO INFRASTRUCTURE RESERVES – CONSERVATION AREAS ASSET REPLACEMENT			
TRANSFERS TO CORPORATE (ADMINISTRATIVE) RESERVES – LEGAL, HR, IT, ETC.			

Conservation Authorities Act 21.1 - Non-Mandatory Programs & Services

Watershed Management Services	Conservation Services	Water Research	Community & Outreach Services
	<p style="text-align: center;">Land Securement & Acquisition</p> <p style="text-align: center;">Restoration - Non ERCA lands (fee for service or grant subsidized)</p> <p style="text-align: center;">Holiday Beach Management - Agreement 2001-2031</p>	<p style="text-align: center;">Ongoing Water Quality program, including monitoring sites, report cards, grant securement</p> <p style="text-align: center;">Special grant/term-limited research projects & studies</p> <p style="text-align: center;">Municipal Services provided through agreement (Risk Management Services Part IV CWA) Conservation Authorities Act 21.1.1</p>	<p style="text-align: center;">Educational programming - various CA locations</p> <p style="text-align: center;">General outreach, events and partnership engagement</p> <p style="text-align: center;">Other externally funded community engagement projects</p> <p style="text-align: center;">John R. Park Museum and Education Programs and Preservation of Heritage Buildings</p>
			<p>Essex Region Conservation Foundation</p>

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



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

Figure 1 – 2025 Budget by Service Delivery Function with Mandatory and Non-Mandatory Expenses Identified

2025 Budget by Service Delivery Area by Mandatory / Non-Mandatory Functions - \$12M

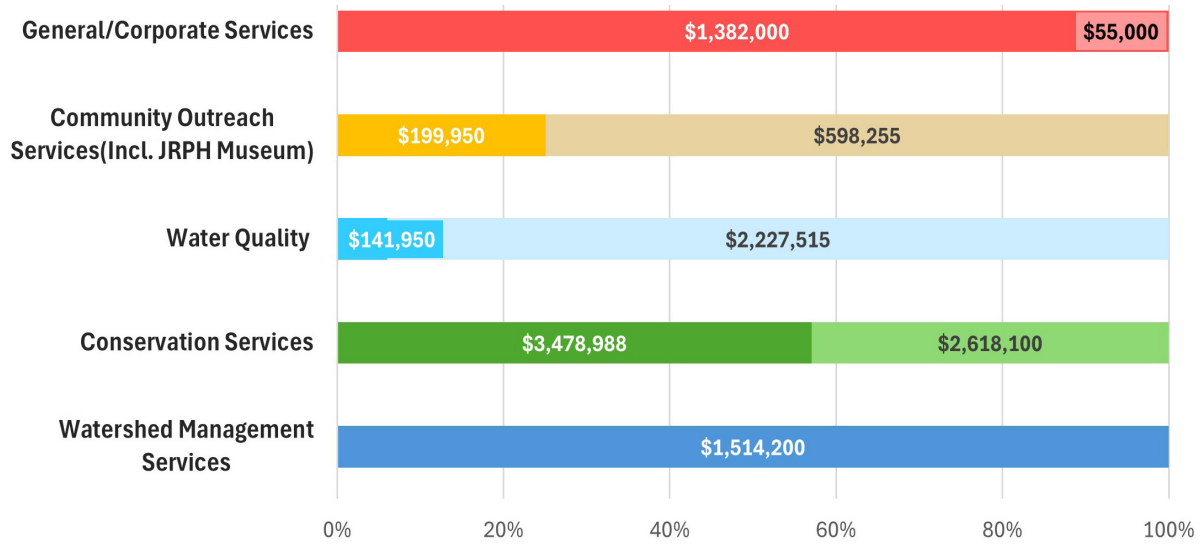
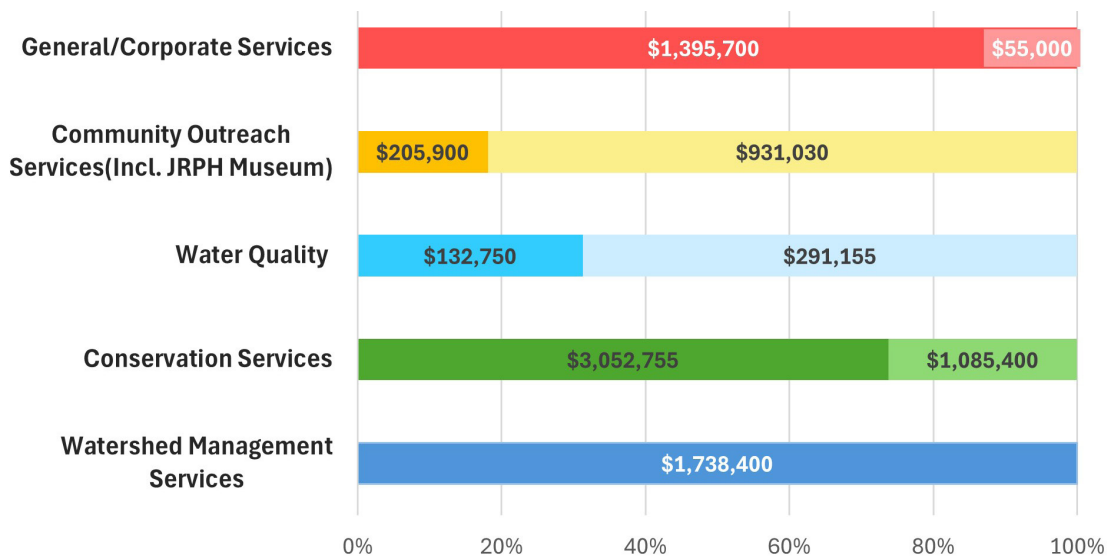


Figure 2 – 2024 Budget by Service Delivery Function with Mandatory and Non-Mandatory Expenses Identified

2024 Budget by Service Delivery Area by Mandatory / Non-Mandatory Functions - \$9M



- Administration, in consultation with the Finance and Audit Advisory Board on October 30th is recommending a responsible and reasonable increase in the mandatory (\$82,403) and non-mandatory (\$10,000) cost apportionment of **\$92,403** or **2.8%**.
- As required by the Conservation Authorities Act, the Authority entered into Cost Apportioning Agreements on January 1, 2024, with its participating municipalities, to facilitate funding of certain non-mandatory Category 3 programs and services. As per paragraph 3(g) of the respective agreements, the non-mandatory cost apportioning is capped at the initial adjusted estimate of \$353,600 plus 5%.
- Year over year budget pressures, for mandatory programs and services total \$520,811 but offsetting items included in the budget total \$438,408, for a net increase in mandatory cost apportionment of \$82,403. Non-mandatory budget pressures amounted to \$25,000 but were offset by \$15,000 in mitigating items, resulting in a projected increase of \$10,000 in non-mandatory cost apportionment. Details are included in Tables 1 and 2.
- The budget reflects significant 2025 activities pertaining to multi-year capital and water quality projects, that are the result of exemplary efforts of several staff members, who were able to submit successful applications for funding to Federal and Provincial Ministries. These grants, exceeding \$15 million over 4 years, will fund the Hillman Marsh coastal erosion and restoration project, two Detroit River erosion and wetland protection/creation projects, Kingsville-Leamington nutrient research study and region-wide water quality improvement incentives to rural landowners.
- As in 2024, the 2025 draft budget includes ongoing repair and replacement of infrastructure in response to asset condition reports for greenway infrastructure (bridges/culverts and trail surfaces). With the addition of the CASO trail, the infrastructure reserve will be under future pressure, as that trail is developed. Once asset assessments are completed for all sites/greenways, the AMP will be updated.
- The Authority's total adjusted operating and capital budget is projected to increase from ~\$9million to ~\$12million including mandatory operating expenses of \$5.3million and capital expenditures for mandatory projects will exceed \$1.35million. Non mandatory expenses account for approximately \$5.5million, a year over year budget increase of \$3million, however this relates to term projects, funded by non-municipal sources.
- **Municipal cost apportioning of \$3,053,491 is required to fulfill the Authority's mandated obligations in 2025. Non-mandatory cost apportionment of \$327,262 is required to maintain other core watershed programs**, which operate on a recurrent annual basis. During the 2023 negotiations regarding the Cost Apportioning Agreements, several participating municipalities included an additional voluntary contribution to a new Category 3 land acquisition and securement fund. The 2024 additional contributions of \$138k are included in the 2025 draft budget, although subject to change as other non-contributing municipalities have expressed interest in participating in 2025.
- The budget of \$12 million will be funded with ~\$3.5 million in current year cost apportionment, approximately \$7.9 million in non-municipal sources, \$223k from previous years' revenues, and \$587,000 in transfers from reserves.

- Current value assessment in the Authority’s jurisdiction has increased 1.37%, therefore the **total cost apportionment will only increase 30 cents per household, to \$21.21, based on an assessed value of \$300,000.** It’s worth noting that over the past five years, CVA in the region has grown 9% while the household levy has declined by 3% during this time. Several municipalities have signed Cost Apportioning Agreements that include a voluntary contribution to a land securement and protection fund, which results in an additional \$3.14 per household, bringing the total cost apportionment to \$24.35.
- Between 2018 and 2024, the local investment of levy and municipal special project funding has attracted investment of \$1.20 for every \$1 of municipal investment, for all non-mandatory programs, special term and capital projects. Between 2018 and 2024, the Authority received municipal funds of \$ 12,397,483, representing levy and special-project funds, for programs and projects, that are categorized as non-mandatory under the Act, but during that time, non- municipal funds of \$ 14,837,205 were received, supporting those very same initiatives. The non-mandatory work relating to the water quality program attracted \$6 from outside funding sources for every levy dollar, followed by the long-standing tree planting program which attracted \$3.40 for every levy dollar of investment.
- This budget reflects negotiated changes to 2025 wages and benefits as provided for in the collective agreement with CUPE Local 3784, as well as grid increases for applicable staff members, as service hours are completed. While the overall FTE complement will increase by ~five FTEs, only one permanent staff position has been added, which is directly related to a staffing position required for the anticipated transfer of conservation lands and the obligations associated with natural heritage preservation for the properties.
- The greatest threat to the Authority’s financial condition, with implications for increased municipal funding supports, relates to the risk of infrastructure deterioration, specifically the magnitude of future financial obligations associated with required repairs/replacements of bridges, culverts and crossings for three greenways. Recent repairs to the JRPH main house have significantly mitigated that specific financial risk and fundraising efforts for repairs to other buildings are likely to be successful in 2025/2026. The Authority does not own the infrastructure at Holiday Beach and only accounts for minor non-capital repairs and maintenance in the operating budget for the site.

CHANGES TO LEVY APPORTIONMENT AND PROCESS

The changes in the Conservation Authorities Act, brought about by Bill 23, included a requirement to “take the necessary steps to seek to enter into cost apportioning agreements with the participating municipalities on or before the transition date”, of January 1, 2024. Cost apportioning agreements are required, when municipal funds are needed to finance all, or a portion of a non-mandatory Category 3 program. The Authority has entered into Cost Apportioning Agreements with each of its participating municipalities, as legislated.

These agreements allow the Authority to cost apportion, in any given year and subject to other available funds, for a suite of non-mandatory programs and services including:

- John R Park Homestead museum operations and programming
- Restoration and tree planting on non-ERCA properties
- Water quality monitoring, research and watershed report cards
- Community outreach and engagement through tree days, cleanups and corporate volunteerism
- Educational programming delivered to school-aged children

and additionally, five municipalities agreed to a voluntary contribution, specific to land acquisition and securement, and directed to the next iteration of the former Clean Water ~ Green Spaces program.

As per paragraph 3(g) of the respective agreements, the non-mandatory cost apportioning is capped at the original 2023-provided estimate of \$353,600 plus 5%. Any additional voluntary contributions directed to the restricted land acquisition and securement fund are not included in the cap and these total \$138,609 for 2025 although discussions are ongoing with the non-participating municipalities and the final number could be higher.

YEAR OVER YEAR BUDGET PRESSURES AND MITIGATING MEASURES

Financial Pressures and Cost Drivers Mandatory Programs and Services

- With the acquisition of additional properties, including infrastructure and passive-recreation amenities to maintain, there is demand for equipment, such as mowers and tractors. Replacements that were budgeted in 2023 were also deferred, while needs could be further analyzed. The cost of vehicle replacements has escalated substantially since the Covid pandemic.
- An anticipated property acquisition will require a dedicated Ecosystem Technician, in accordance with the proposed management agreement.
- Additional (term-limited contract staff) technical capacity is included to address requirements of the mandatory conservation lands strategy, the updating of inventories and management plans for properties and to provide project management assistance for new multi-year grants.
- Budgeted permit and clearance fees are lowered, to reflect 2024 actual/projected results.
- Includes anticipated COLA increases for union members and grid/pay equity increases for all affected and potentially affected staff.
- Increase the transfer to the infrastructure reserve, to address asset management planning demands.
- Includes return to work of staff members on legislated/authorized leaves in 2024.
- Includes increased software and licensing costs attributable to cloud-migration of the Property Information and Management System.

Mitigating Measures

- Short term savings associated with allocation of staff to non-mandatory programs, special term projects and Category 2 services
- Net reduction in budgeted technical consulting/contracted services
- Strong interest rates continue to mitigate levy increases
- Utilize equipment pool reserve to buffer budgeted replacements
- Increased recoveries, for shared services and fleet usage, from non-mandatory programs and term grants
- Utilize infrastructure reserve for bridge/culvert condition assessments

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

2025 BUDGET PRESSURES

Item	Impacts	Estimated YoY Budget Change
Increase in fleet/equipment replacements	Conservation Services	108,000
Specialized ecosystem maintenance technician	Conservation Services	70,000
Special projects technical assistant	Conservation Services	31,000
Reduced permit/clearance revenues	Watershed Mgmt Services	81,000
Adjust transfer to infrastructure reserves	Corp/Cons Services	78,300
COLA/Grid increases	Corporate Services	34,000
COLA/Grid increases	Conservation Services	33,666
Reduce transfer from IT reserve	Corporate Services	45,000
COLA/Grid increases	Watershed Mgmt Services	29,500
Cloud services, software , IT equipment	Watershed Mgmt Services	20,780
Misc operating items	Conservation Services	1,565
Total of items increasing mandatory cost apportionment		\$532,811

MITIGATING/OFFSETTING ITEMS- MANDATORY & GENERAL PROGRAMS & SERVICES

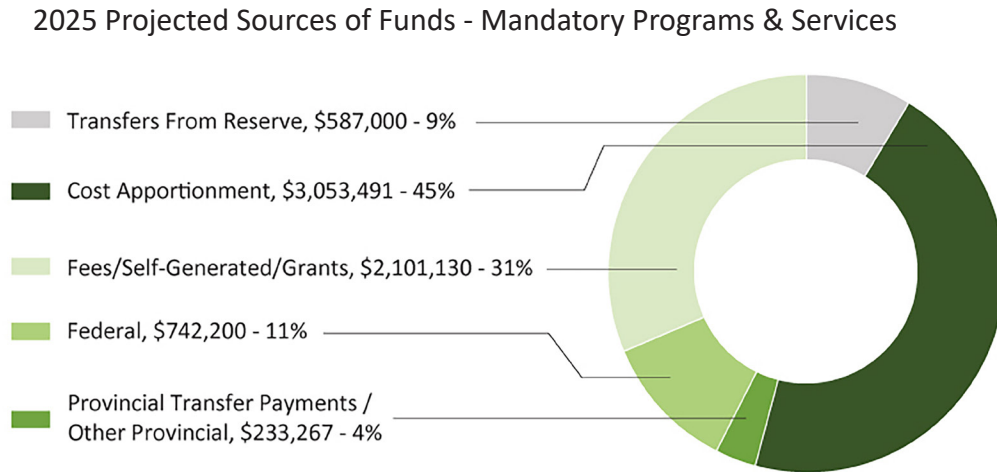
Item	Impacts	Estimated YoY Budget Change
Allocation of staff to non-mandatory programs, special term projects and Category 2 services	Conservation Services	101,178
Net reduction in technical consulting/contracted services	Watershed Mgmt Services	96,000
Reduce consulting expense(special projects)	Corporate Services	55,500
Interest revenues	Corporate Services	52,600
Transfer from reserves fleet/equip't	Conservation Services	50,000
Increase estimated recoveries for fleet/equip't pool	Conservation Services	34,180
Transfer from infrastructure reserves fleet/equip't	Conservation Services	27,000
Reduce interest transfer to infrastructure reserve	Corporate Services	12,000
Change in deferred revenue transfers	Comm'ns/Corporate Services	10,500
Increase in grant revenues	Conservation Services	1,400
Total offsetting items		\$450,408

Net Increase - Mandatory Cost Apportionment

\$82,403

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

Figure 3 - 2025 Projected Sources of funds - Mandatory Programs & Services



Financial Pressures and Cost Drivers Non-Mandatory Programs and Services

- All financial pressures related to the non-mandatory programs are specific to the operations at the John R Park Homestead site. The increased budget reflects actual operating costs for the Fox Creek Conservation Centre, negotiated wages and the replacement of contract on-call staff with permanent staffing capacity.

Mitigating Pressures

- The customary \$15k transfer to the JRPH maintenance reserve will be paused temporarily due to the recent investment in repairs to the main house/museum. Also, the Authority is expecting to finance the repairs to the horse barn, through the Foundation’s fundraising campaign.

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

2025 BUDGET PRESSURES / NON-MANDATORY PROGRAMS & SERVICES

Item	Impacts	Estimated YoY Budget Change
Grid/COLA increases + negotiated standby pay	JRPH	11,000
Replace contract/casual staff with a permanent .8FTE interpreter	JRPH	3,655
Anticipated operational expenses Fox Creek Centre	JRPH	3,100
Anticipated decrease in grants/donations based on 2024 projected result	JRPH	2,095
Increase in operational expenses	JRPH	3,920
		\$25,000

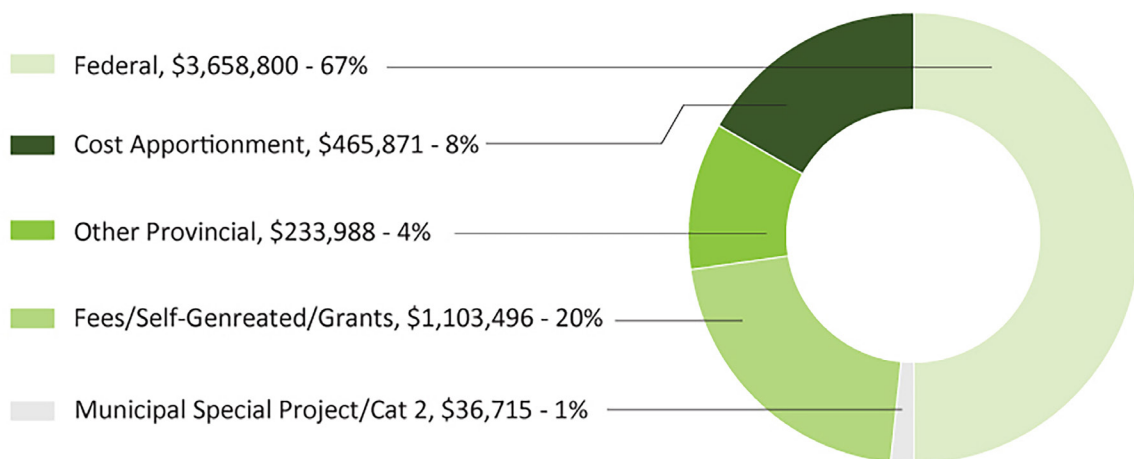
MITIGATING ITEMS / NON-MANDATORY PROGRAMS & SERVICES

Item	Impacts	Estimated YoY Budget Change
Pause transfer to JRPH maintenance & repair reserve	JRPH	15,000
		\$15,000
Net Increase Non Mandatory Cost Apportionment		\$10,000

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

Figure 4 - 2025 Projected Sources of Funds Non Mandatory Programs & Services

2025 Projected Sources of Funds-Non-Mandatory Programs & Services



COST APPORTIONMENT ANALYSIS AND DRAFT ALLOCATION

After determining operating costs and infrastructure requirements, Administration has calculated required municipal cost apportionment funding of \$3,053,491 to fulfil the Authority’s mandated obligations, as shown below (Figure 5). Municipal funding of \$327,262 is required in 2025, to support the ongoing non-mandatory services and the Authority has executed Cost Apportioning Agreements, effective for January 1, 2024. The 2025 budget aligns the historical categories of ‘General’ levy and ‘Clean Water~Green Spaces’ levy with Mandatory and Non-mandatory Cost Apportionment, respectively.

Mandatory Cost Apportionment

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

Figure 5 - 2025 Proposed Cost Apportionment (Municipal Levies) Supporting Mandatory Programs & General Services - \$3,053,491

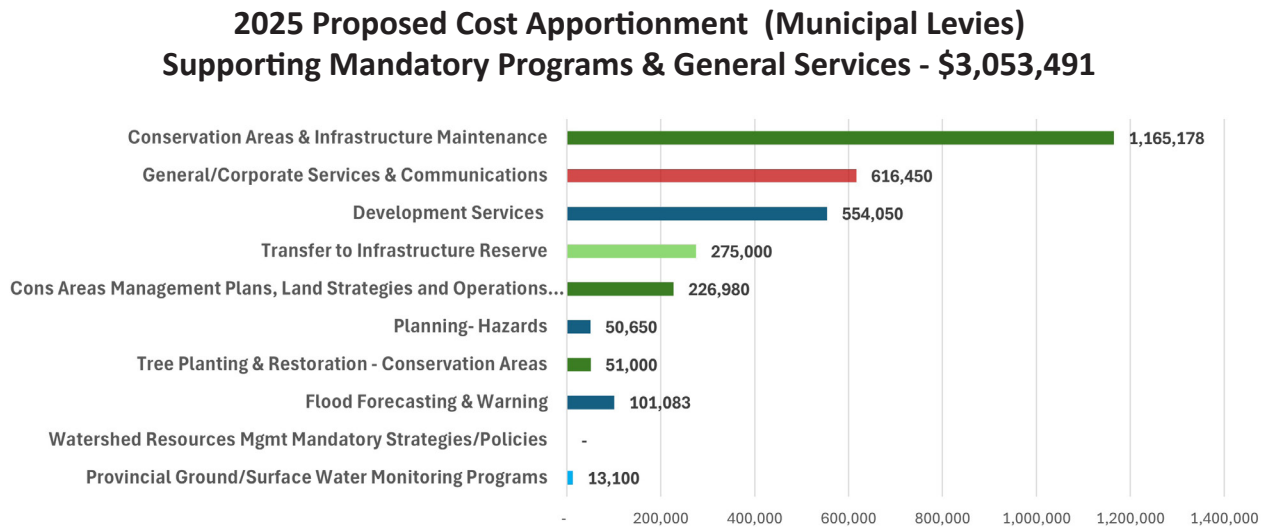


Figure 6 – Mandatory Cost Apportionment Comparison From 2023 to 2025

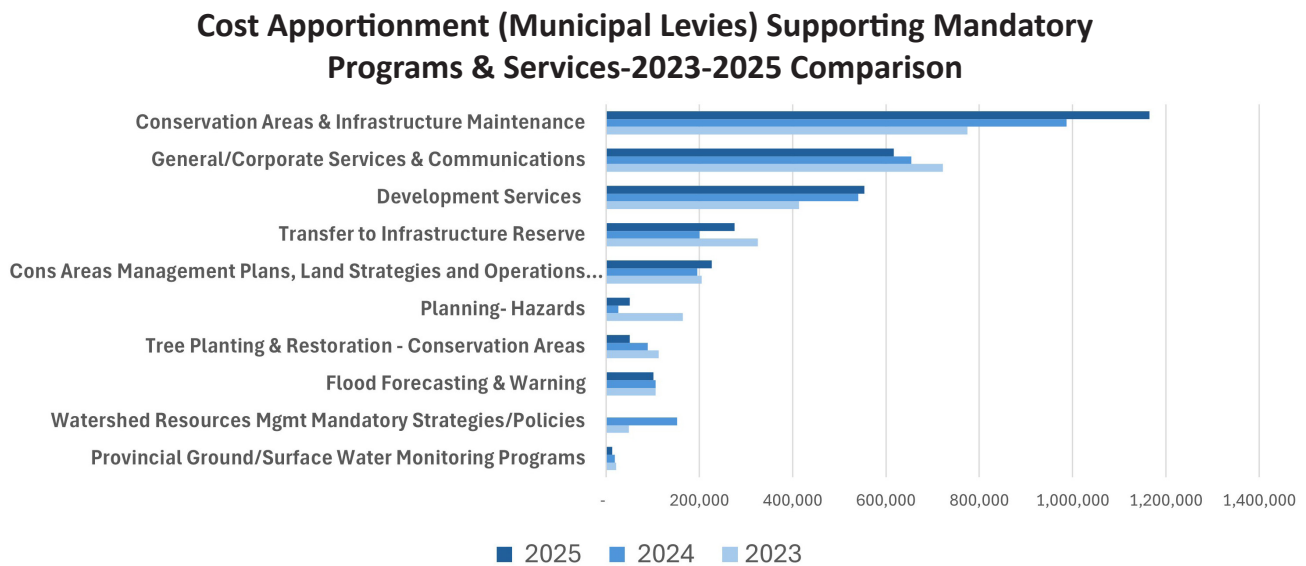
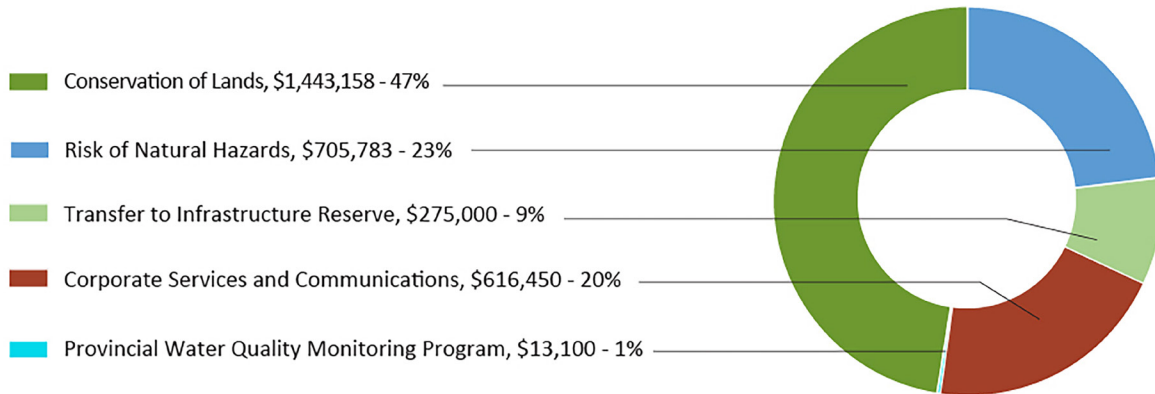


Figure 7 – Summary of Proposed Mandatory Cost Apportionment By Mandatory Programs Specified in Ontario Regulation 686/21

2025 Proposed Cost Apportionment \$3,053,491 - Mandatory Programs & Services



Non-Mandatory Cost Apportionment

Necessary municipal funding/cost apportionment associated with non-mandatory services (excluding voluntary land acquisition funds) totals \$327,262, representing only 17% of the cost to deliver the ongoing non-mandatory programs and services. While the non-mandatory cost apportionment supports a variety of programs including tree-planting, water quality monitoring, and community outreach, approximately 52% is directed to operational support of the John R Park Homestead.

Note that approximately \$3.7 million is included in the 2025 budget, for term-limited projects, financed by a third party, or government funding, or fee-for-service contracts. These projects do not require municipal financial support and hence, are not included in municipal cost-apportioning agreements.

Figure 8 – Non-Mandatory Cost Apportionment Comparison From 2023 to 2025

Cost Apportionment (Municipal Levies) Supporting Non-Mandatory Programs & Services 2023-2025 Comparison

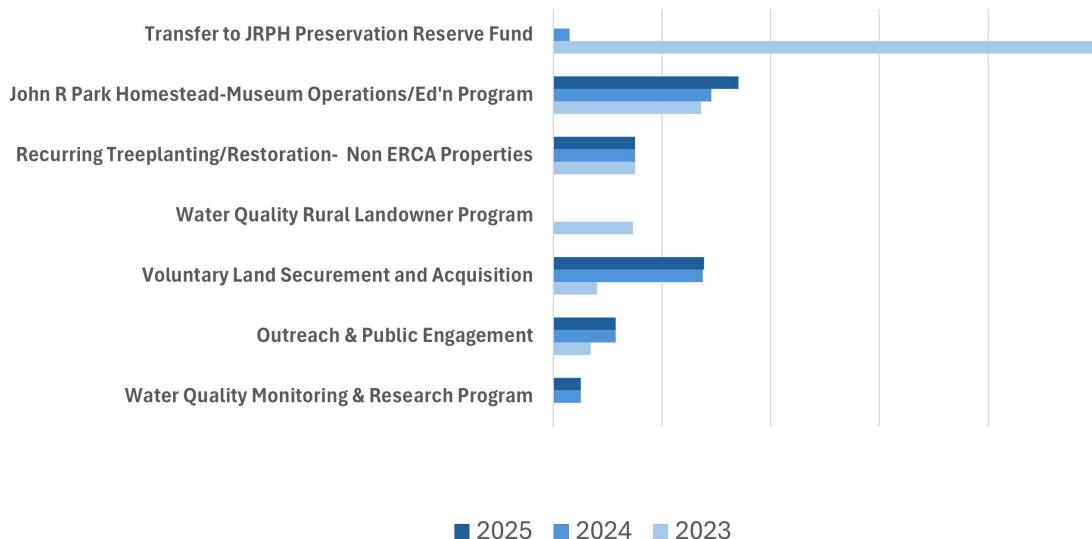
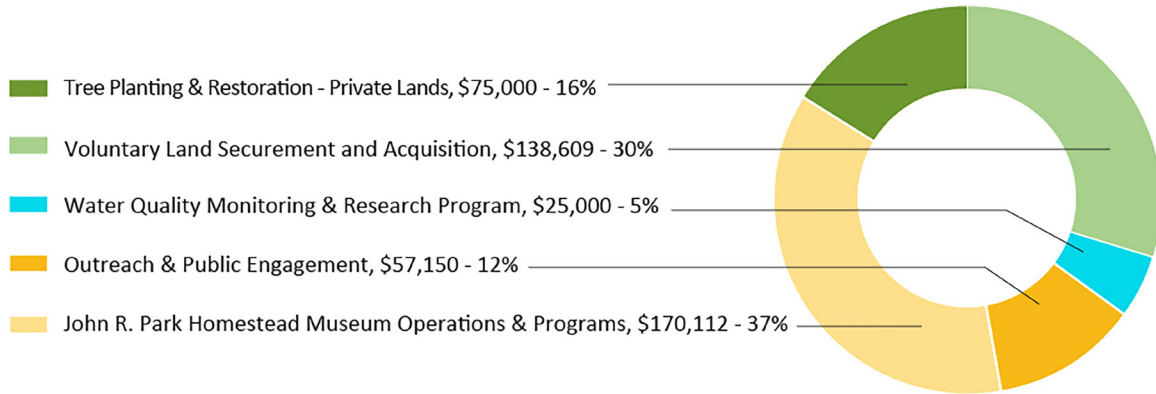


Figure 9 – Proposed 2025 Non-Mandatory Cost Apportionment By Cost Apportioning Agreement Categories

**2025 Proposed Cost Apportionment - \$327,262+ 138,609 (voluntary land acquisition)
- Non-Mandatory Programs & Services**



Cost Apportionment summary is as follows:

Table 4 – Cost Apportionment Comparison 2024 to 2025

COST APPORTIONMENT - MANDATORY PROGRAMS	2024	2025
CA Lands & infrastructure - operations & maintenance	\$987,455	\$1,165,178
Corporate services & Communications	654,200	616,450
Development Services	436,250	432,550
Transfer to Infrastructure Reserve/AMP	200,000	275,000
CA Lands & Infrastructure - management plans/strategies	195,400	226,980
Watershed Engineering	104,500	121,500
Flood Forecasting & Warning	106,083	101,083
CA Lands -restoration/natural resource management	89,700	51,000
Planning-risks of natural hazards	26,650	50,650
Provincial WQ monitoring program	18,350	13,100
Watershed Management Services special projects	152,500	-
	\$ 2,971,088	\$ 3,053,491

COST APPORTIONMENT - NON MANDATORY PROGRAMS	2024	2025
John R Park Homestead-Museum ops/school program	\$160,112	\$ 170,112
Restoration and Tree planting - non owned properties	75,000	75,000
Outreach & Public/Corporate Engagement	57,150	57,150
Water Quality - monitoring/research/reporting	25,000	25,000
Water Quality – rural landowners program/agricultural BMPs	-	-
	\$317,262	\$327,262
Land acquisition and securement (voluntary contributions after 2023)	\$137,500	\$138,609
TOTAL COST APPORTIONMENT - MANDATORY & NON MANDATORY	\$3,425,850	\$3,519,362
COST APPORTIONMENT -MANDATORY PROGRAMS REQUIRED UNDER SECTION 21.1	2024	2025
Conservation of Lands	1,472,555	1,718,158
Risk of Natural Hazards	825,983	705,783
Corporate/Shared Services & Communications	654,200	616,450
Drinking Water Source Protection & Prov WQ Monitoring	18,350	13,100
	2,971,088	3,053,491

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

The greatest threat to the Authority's financial condition, with resulting implications for increased municipal funding, relates to the risk of infrastructure deterioration, specifically the magnitude of future financial obligations associated with required repairs/replacements of bridges, culverts and crossings for three greenways. While the infrastructure is most often associated with passive recreation, the greenways provide connections to other municipal trail systems and may potentially serve as a viable alternate transportation corridor during major flood events. Since they are conservation lands, any maintenance or replacement is captured under the mandatory programs category. Notwithstanding, Administration always pursues non-municipal funding sources, to alleviate the requirement for local municipal funding.

During 2022, the Authority engaged a consultant to undertake an assessment of its Greenways bridges and crossings, excluding the newly acquired CASO rail trail. The preliminary report, indicates significant financial exposure, placing additional pressure on future budgets. Administration has been working with municipal staff to achieve bridge replacements at substantially lower costs than projected and will continue to recommend appropriate bridge replacements and upgrades that are both functional and economical, however the sheer volume will still have a profound impact on the asset management plan. Further refinement with local structural engineering consultants, in conjunction with Authority staff, is required in 2025, to accurately contribute to the updated asset management plan. Currently the Authority has a (2024) budgeted vacant position, intended to manage asset condition assessments, manage the maintenance and replacements of major infrastructure, and to coordinate a multi-disciplinary team, necessary for comprehensive asset management planning.

As the JRPH museum and other heritage buildings are associated with the provision of non-mandatory services, the Authority is precluded from levying or cost apportioning for preservation of these heritage assets. This is despite the fact that the transfer of the property from the Province in 2008, contained a number of restrictive covenants and obligations, regarding operations and preservation/maintenance of the assets. Recent repairs to the JRPH main house have significantly mitigated this specific financial risk and fundraising efforts for repairs to other buildings are likely to be successful in 2025/2026. Because of this, the budget does not include a provision for capital maintenance nor a transfer to the maintenance reserve and the savings of \$15,000 will be redirected to operational requirements.

While the risk of infrastructure and facilities failure and obsolescence is an on-going concern at Holiday Beach, the Authority does not have ownership nor an easement over the property and is operating the property by way of a management agreement that expires in 2031. Significant investments have been made at this conservation area over the past 10 years, utilizing the infrastructure reserve, however site operations are fully non-mandatory and the Authority is not responsible for asset replacement and only accounts for minor non-capital repairs and maintenance in the operating budget. Administration has had preliminary discussions with MNR regarding this property and can hopefully re-engage senior staff in those discussions.

RESERVE FUNDS (Appendix C)

The Authority maintains several reserve funds and this budget includes cost apportioning transfers of \$275,000 to the general infrastructure reserve fund and an additional transfer of \$32,000 to the same fund, resulting from the interest allocation. Transfers, funded from surpluses directly attributable to fee-for-service, include \$8,000 to the Holiday Beach maintenance reserve and \$13,300 to the Kingsville train station preservation and maintenance reserve. Total transfers to reserves are projected to be \$329,100.

Accounting for the transfers from reserves of \$587,000 results in a net transfer from reserves, of \$257,900. As detailed below, transfers from the infrastructure reserve total \$537,000 and a \$50,000 transfer from the equipment pool reserve will be required to fund necessary equipment replacements. Capital projects include the following:

Table 5: 2025 Capital Projects -Mandatory and Non-Mandatory Programs & Services

Mandatory Projects	Total Cost	Funding from Infrastructure Reserve
Hillman Marsh coastal erosion rehabilitation	744,000	4,000
Greenway trail resurfacing	149,000	149,000
Greenway culverts/bridges replacement	160,000	160,000
Parking lot(s) resurfacing	142,000	142,000
Contingency for emergency infrastructure repairs	25,000	25,000
Conservation Areas signage	25,000	25,000
Collavino development	107,000	32,000
	\$ 1,352,000	\$ 537,000

HUMAN RESOURCES ANALYSIS

Compensation, including payroll taxes and benefits is the Authority’s largest category of expense, comprising 38% of the budget and 70% of the compensation expense is associated with mandatory services. Overall, total FTEs of ~48 are higher than the 43 budgeted 2024 FTEs, principally due to the added term contract positions, however this increase does not impact the cost apportionment, as the positions are funded with term-limited special grants.

Certain core (non-contract) staff are also allocated to these term grant projects, as they provide vital components or expertise to the project. As noted in Table 1 Budget Pressures, this shifting in staffing allocations, mitigates the requirement for cost apportionment. This shifting or change in staffing assignments is dynamic, and in 2024, this was presented as a budget pressure, as special term grant opportunities sharply declined. However, robust multi-year grants for water quality projects have been secured, for 2025-2027 and core staff will be supporting deliverables.

The increase in the compensation expense for mandatory programs is attributable to the staffing position required for the anticipated transfer of conservation lands and results of pay equity compliance and COLA/grid adjustments. Refer to Table 1 Budget Pressures for program wage details and budget pressures.

Recruitment and retention remain an on-going challenge with demand for many positions, outpacing the available supply of talent. The Authority shares positions of a similar nature, with municipalities and the public sector, which often have higher pay scales, and this contributes to the recruitment challenge. In 2025, Administration will be engaged with CUPE, in a joint job evaluation and pay equity compliance review process, for the bargaining unit positions.

Table 6 - 2025 Compensation Analysis

	2025 BUDGETED WAGES	2024 BUDGETED WAGES	2024 PROJECTED WAGES
Total Wages & Benefits Mandatory/General Programs & Services	\$3,244,698	\$3,107,710	\$2,913,876
Total Wages & Benefits Non-Mandatory Programs & Services-Annual Recurring	845,285	778,695	863,771
Total Wages & Benefits Non-Mandatory Term-Limited Special Projects + Category 2 Municipal Services	578,947	208,100	319,593
Total Wages & Benefits	\$ 4,668,930	\$ 4,094,505	\$ 4,097,240

Table 7 - Summary of Employee Full Time Equivalents

Service Delivery Area	2025 Mandatory	2025 Non-Mandatory Ongoing	2025 Non-Mandatory Term Project	2024 Mandatory	2024 Non-Mandatory Ongoing	2024 Non-Mandatory Term Project
Watershed Management Services	10.9			12.4		
Conservation Services	10.4	5.4	.5	8.3	5.4	.1
Water Quality	.9	1.4	4.5	1.2	1.9	.4
Comm'ns/ Outreach/ Heritage programs	1.6	3.9	.4	1.7	3.8	.1
General/ Corporate Services	7.6	.4		7.3	.4	
Total FTEs	31.4	11.1	5.4	31	11.5	.6

RETURN ON LOCAL INVESTMENT

Historically, the local investment of cost apportionment/levy and municipal special project funding has been matched dollar for dollar, and significantly exceeded for some programs. Between 2018 and 2024, the Authority received municipal funds of \$ 12,397,483, representing levy and special-project funds, for programs and projects, that are categorized as non-mandatory under the Act, but during that time, non- municipal funds of \$ 14,837,205 were received, supporting those very same initiatives.

A recent report to Board, regarding the 20+-year investment in Clean Water~Green Spaces initiative, has highlighted that since 2003, ERCA has obtained \$15.2 million dollars in external funding, primarily from the Federal and Provincial Governments along with grants from non-governmental agencies (NGOs) and the Essex Region Conservation Foundation. During this same period, the municipal investment was \$14.8 million and financed the protection of vulnerable lands of ecological importance; the restoration of habitat and green spaces; and the improvement of water quality in the region.

Table 8 - Leveraged Funds Analysis-External Grant Funds (excludes self-generated revenues e.g. fees)

2018-2024 Sources of Funds - On going/Core Programs & Services	Mandatory	Non-Mandatory
Levies+ Municipal Special Project \$	\$20,775,151	\$7,469,960
Federal & Provincial Grants	2,571,448	2,868,890
Essex Region Conservation Foundation Grants	131,463	884,194
Other Non-Government Grants & Donations	49,150	868,405
Total available funds excluding fee for service revenue	\$22,791,059	\$12,091,449
Cost Apportionment/Levy to External Grants	\$1:\$14	\$1:\$62

2018-2024 Sources of Funds - Non Mandatory Term Limited Special Projects	Mandatory	Non-Mandatory
Levies+ Municipal Special Project \$		\$3,197,870
Federal & Provincial Grants		6,694,993
Essex Region Conservation Foundation Grants		558,275
Other Non-Government Grants & Donations		299,697
Total available funds		\$10,750,836
Levy to External Grants		\$1:\$2.36

For mandatory capital projects, which also support passive recreation, ERCA has attracted \$3, for every \$1 of local taxpayer investment, over the past seven years. Non-mandatory capital projects, have been supported with significant government and ERCF grants, as shown below:

Table 9 – Leveraged Funds Analysis Capital and Infrastructure Projects

2018-2024 Sources of Funds –Capital/Infrastructure Projects	Mandatory	Non-Mandatory
Levies + Municipal Special Project \$	\$736,153	\$1,729,652
Federal & Provincial Grants	769,541	1,403,640
Essex Region Conservation Foundation Grants	663,740	1,065,900
Other Non-Government Grants & Donations	792,011	193,210
Total available funds	\$2,961,445	\$4,392,402
Levy to External Grants	\$1:\$3.02	\$1:\$1.54

The Essex Region Conservation Foundation has provided funds exceeding \$3 million, towards mandatory and non-mandatory capital projects, between 2018 and 2024, with substantial investment directed to the Fox Creek Conservation Centre, various community entrances, restoration projects including Peche Island reefs, and recently, to the JRPH museum repairs.

LEVERAGED INVESTMENT HIGHLIGHTS

Watershed Management

- Since 2018, the Watershed Management Service department has successfully secured \$920,000 in grant funds and transfer payments to support flood and erosion hazard programs and projects across the Essex Region. Through various provincial and federal grant opportunities, the Authority has secured over \$400,000 through funding programs only available to Conservation Authorities, which have enabled significant repair and improvement projects as well as condition assessments for flood and erosion control infrastructure.
- An initial investment of approximately \$46,000 into the development of a Floodplain Prioritization assessment resulted in securing a total of \$422,000 from the federal and provincial governments to undertake updates to hydrologic and hydraulic modelling and subsequent flood mapping updates.
- Over the past 6 years, approximately 70% of secured grant funding obtained through Watershed Management Services has benefitted the City of Windsor, with the remaining 30% largely focused on maintaining critical flood control infrastructure throughout the region.

Conservation

- ERCA has restored over 479 acres and planted over 531,000 trees over the past seven years with \$715,000 support from CW~GS levy funding and non-mandatory cost apportionment, attracting \$2,263,500 in government grants, and non-government grants and donations, including \$163,000 from the Foundation (ERCF). This represents \$3.40 for every \$1 of local taxpayer investment.
- In partnership with the Town of Kingsville, ERCA secured \$725,000 in provincial funding to build 40 acres of wetland habitat through the Drainage Act provisions, with only staff time used as the local investment.
- The initial phase 1 construction works, to halt erosion and enhance the Hillman Marsh coastal wetland, was completed along with community restoration activities. Funding from Nature Fresh Farms, RBC and the Province of Ontario exceeded \$700,000.

Water Quality

- Between 2018 and 2024, \$423,789 in CW~GS levy funding and non-mandatory cost apportionment, was used to support watershed research and water quality sampling at approximately 62 sampling locations throughout the region. Over 275 water quality improvement projects were implemented, while grants and federal and provincial contributions towards these initiatives, to enhance our understanding of impacts on our local water sources, totaled \$2,511,887 or almost **\$6 per \$1 of local taxpayer investment**.
- In partnership with Environment Canada, ERCA has purchased water level control equipment to manage water levels at the Collavino Conservation Area and initiated the planning and permitting processes to undertake two major aquatic habitat improvements. 2024 funding was in excess of \$200,000 and sets the groundwork for the approved multiyear \$5.3 million grant, with implementation starting in 2025.

Community Outreach

- From 2018 – 2024, a total of \$654,055 of levy funding was used to support outreach and education programs, while \$1,076,943 in external funding was contributed through grants, government contributions, and donations, supporting outreach, education and various community projects including the expanded Maple Festival. During that period, a total of 86 Community Outreach events were undertaken across the region, resulting in 9,273 volunteers planting 20,614 trees, 2,660 native plant plugs and removing 3.7 metric tonnes of garbage across the region – even though stewardship events were severely curtailed though 2020 and 2021.
- From 2021 to current, Administration has actively solicited private funding as part of a focused fundraising campaign of the Essex Region Conservation Foundation, which has eliminated the need for municipal funding for curriculum-based Outdoor Education programs until 2026.

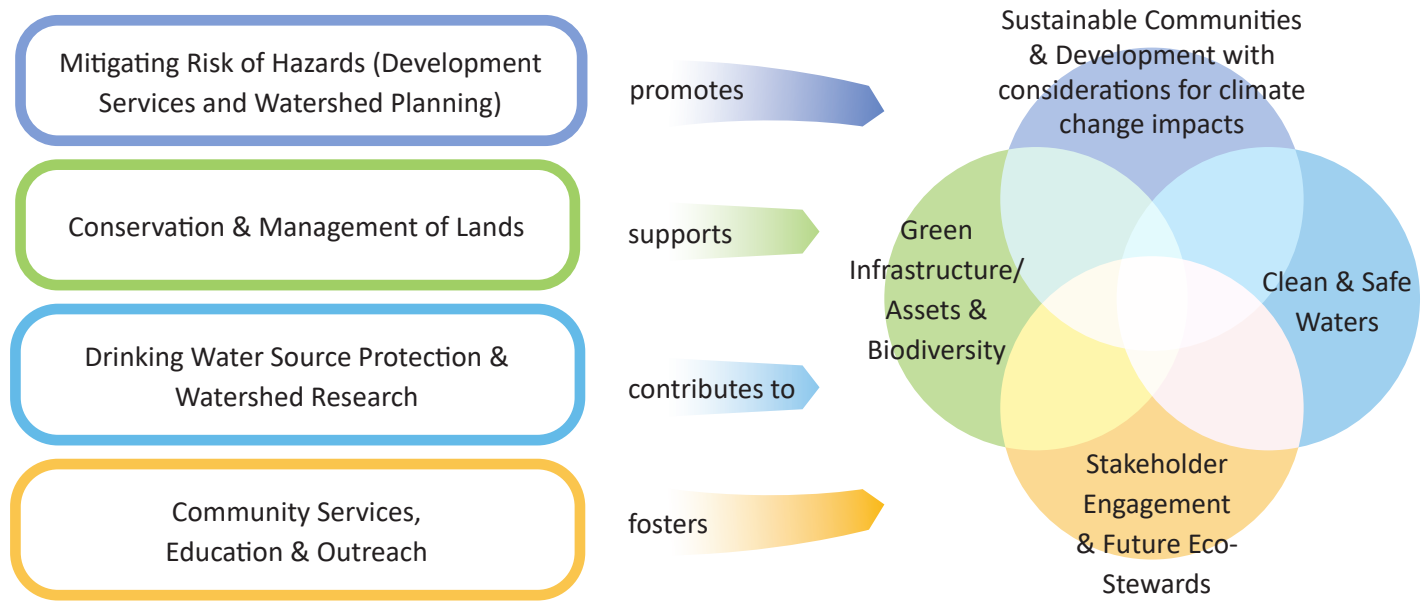
Integrated Watershed Management

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

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

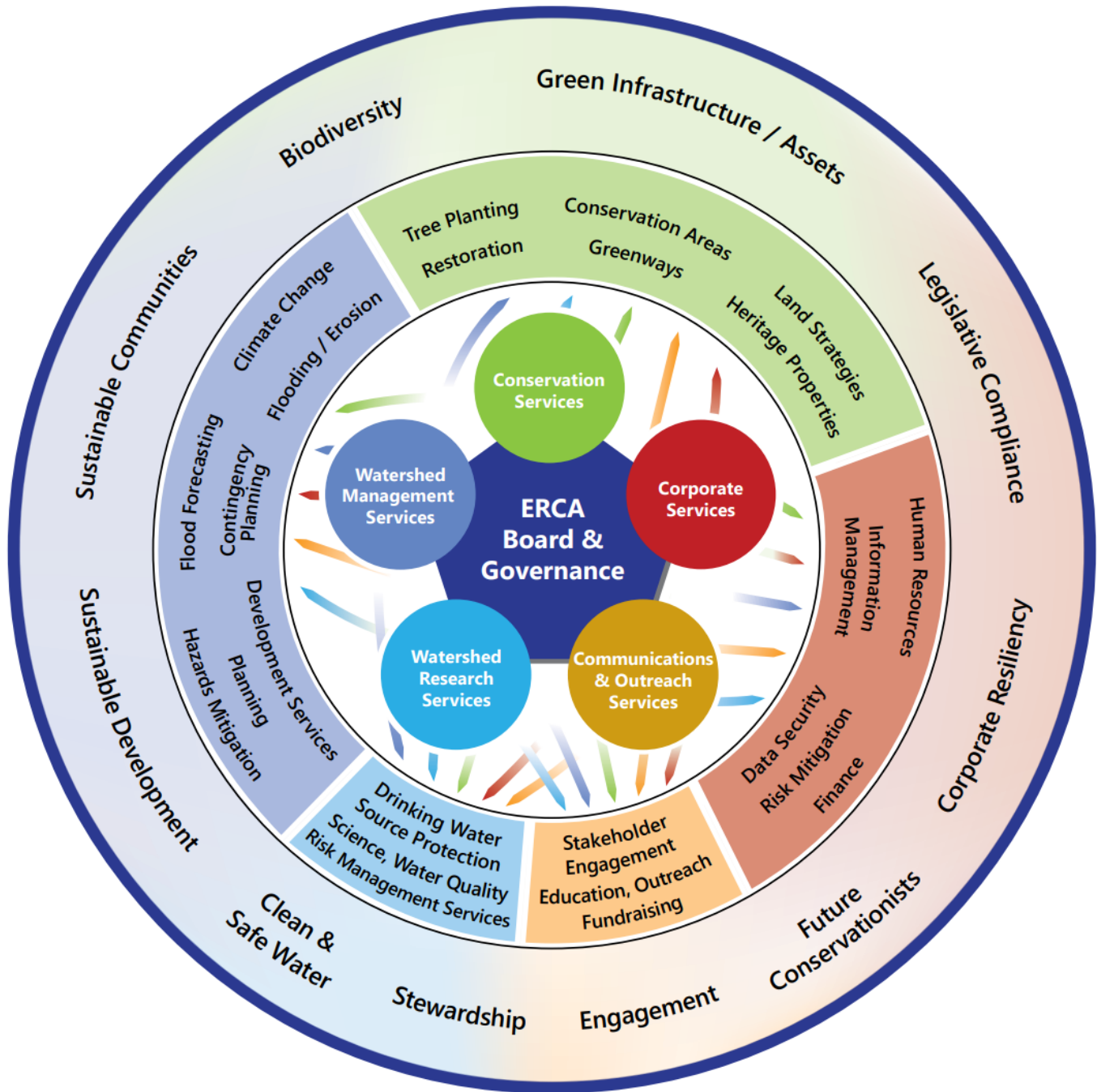
Recent changes to the Conservation Authorities Act confirmed core and the mandatory functions of conservation authorities including: mitigating risks of natural hazards; conserving and managing lands, for heritage, hazards and passive recreation; drinking water source protection; and surface water and groundwater monitoring. To continue to be relevant and to serve the residents of this region, ERCA should be delivering, and can continue to deliver the ancillary programs and services that impact the overall well-being, health and safety of the region and its citizens. The beneficial programs that are now categorized as non-mandatory, have attracted government and other grants of \$1.20 for every local taxpayer dollar since 2018, with some programs attracting almost \$6 per \$1 of municipal support.

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



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

PROGRAM INTEGRATION MODEL



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

Service Delivery Areas

Operating Plan Highlights



Watershed Management Services

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

Watershed Management Services are delivered through four programs:

- Development Services (mandatory services)
- Watershed/Water Resources Engineering (mandatory services)
- Flood Management/Flood Forecasting and Warning (mandatory services)
- Watershed Planning (mandatory)
- Approximately 11 FTEs to deliver these services, a reduction of 1FTE from the prior budget, due to a reassignment of a C.E.T. Infrastructure Manager position to Conservation Services.

Figure 10 – Mandatory Watershed Management Programs By Function

Mandatory Watershed Management Programs & Services - \$1.5M

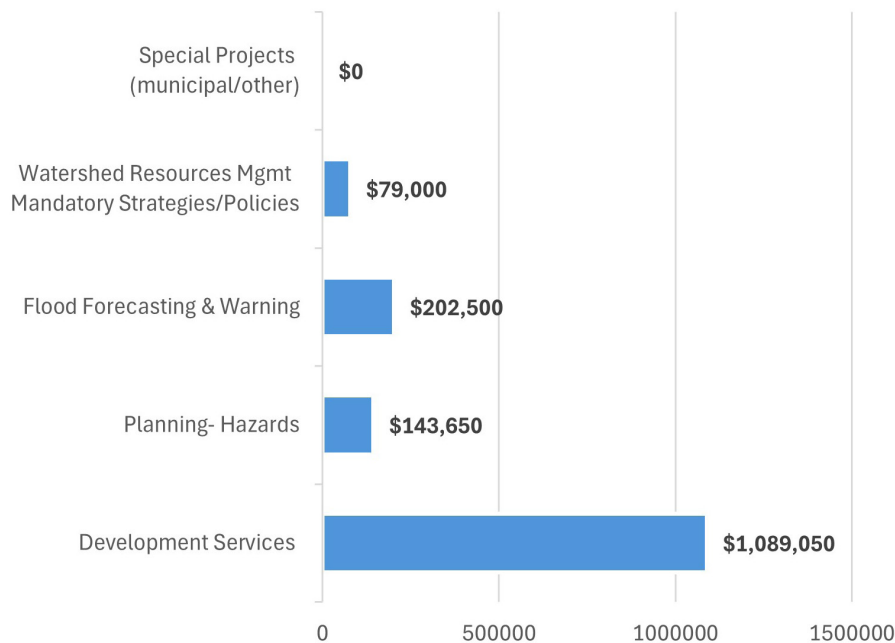


Figure 11 – Sources of Revenues -Mandatory Watershed Management Programs

Watershed Management Services Sources of Revenues for MANDATORY Programs - \$1.5M

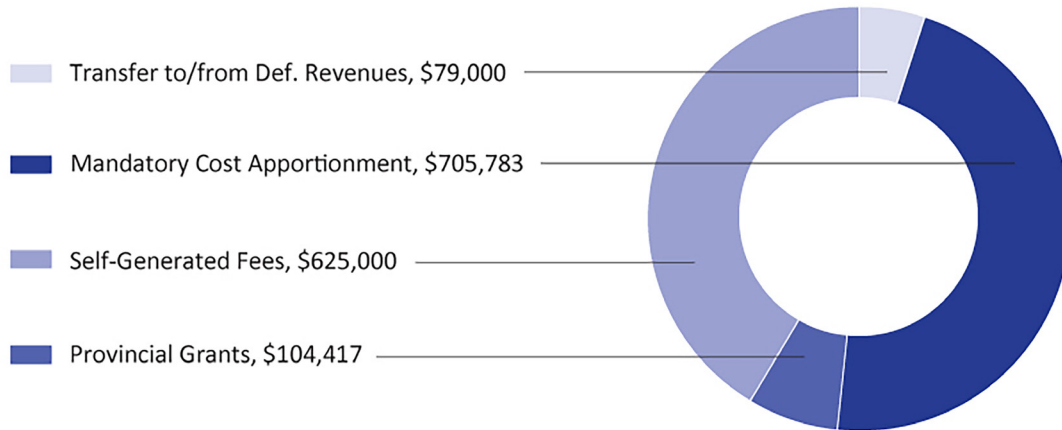
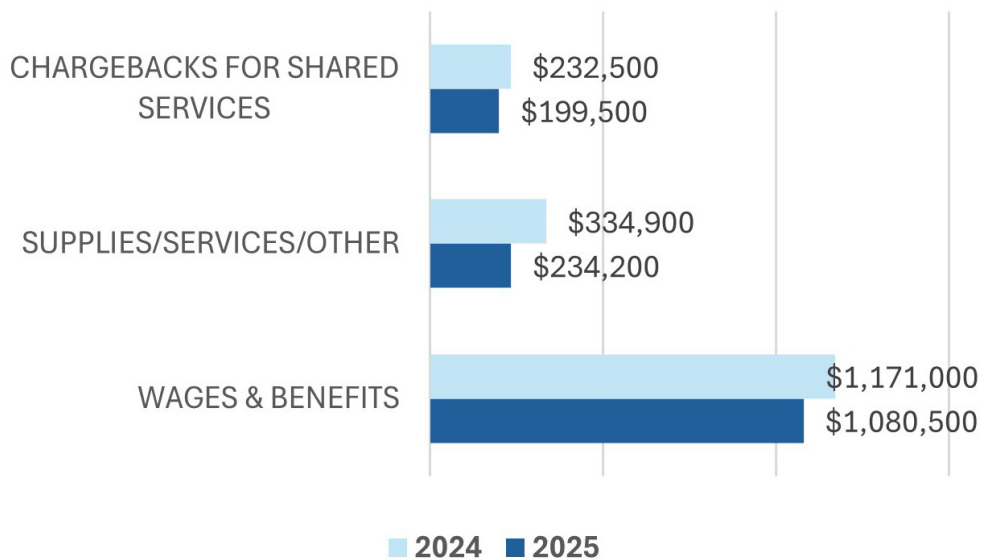


Figure 12 – 2025 and 2024 Mandatory Watershed Management Program Expenses By Type

MANDATORY Watershed Management Program Expenses by Category



DEVELOPMENT SERVICES

Watershed Management Services, primarily through Development Services, administers the Section 28 of the Conservation Authorities Act through Ontario Regulation 41/24: Prohibited Activities, Exemptions and Permits. The Regulation allows ERCA to regulate development within hazardous lands through a permitting process. These lands could be unsafe for development because of naturally occurring processes associated with flooding, erosion, unstable soils, dynamic beaches, unstable soil or bedrock. The priority is to reduce risk to life, damage to property, and social disruptions resulting from natural hazards.

2025 Program Highlights

- Administration will complete a comprehensive update of the Authority’s development policies and procedures. Final documents will replace current interim policies and procedures, which were established shortly after the regulatory changes that occurred on April 1, 2024. Such policies and procedures will ensure conformity with Ontario Regulation 41/24.
- In an effort to continue with modernizing development review processes, Watershed Management Services will continue replacing aging “on-prem” databases with cloud-based customer-facing applications. The cloud-based system, once complete, will include an Authority services-client portal to expand online services to the development sector.
- Staff will continue to participate on various Conservation Ontario committees, such as the Regulatory and Compliance Committee, which continues to enhance staff knowledge, build new and support existing relationships with other conservation authorities, and maintain awareness of ongoing and future legislative changes.

WATERSHED / WATER RESOURCES ENGINEERING

Managing the risks associated with the natural hazards of flooding and erosion is one of the primary roles of conservation authorities under the Conservation Authorities Act. This role is fulfilled through the delivery of multiple natural resource management programs and services, including flood plain management and mapping, water and erosion control infrastructure planning, and stormwater management. Many projects delivered through the engineering program are considered “special projects” or “ancillary services” that support core responsibilities of the authority within the context of natural hazards management. The program is currently wrapping up several complex flood mapping projects and beginning new undertakings to update the coastal hazard mapping completed in 1976.

2025 Program Highlights

- The Watershed-Based Resources Management Strategy, required by Ontario Regulation 686/21: Mandatory Programs and Services, will be reviewed and updated as necessary to refine objectives, mitigation measures, and associated costs.
- Administration will seek funding opportunities to update flood mapping where development pressures exist or are anticipated. Federal funding of over \$400,000 was secured in the past three years to support successful projects across Windsor-Essex.

FLOOD MANAGEMENT

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

2025 Program Highlights

- Update ERCA's Flood Contingency Plan.
- Finalize an Operating and Maintenance Manual for ERCA owned and managed climate stations.
- Explore opportunities for increasing flood forecasting operational capacity, including grant funds to support field data collection and telemetry.
- Explore grant opportunities through Water and Erosion Control Infrastructure (WECI) mandatory flood management activities across member municipalities.
- Monitor lake levels and a network of 30 climate stations to provide advanced warning of flooding and accelerated erosion.

WATERSHED PLANNING

ERCA continues to work towards a 'Planning-first principle', which ensures that appropriate planning permissions are in place before any consideration is made for approvals under the Conservation Authorities Act. The planning program area delivers services that fall under the mandatory service category. ERCA's service delivery through Watershed Planning includes all mandatory-related reviews and comments on various Planning Act instruments, as mandated through the amended [Conservation Authorities Act](#) and [Ontario Regulations 686/21: Mandatory Programs and Services](#). It is through this service that Administration provides the necessary comments related to natural hazards, source water protection, and conservation authority owned lands, ensuring the continued "planning-first approach" to protecting the watershed.

2024 Program Highlights

- Watershed Planning currently delivers hazard reviews and comments on circulated Planning Act instruments, as required through Ontario Regulation 686/21: Mandatory Programs and Services, ensuring consistency with the current Provincial Planning Statement and local natural hazard development policy. Source Water Protection, more specifically, the Risk Management Services related to Part IV of the Clean Water Act and comments related to lands owned by ERCA, are also delivered through Watershed Planning. The program is funded through a combination of municipal cost apportionment and supplemented by program user fees, consistent with the "user pay principle".
- Development of new documentation, such as flow charts for the various planning processes, to enhance clarity for applicants and enhance client service.
- Modify payment processes in consultation the member municipalities, changing from three disparate processes to one consistent and unified approach.

Conservation Services

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

Table 10 – Conservation Services Programs

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

Approximately 16 FTEs deliver the services and includes the Forester, Restoration Biologist, conservation areas maintenance staff, tree planters, and support staff. Included in the 2025 budget are costs associated with staff capacity during the winter months to undertake maintenance along the greenways, including the new CASO property and hazard tree removals to ensure public safety and invasive species management.

Figure 13 – Mandatory Conservation Services Expenses By Function

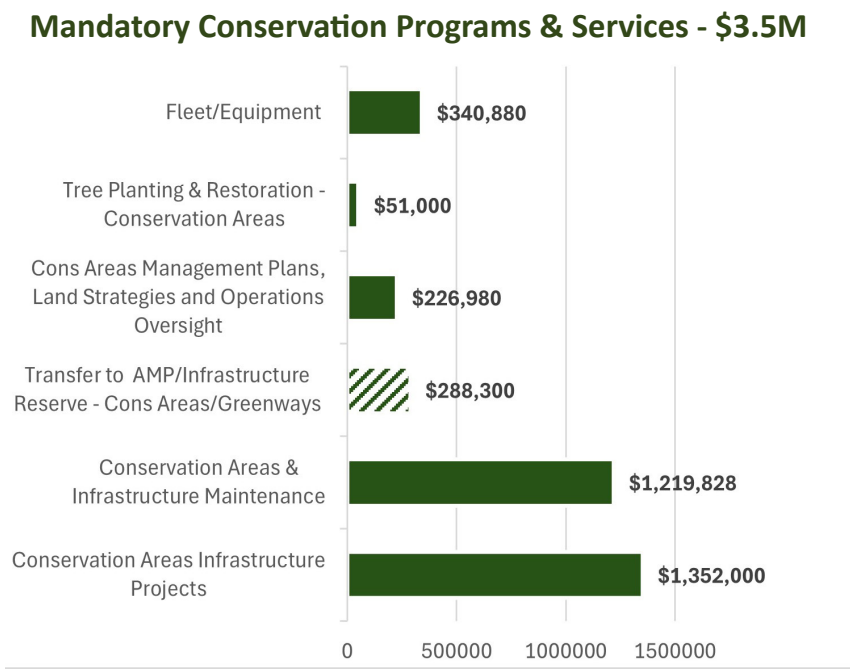


Figure 14 – Sources of Revenues -Mandatory Conservation Services Programs

Conservation Services Sources of Revenues for MANDATORY Programs - \$3.5M

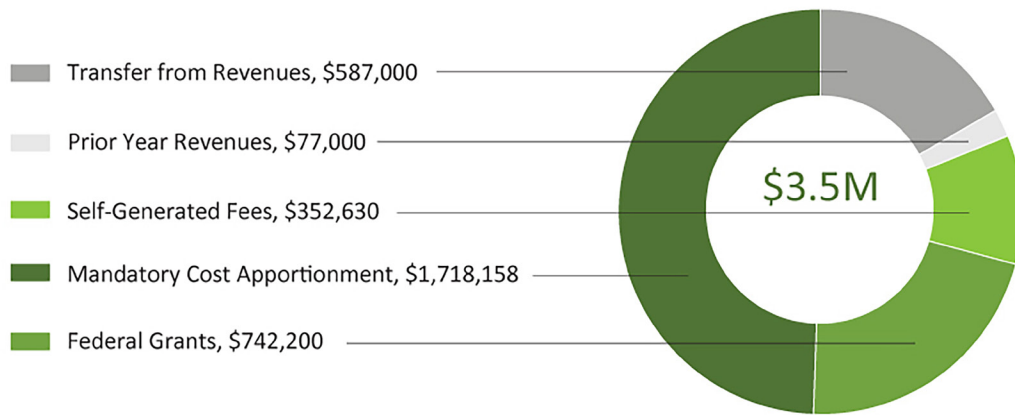
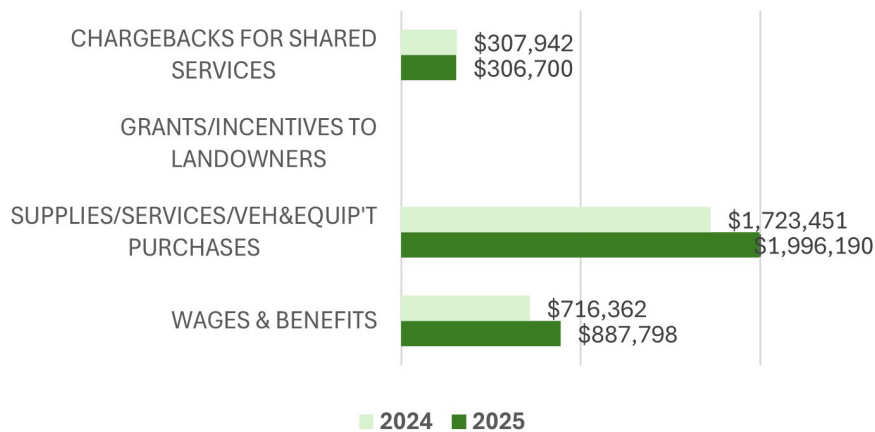


Figure 15 – 2025 and 2024 Mandatory Conservation Services Program Expenses By Type

MANDATORY Conservation Programs & Services Expenses by Category



CONSERVATION LAND MANAGEMENT

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

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

2025 Program Highlights

- ERCA’s Forester will undertake and update forest inventories in many conservation areas to inform management planning documents.
- Invasive species management will be undertaken along the greenway properties and our Conservation Areas.

- With the completion of the new Conservation Areas Land Management Strategy, staff will initiate a management plan for the new Collavino Conservation Area and CASO greenway.
- ERCA has initiated a restoration and climate adaptation planning process at Hillman Marsh to restore habitat lost in this wetland and to stabilize the eroding shoreline
- Staff are continuing to add tree cover along sections of the greenway with the assistance of community volunteers.

PUBLIC CONSERVATION AREAS

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

2025 Program Highlights

- Operate and maintain 17 conservation areas welcoming thousands of visitors each year.
- Ongoing replacement of fleet and equipment assets.
- Improve the Kopegaron Woods parking facilities with tar and chip surfacing to improve visitor experience and reduce annual maintenance costs.
- Continue to contribute to the update of ERCA’s Asset Management Plan to accurately reflect future capital funding requirements.
- Continue restoration works at the JRP site , specific to the horse barn, if funding is secured.
- Continue the wetland and shoreline restoration works at Hillman Marsh Conservation Area.
- Remove vegetation from trail edges and remove hazardous trees, primarily along the Greenway multi-use paths.
- Continue making infrastructure investments in the Collavino Conservation Area with the goal of making the site publicly accessible in 2025.
- Ongoing Tree Planting and Restoration in Conservation Areas.

ERCA continues to expand natural habitat in this region by increasing wetland, prairie and tree cover on properties it owns. Through partnerships, lands will continue to be strategically acquired through purchase or donation to create a more sustainable region. In 2025, a new wetland on ERCA’s Cedar Creek landholdings will prevent ongoing erosion of our site and provide multiple co-benefits such as flood attenuation, water quality improvements and habitat for wildlife.



CONSERVATION SERVICES - NON-MANDATORY

Figure 16 – Non-Mandatory Conservation Services Expenses By Function

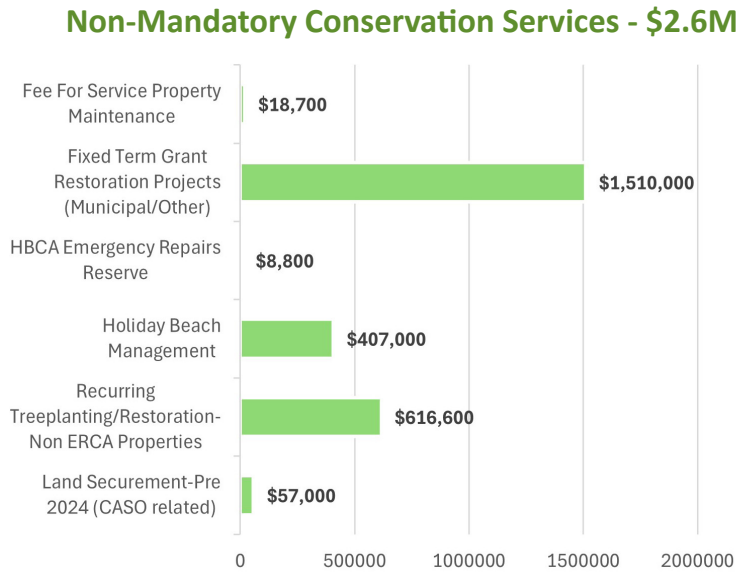


Figure 17 – Sources of Revenues -Non-Mandatory Conservation Services Programs

Conservation Services Sources of Revenues for NON-MANDATORY Programs - \$2.6M

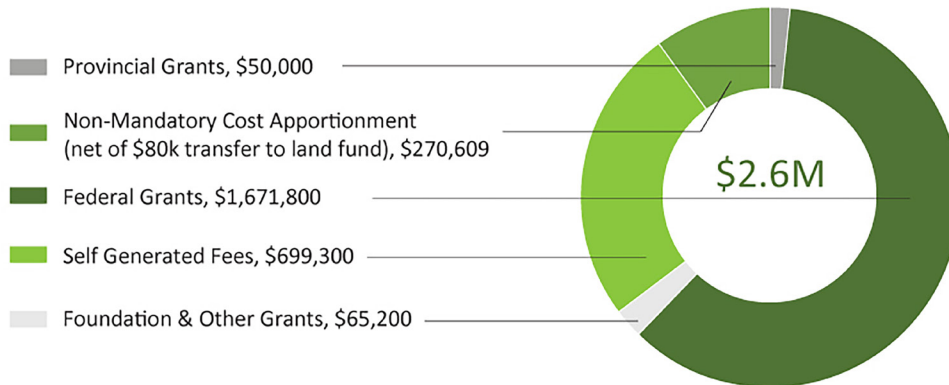
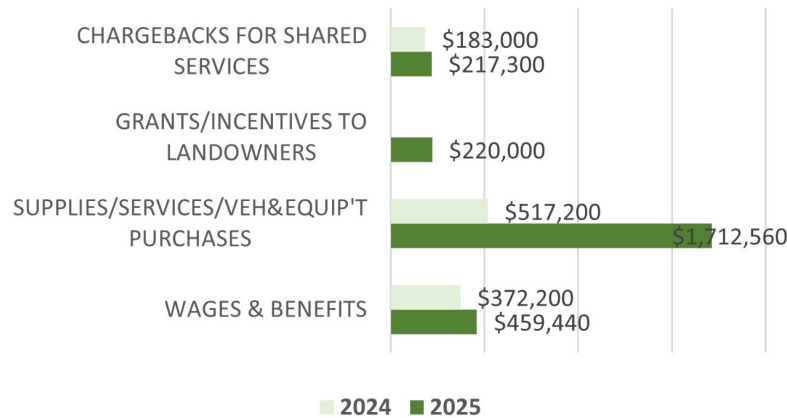


Figure 18 – 2025 and 2024 Non-Mandatory Conservation Services Program Expenses By Type

NON MANDATORY Conservation Programs & Services Expenses by Category



Tree Planting and Habitat Restoration on Private and Municipal lands

To achieve a sustainable future, mitigate climate impacts, expand tree canopy cover, improve water quality and keep endangered species from extinction in Canada, partnerships must continue with private landowners to grow the amount of habitat restored in the region. To assist with the costs of restoration that takes place on private lands and provide the biological professionals needed to undertake this work, ERCA obtains grants and donations to provide incentives and keeps cost reasonable, including funding from the Cost Apportionment Agreement for non-mandatory programs. This funding, to assist with private lands restoration accounts for approximately 15% of this activity, which does not include the value of land. ERCA has restored over 479 acres of land on private property since 2018. These privately owned restoration sites are an invaluable contribution from our community as they further the rehabilitation of our region.

2025 Program Highlights

- Plant 50,000 trees throughout the region on our property as well as privately owned lands leading to the creation of at least 70 acres of new habitat.
- Build a minimum of two new wetlands in the region to reduce erosion, improve water quality and create habitat.
- Continue a multi-year large scale restoration project on Caldwell First Nation property involving 10 acres of tree planting as part of project Phase 2 in 2025.

LAND SECUREMENT

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

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

As of December 2024, the CW~GS land acquisition fund has nearly \$1.9million in available funds. This fund is maintained separately from the fund that was created at the end of 2023, through the Cost Apportionment Agreement process, to hold the new voluntary land acquisition contributions.

HOLIDAY BEACH CONSERVATION AREA

The Province of Ontario with the Ministry of Natural Resources and Forestry as its representative, is the legal owner of Holiday Beach Conservation Area but the site is operated by the Authority via a thirty-year management agreement with the Province, which expires in 2031. The operational costs associated with this site are covered by user fees related to camping, hunting and cottage rentals, however, revenue generation is not sufficient to fund future capital replacement and major renovation costs nor is the Authority contractually responsible for those expenses. Recent trail and amenity improvements have been funded through government grants and contributions from the Foundation.

CAPITAL PROJECTS

An overview of major mandatory and non-mandatory capital projects included in the 2025 budget is summarized below. These projects will improve accessibility and overall visitor experiences in our Conservation Areas.

Table 11 –2025 Capital Projects with Sources of Funding

Capital Project	General Levy/ Reserve Transfers	ERCF / Other	Fed Grant	Prov Grant	Total	Category
Greenway / Bridge replacement	\$160,000				\$160,000	Mandatory
Hillman coastal erosion and wetland works	\$4,000		\$740,000		\$744,000	Mandatory
Greenway trail resurfacing	\$149,000				\$149,000	Mandatory
Parking lot resurfacing	\$142,000				\$142,000	Mandatory
Replacing/updating Conservation Areas Signs	\$25,000				\$25,000	Mandatory
Collavino Conservation Area Improvements	\$32,000	\$75,000			\$107,000	Mandatory
Contingency/emergency repairs	\$25,000				\$25,000	Mandatory
Totals	\$537,000	\$75,000	\$740,000	\$-	\$1,352,000	

*Pending contribution agreements



Watershed Research

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

Watershed Research Services are delivered through three programs:

- Source Water Protection (mandatory)
- Watershed Science (mandatory and non-mandatory)
- Water Quality Improvements (non-mandatory)
- ~ 6.9 FTEs to deliver the combination of mandatory and non-mandatory programs, an increase of 4 FTEs from 2024, due to the new multi-year term water quality improvement grants

Figure 19 – Mandatory and Non-Mandatory Water Quality Programs By Function

Mandatory & Non Mandatory Water Quality Programs & Services - \$2.4M

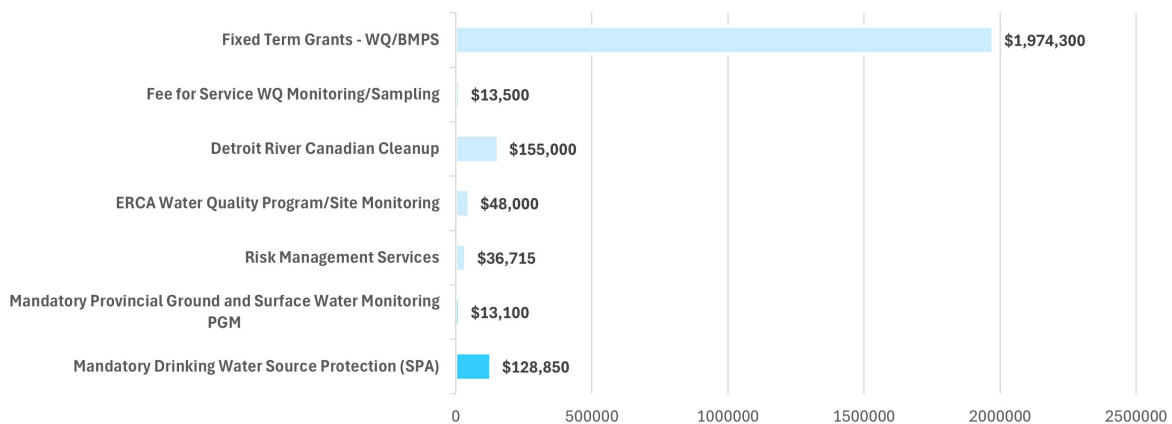


Figure 20 – Sources of Revenues -Mandatory Water Quality Programs

Water Quality Sources of Revenues for MANDATORY Programs - \$.14M

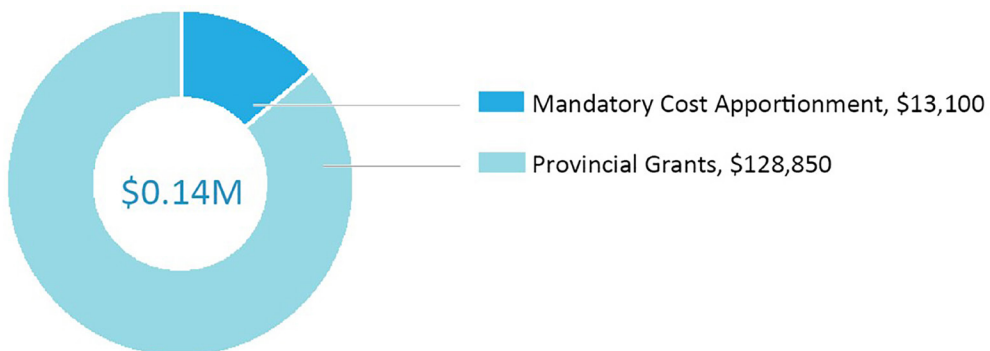
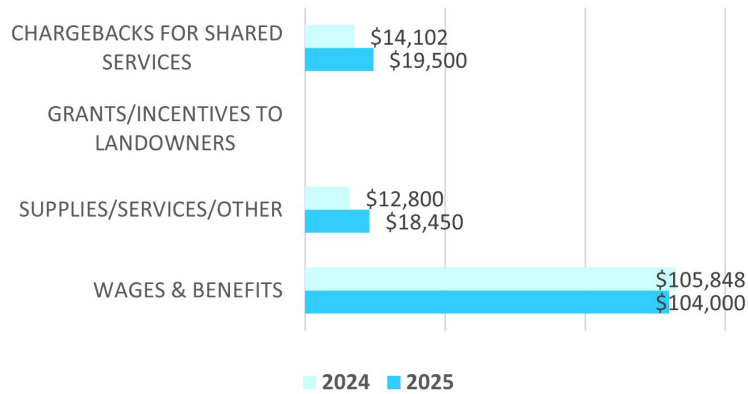


Figure 21 – 2025 and 2024 Mandatory Water Quality Program Expenses By Type

MANDATORY Water Quality Programs & Services Expenses by Category



SOURCE WATER PROTECTION

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

- Source Water Protection (Clean Water Act) is identified as a mandatory program and service in the Conservation Authorities Act, and the Province remains committed to providing funding for this program; ERCA received a slight increase for the current three-year funding cycle (20243-2027) to support capacity to accommodate expanded workload while the Source Protection Plan is being amended. This is the first time that the Province has provided three-year funding for this program and their commitment provides greater stability for this mandatory work.
- Risk Management Services are offered on behalf of all municipalities in the Essex Region as a direct service cost through an agreement originally established in 2015. This agreement was renewed twice with the current terminating December 31, 2024. Municipalities are currently reviewing a new perpetual agreement that will begin January 1, 2025. Risk Management Officials undertake work to implement Source Protection Policies for which municipalities are the Implementing Body. This does not fall under a mandatory program or service in the Conservation Authorities Act, but rather is a Category 2 activity as it is a municipal responsibility.

2025 Program Highlights

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

Figure 22 – Sources of Revenues -Non-Mandatory Water Quality Programs

Water Quality Sources of Revenues for NON-MANDATORY Programs - \$2.2M

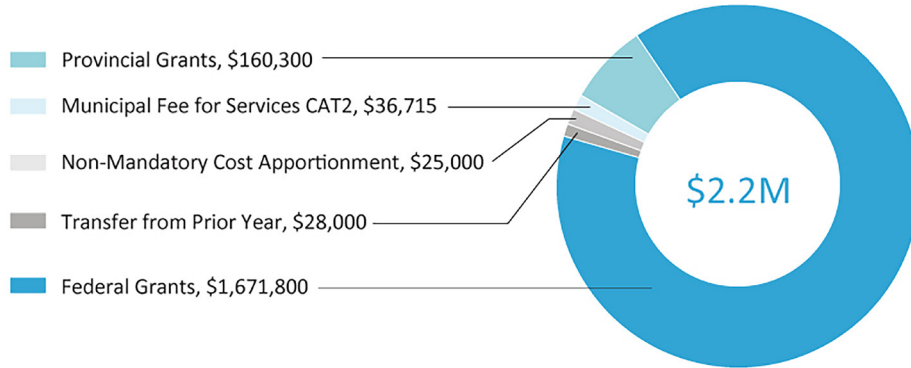
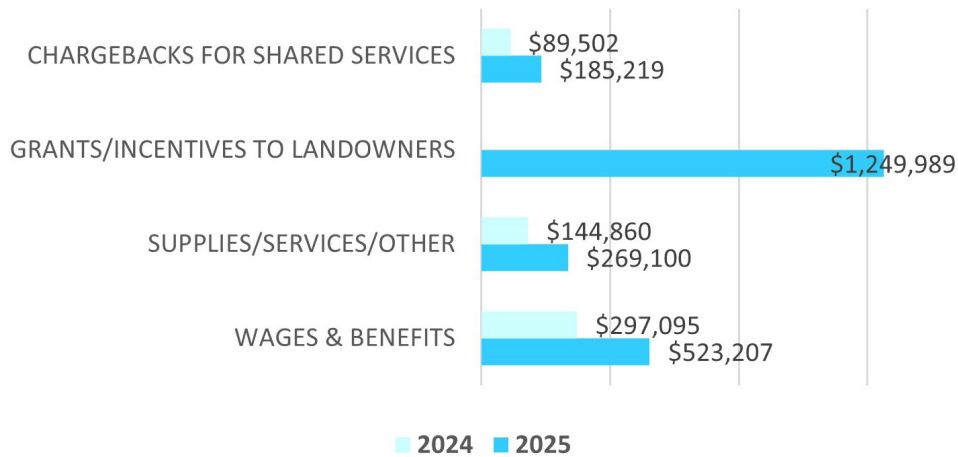


Figure 23 – 2025 and 2024 Non Mandatory Water Quality Program Expenses By Type

NON-MANDATORY Water Quality Programs & Services Expenses by Category



WATERSHED SCIENCE

Healthy rivers, headwaters, and species in our watershed are key elements of a sustainable and healthy environment that we all rely on for our sources of drinking water, our economy and for recreation. Monitoring allows us to track and report on several indicators of watershed health. Understanding current watershed health and emerging trends is necessary for setting environmental management priorities to manage, protect or enhance watershed resources and to identify research gaps that we can work with academic and other research partners to address. ERCA undertakes its watershed science programs through partnerships with the Provincial Water Quality Monitoring Network (PWQMN), and the Provincial Groundwater Monitoring Network (PGMN) and works in partnership with Provincial and Federal programs and with universities including the Great Lakes Institute for Environmental Research at the University of Windsor.

- Participation in the PWQMN and PGMN are mandatory programs in the Conservation Authorities Act. However, the majority of the water quality science work, providing residents of this region and partners with critical information, falls outside mandatory services. In 2025, ERCA will continue to monitor ground and surface water quality stations and provide this information to the Province, consistent with most Conservation Authorities. Beyond this fundamental monitoring, ERCA will also undertake the following water quality work, which is supported by Provincial and Federal grants:

2025 Program Highlights

- Collect water samples, funded by various external partners as funding is available, to provide samples for research projects that could not otherwise be collected due to travel restrictions or other logistical challenges.
- Continue with ERCA's non mandatory water quality monitoring program to inform the public about our regional watershed health.
- Continue monitoring of greenhouse influenced streams. This sampling was supported by the MECP from 2012 to December 31, 2021. Through the efforts of Administration, this funding was reinstated in 2024 with an agreement until March 2026
- Conduct enhanced monitoring in the Ruscom and Canard Rivers with the installation of ISCO auto-samplers and the addition of more monitoring locations throughout the watersheds. The work is supported by funding through the Canada Water Agency's Great Lakes Freshwater Ecosystem Initiative. Biological sampling of fish and freshwater mussels will also occur in these watersheds and the Belle River watershed in partnership with the University of Windsor through funding from the Department of Fisheries and Oceans Species at Risk program.
- Deliver a comprehensive agricultural incentive program for best management practices throughout the region. ERCA staff will work directly with the agricultural community to provide funds to support sustainable farming practices. Outreach and knowledge transfer events will be delivered to promote the use of these practices and encourage peer to peer learning. This will include working with the greenhouse sector to find appropriate solutions in those watersheds. Funding for specific types of projects in the Ruscom, Belle and Canard watersheds is provided by the Department of Fisheries and Oceans Species at Risk program. The majority of funding for projects throughout the region is provided by the Canada Water Agency's Great Lakes Freshwater Ecosystem Initiative

Communications & Outreach Services

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

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

Community Outreach Services are delivered through four programs:

- Communications (mandatory)
- Outdoor Education (non-mandatory)
- Outreach and Engagement (non-mandatory)
- JRPH Museum Operations & Programming
- ~6 FTEs will deliver the mandatory and non-mandatory programs

Figure 24 – Mandatory and Non-Mandatory Community Outreach Programs By Function

Communications and Non Mandatory Programs & Services + John R Park Homestead -\$.8M

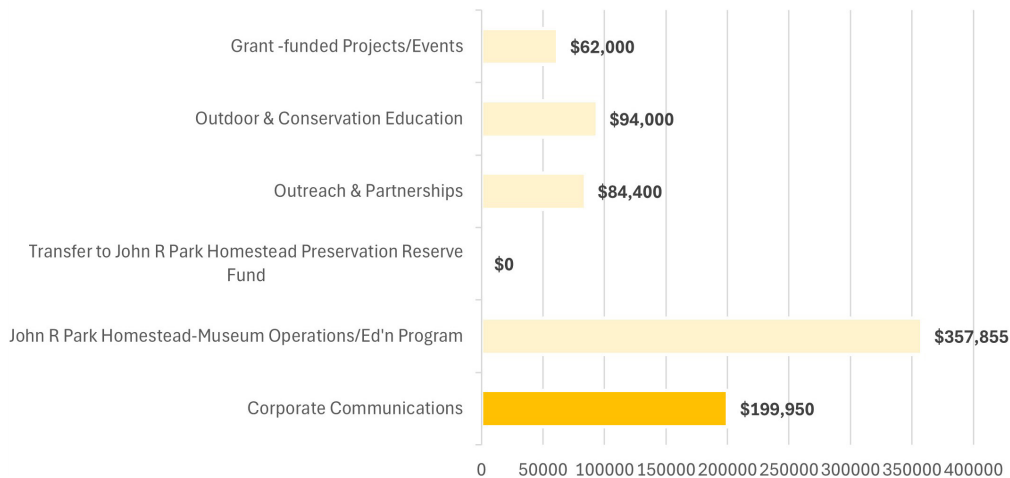


Figure 25 – Sources of Revenues -Mandatory Communications Program

Communications Outreach Sources of Revenues for MANDATORY Programs - \$.2M

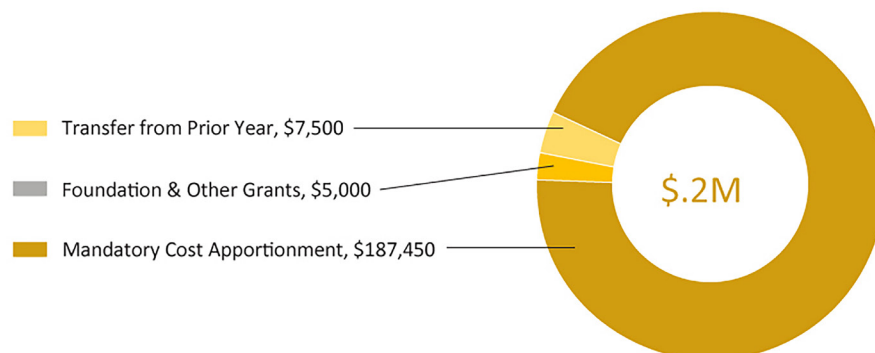
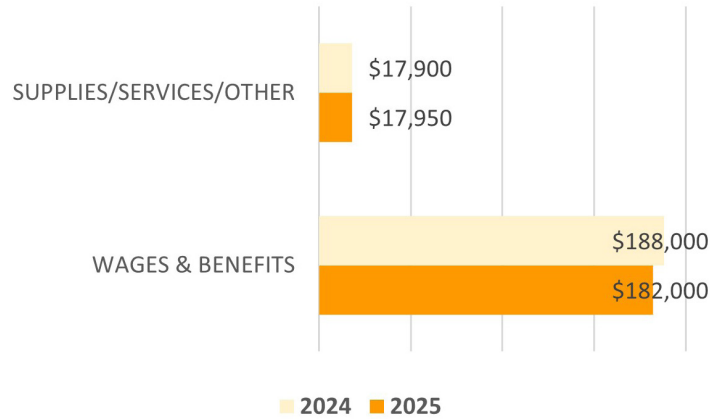


Figure 26 – 2025 and 2024 Mandatory Communications Program Expenses By Type

MANDATORY Communications Expenses by Category



COMMUNICATIONS

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

2025 Program Highlights

- Continue to engage and inform stakeholders and watershed residents to engage in conservation practices and programs across a variety of platforms.
- Undertake community-wide consultation for the development of the CASO rail line into a multi-use trail.
- Develop a multi-year communications strategy to engage private landowners in water quality improvement projects.
- Continue to support revenue generation through enhanced marketing of conservation programs.
- Continue to add functionality to the website to streamline tree orders and field trip bookings, while maximizing revenue generation.
- Continue to support the Essex Region Conservation Foundation in fundraising to support conservation projects and program areas.

NON-MANDATORY PROGRAMS

Figure 27 – Sources of Revenues -Non Mandatory Community Outreach Programs

Community Outreach Sources of Revenues for NON MANDATORY Programs - \$.6M

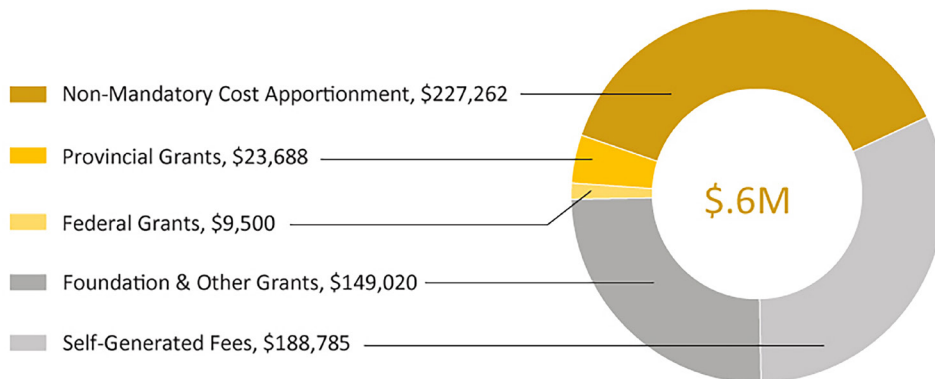
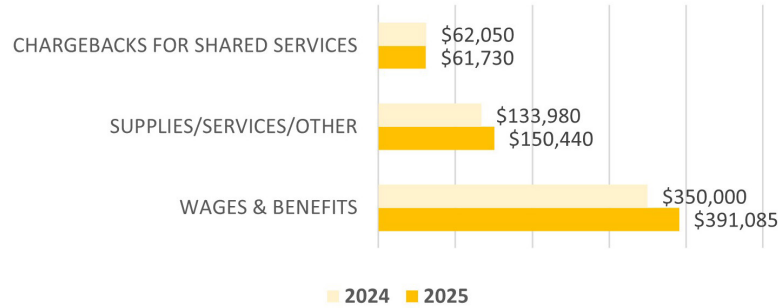


Figure 28 – 2025 and 2024 Non-Mandatory Community Outreach Program Expenses By Type

NON MANDATORY Community Outreach Program Expenses by Category



OUTDOOR EDUCATION

ERCA’s Outdoor Education programs provide experiential environmental programs and services for kindergarten to grade 12 students and teachers, meeting the objectives of the provincial curriculum. The demand for outdoor education programs has returned to pre-pandemic levels. Over the past number of years, administration has attempted to respond to the demand for these programs with casual, part time educators. However, it has become increasingly difficult to retain qualified individuals in this role, leading to a decreased capacity to deliver these important education programs. Additionally, there has been an increased demand for programming in French language, and ERCA’s main field trip competitors do offer this service in both official languages.

Streamlining the capacity to deliver these programs by shifting from a pool of casual part time staff who are only intermittently available to adding a permanent bilingual position to the education team ensures that ERCA can maximize both the number of students taking part in conservation education programs and the revenues generated by program delivery. This position will deliver programs in both French and English across all education sites – the John R. Park Homestead, Holiday Beach and Hillman Marsh, as well as Nature Near You programs in schools, maximizing the ability to engage students in conservation education.

This position will also help to support the open hours at the Homestead as required by the Provincial Standards for Community Museum in Ontario, and revenue-generating rentals. With the opening of the Conservation Centre, the increased demands on our limited staff resources to meet the operational needs, has been overwhelmingly difficult to fulfill over these past few years and this additional capacity will allow ERCA to meet multiple needs.

Enhanced partnerships and relationships with all major school boards continue to position ERCA’s outdoor education and Specialist High Skills Major programs as a preferred service delivery partner. Nature-Near-You programs continue to be popular when bussing is not available. While outdoor education is identified as non-mandatory, significant fundraising through the Essex Region Conservation Foundation has eliminated the reliance on municipal funding to continue to deliver these vital conservation education programs.

2025 Program Highlights

- Continue to deliver both curriculum-based field trips at conservation areas to engage students in environmental learning.
- Continue to deliver Nature Near You – Indigenous Innovation program to all Grade 3 students within the Windsor-Essex Catholic District School Board.
- Continue to deliver Specialist High Skills Major certification programs as a preferred service delivery provider to ensure students across the province can receive training modules required to graduate with the SHSM designation.
- Continue to enhance relationships with teachers and all school boards within the region.

OUTREACH AND ENGAGEMENT

There continues to be significant demand to provide opportunities for the community to engage in environmental restoration activities. Tree planting events for 2025 include Earth Day in east Windsor, as well as plantings in Sandwich Town and along the Greenway trail system. Watershed-based cleanup activities also provide hands-on stewardship opportunities. Administration continues to pursue grants and partner funding to implement far-reaching stewardship and outreach programs, as well as support through the Essex Region Conservation Foundation. The Outreach and Partnerships Coordinator position continues to be a shared position also supporting the Detroit River Remedial Action Plan on a cost-recovery basis.

JOHN R. PARK HOMESTEAD - MUSEUM OPERATIONS

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

Significant restoration work was undertaken to the historic home through 2024, and a grand-reopening to celebrate the critical refurbishment is planned for spring 2025. As the site is no longer under construction, significant efforts will be made to highlight its revenue-generating opportunities as a rental site.

2025 Program Highlights

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

2025 Program Highlights

- Enhance marketing of rental opportunities for the Conservation Centre and rustic event space.
- Continue to grow self-generated revenues through innovative programming, marketing efforts and rental income opportunities.
- Undertake an analysis of gift shop items to maximize revenues within this space.
- Complete the engineering analysis of the historic Horse Barn, and support the Essex Region Conservation Foundation in raising funds for this work.
- Continue to grow the Homestead's signature revenue-generating events, such as the Maple Syrup Festival, Harvest & Horses Festival and other seasonal programming.



Corporate (General) Services

Corporate Services oversees and manages the following functions:

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

Figure 29 – Mandatory Corporate/General Programs By Function

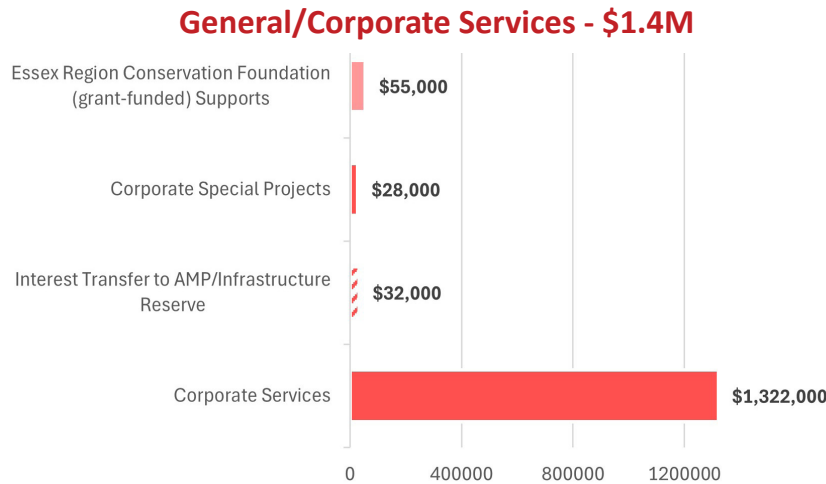


Figure 30 – Sources of Revenues Corporate Services

Corporate Services Sources of Revenues for MANDATORY Programs - \$1.4M

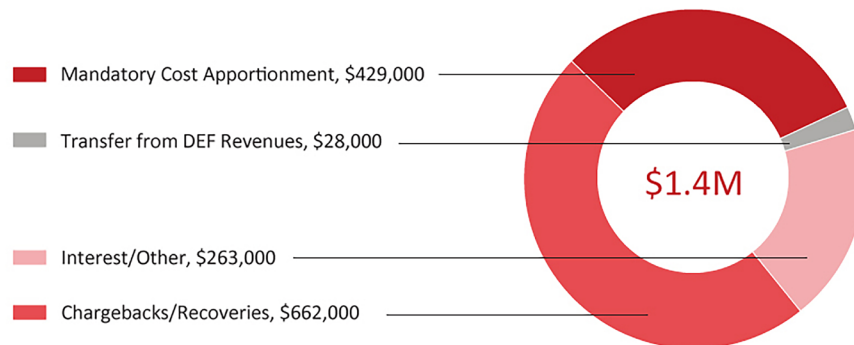
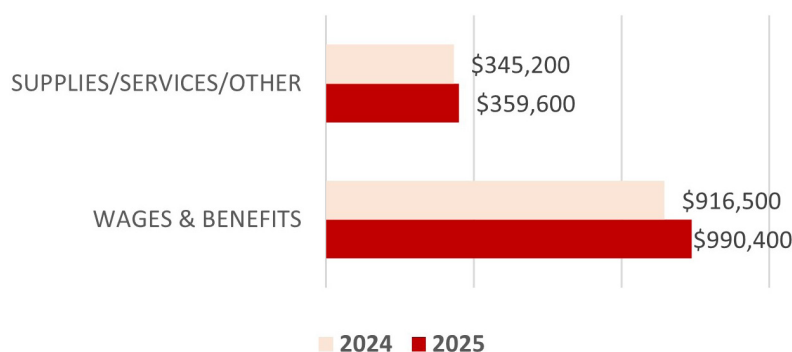


Figure 31 – 2025 and 2024 Corporate Services Program Expenses By Type

MANDATORY Corporate Services Expenses by Category



ADMINISTRATION / GOVERNANCE

2025 Program Highlights

- Update the Authority's Administrative Bylaw and Terms of Reference for Board committees.
- Pursue transfer of ownership of Holiday Beach and/or asset management planning, with the Ministry of Natural Resources and Forestry.

HUMAN RESOURCES

2024 Program Highlights

- Undertake job evaluation and compliance with Pay Equity Act for unionized staff and engage consultants as necessary. Jointly develop a new Terms of Reference for the Joint Job Evaluation Committee, with CUPE, and modernize ERCA's Pay Equity compliance program.
- Continue to review and update policy, procedures and guidelines to ensure ERCA's Health & Safety program remains robust and compliant with all legislation.

FINANCE

2024 Program Highlights

- Undertake the implementation of cloud PIMS (permit application system) with payment and financial systems.
- Work in collaboration with Conservation Services to update the asset management plan, including identification and segregation of non-mandatory assets.
- Undertake review of financial policies relating to purchasing, investments and reserves.

- Identify and create corporate policy initiatives to support the Authority's human resources requirements.
- Develop a preliminary overview of the Authority's succession plan for key positions, in consultation with external expertise.

INFORMATION MANAGEMENT / RECORDS / SYSTEMS / NETWORK

2025 Program Highlights

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

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

IT Infrastructure Migration

- The migration of legacy and unsupported infrastructure (servers, storage, backup), to cloud hosted solutions, significantly improving security and continuity, is 90% complete. In 2025, the primary goal will be to migrate one remaining on-premise system to our cloud environment. Additional work will be undertaken to modernize and facilitate backup and disaster recovery practices, which will ensure the resiliency and protection of data.

Electronic Records Management

- As records are moved to the cloud environment, records will be organized and managed in accordance with the classification system and the disposition/retention policy. Targets for 2025 will include the implementation and application of structure, tagging practices and taxonomy, integrity and audit functions, as well as the initial implementation of these for critical records.

Website Enhancements

- Expand the online store to provide customers with improved and expanded options for fully electronic transactions and self-service, eliminating the need for staff intervention, including phone calls and entering information into data repositories.



Summary

This 2025 Draft Budget, including appendices, once approved by the Essex Region Conservation Authority Board of Directors, will be posted publicly on the Authority's website at www.essexregionconservation.ca and circulated to Municipalities in accordance with Ontario Regulation 402/22. It is expected that the vote on the budget, including the weighted vote will proceed on February 13, 2025.

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

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

APPENDICES

- **Appendix A** – 2025 2025 Draft Detailed and Summary Budgets
- **Appendix B** – 2025 Draft Municipal Cost Apportionment Schedule (2.8%)
- **Appendix C** – 2025 Draft Reserves Continuity Schedule
- **Appendix D** – 2025 Funding Sources by Service Delivery Program Area
- **Appendix E** – 2025 Cost Apportionment Per Household
- **Appendix F** – 2025 Municipal Cost Apportionment Category 3 (Non-Mandatory) Programs & Services



ERCA Board

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

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

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

ERCA Staff

Tim Byrne, Chief Administrative Officer / Secretary-Treasurer

Corporate Services

Shelley McMullen	Chief Financial Officer / Director, Finance & Corporate Services
Tom Dufour	Geomatics Technician
Lori Jacobs	Payroll & Accounting Specialist
Nicole Kupnicki	Manager, Human Resources & Council Services
Lisa Limarzi	Administrative Associate: Corporate Services
Ryan Rossman	Director, Information Technology Services
Nancy Roy	Accounting Associate
Bryan Schmidt	Application Support Technician

Watershed Management Services

James Bryant	Director, Watershed Management Services
Adrian Enache	Engineering Technologist
Lina Florian	Watershed Engineer
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Dan Jenner	Regulations Coordinator
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Paul Giroux	Forester
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Holly Iles	Conservation Area Technician (Contract)
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Justin Landry	Water Quality Technician (SGE)
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Nathan McDonald	Senior Conservation Area Technician, HBCA
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2025 DRAFT DETAILED AND SUMMARY BUDGET MANDATORY AND NON MANDATORY PROGRAMS

	2023 AUDITED	2024 BUDGET	2024 PROJECTION	2025 DRAFT BUDGET
WATERSHED MANAGEMENT SERVICES				
CATEGORY 1 MANDATORY SERVICES - RISKS OF NATURAL HAZARDS				
DEVELOPMENT SERVICES				
MANDATORY MUNICIPAL COST APPORTIONMENT	413,717	540,750	535,750	554,050
SELF-GENERATED FEES	552,194	576,000	515,000	535,000
	965,911	1,116,750	1,050,750	1,089,050
WAGES	622,858	856,000	678,000	818,500
SUPPLIES/OFFICE/JANITORIAL	22,217	29,250	31,250	46,250
VEHICLE/TRAVEL/EQUIP'T USAGE	19,552	18,500	23,020	19,300
CORP SUPPORT/SHARED SVCS	108,609	143,000	125,000	125,000
RENT/INS/TAXES/UTILITIES	60,250	64,000	64,000	64,000
DUES/MEMBERSHIPS	1,216	1,000	1,000	1,000
AUDIT AND LEGAL	17,189	5,000	30,000	15,000
	852,323	1,116,750	952,270	1,089,050
PLANNING RELATED TO HAZARDS				
MANDATORY MUNICIPAL COST APPORTIONMENT	103,150	26,650	26,650	50,650
PROVINCIAL GRANTS	-	-	-	3,000
SELF GENERATED FEES	116,940	130,000	92,000	90,000
	220,090	156,650	118,650	143,650
WAGES	126,961	118,500	114,500	115,000
SUPPLIES/OFFICE/JANITORIAL	748	2,150	2,150	2,150
VEHICLE/TRAVEL/EQUIP'T USAGE	250	500	-	500
CORP SUPPORT/SHARED SVCS	20,856	20,500	15,000	15,000
RENT/INS/TAXES/UTILITIES	11,250	15,000	11,000	11,000
CAP MAINT/LOW VALUE ASSETS	687	-	-	-
	160,752	156,650	142,650	143,650
FLOOD /EROSION PROGRAM (S.39 PROV \$)				
MANDATORY MUNICIPAL COST APPORTIONMENT	121,247	106,083	111,083	101,083
PROVINCIAL GRANTS	104,417	104,417	104,417	101,417
	225,664	210,500	215,500	202,500
WAGES	124,927	111,000	123,500	114,000
CONSULTING/INFO'N/DATA SVCS	36,691	50,000	44,000	44,000
SUPPLIES/OFFICE/JANITORIAL	6,583	4,000	4,000	1,000
VEHICLE/TRAVEL/EQUIP'T USAGE	8,201	6,000	8,420	6,000
CORP SUPPORT/SHARED SVCS	27,830	30,500	29,000	29,000
RENT/INS/TAXES/UTILITIES	8,000	9,000	9,000	8,500
	212,233	210,500	217,920	202,500
OTHER WMS TERM PROJECTS				
MANDATORY MUNICIPAL COST APPORTIONMENT	95,700	152,500	152,500	-
OTHER GRANTS/USER FEES/RECOVERIES	-	30,000	-	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	(48,500)	42,000	(80,000)	79,000
	47,200	224,500	72,500	79,000
DIRECT WAGES	14,164	60,000	23,500	33,000
CONSULTING/OUTSIDE ENGINEERING	31,035	155,000	41,500	40,000
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	2,000	9,500	7,500	6,000
	47,199	224,500	72,500	79,000

	2023 AUDITED	2024 BUDGET	2024 PROJECTION	2025 DRAFT BUDGET
SUMMARY - CATEGORY 1 WMS MANDATORY SERVICES, RISKS OF NATURAL HAZARDS				
MANDATORY MUNICIPAL COST APPORTIONMENT	733,814	825,983	825,983	705,783
PROVINCIAL GRANTS	104,417	104,417	104,417	104,417
SELF-GENERATED FEES	669,134	706,000	607,000	625,000
TRANSFER TO/FROM DEF REVENUES	(48,500)	42,000	(80,000)	79,000
TRANSFER TO/FROM RESERVES	-	30,000	-	-
	1,458,865	1,708,400	1,457,400	1,514,200
WAGES & BENEFITS	888,909	1,145,500	939,500	1,080,500
SUPPLIES/SERVICES/OTHER	197,724	334,900	240,400	234,200
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	185,873	228,000	205,440	199,500
	1,272,507	1,708,400	1,385,340	1,514,200
SURPLUS/(DEFICIT)	186,358	-	72,060	-
MUNICIPAL WATER & EROSION CONTROL PROJECTS (50% PROV \$)				
MUNICIPAL	9,375	-	-	-
	9,375	-	-	-
WAGES	462	-	-	-
CONSULTING/OUTSIDE ENGINEERING	6,764	-	-	-
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	2,149	-	-	-
	9,375	-	-	-
OTHER MUNICIPAL TERM STUDIES/PROJECTS				
MUNICIPAL	145,036	-	6,000	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	16,404	30,000	22,000	-
	161,440	30,000	28,000	-
WAGES	28,363	25,500	19,000	-
CONSULTING/OUTSIDE ENGINEERING	127,885	-	6,000	-
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	5,194	4,500	3,000	-
	161,441	30,000	28,000	-
SUMMARY CATEGORY 1 MANDATORY SERVICES - WECI PROJECTS AND MUNICIPAL SPECIAL STUDIES				
MUNICIPAL	154,411	-	6,000	-
TRANSFER TO/FROM DEF REVENUES	16,404	30,000	22,000	-
	170,815	30,000	28,000	-
WAGES & BENEFITS	28,825	25,500	19,000	-
CONSTRUCTION/ENGINEERING/SUPPLIES	136,195	-	6,000	-
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	5,796	4,500	3,000	-
	170,816	30,000	28,000	-
SURPLUS/(DEFICIT)	(1)	-	-	-

CONSERVATION SERVICES

CATEGORY 1 MANDATORY SERVICES - CONSERVATION LANDS MANAGEMENT

GENERAL PROGRAM OPERATIONS, MANAGEMENT PLANS & LAND STRATEGIES

MANDATORY MUNICIPAL COST APPORTIONMENT	204,715	195,400	195,400	226,980
FEDERAL GRANTS	116,478	8,000	35,831	-
SELF-GENERATED FEES	824	-	-	-
	322,017	203,400	231,231	226,980
WAGES	237,834	169,540	148,940	195,500
ENGINEERING/CONSULTING	41,097	-	16,104	-
SUPPLIES/OFFICE/JANITORIAL	7,297	950	2,545	2,000
VEHICLE/TRAVEL/EQUIP'T USAGE	2,906	910	12,178	6,480
CORP SUPPORT/SHARED SVCS	32,826	32,000	25,832	23,000
	321,960	203,400	205,599	226,980

CONSERVATION AREAS/GREEWAYS/OWNED PROPERTIES MAINTENANCE

MANDATORY MUNICIPAL COST APPORTIONMENT	775,110	954,255	954,255	1,137,178
FEDERAL GRANTS	5,796	-	-	2,200
FOUNDATION & OTHER GRANTS	30,870	15,500	17,500	2,000
SELF-GENERATED USER FEES	96,073	94,000	99,250	89,750
TRANSFERS (TO)/FROM DEFERRED REVENUES	(20,436)	8,500	10,500	2,000
TRANSFERS TO/FROM RESERVES	-	(10,000)	7,500	(13,300)
	887,414	1,062,255	1,089,005	1,219,828

	2023 AUDITED	2024 BUDGET	2024 PROJECTION	2025 DRAFT BUDGET
WAGES	380,512	493,822	451,530	565,298
CONSTRUCTION	3,454	10,000	14,000	1,000
ENGINEERING/CONSULTING	20,885	10,000	10,000	90,000
SUPPLIES/OFFICE/JANITORIAL	67,703	58,742	64,753	68,613
VEHICLE/TRAVEL/EQUIP'T USAGE	95,055	111,999	136,895	133,750
PLANT MAT/LANDOWNER GRANTS	2,371	15,000	15,000	-
CORP SUPPORT/SHARED SVCS	113,954	139,442	126,700	142,700
RENT/INS/TAXES/UTILITIES	183,254	177,901	184,667	185,667
AUDIT AND LEGAL	500	15,000	-	-
CAP MAINT/LOW VALUE ASSETS	27,377	29,349	51,650	32,300
	896,089	1,062,255	1,055,695	1,219,828
CAPITAL OR MAJOR MAINTENANCE/IMPROVEMENT PROJECTS-Mandatory				
MANDATORY MUNICIPAL COST APPORTIONMENT	-	10,000	10,000	-
PROVINCIAL GRANTS	104,800	400,000	400,000	-
FEDERAL GRANTS	44,341	80,000	50,000	740,000
FOUNDATION & OTHER GRANTS	19,000	-	225,180	-
TRANSFERS TO/FROM DEFERRED REVENUES	(90,110)	202,000	92,970	75,000
TRANSFERS TO/FROM RESERVES	95,028	563,000	396,784	537,000
	173,059	1,255,000	1,174,934	1,352,000
WAGES	2,790	13,000	25,406	80,000
CONSTRUCTION	20,642	1,025,000	898,176	490,000
ENGINEERING/CONSULTING/SUB CONTRACTING	2,239	61,000	192,840	747,000
CONSTRUCTION SUPPLIES	12,014	10,000	10,295	-
VEHICLE/TRAVEL/EQUIP'T USAGE	-	2,000	2,160	-
PLANT MAT/LANDOWNER GRANTS	-	5,000	5,000	-
CORP SUPPORT/SHARED SVCS	3,422	19,000	13,016	12,000
CAP MAINT/LOW VALUE ASSETS	16,745	118,000	25,250	23,000
SMALL MISC	-	2,000	2,616	-
	57,852	1,255,000	1,174,759	1,352,000
TREE PLANTING AND RESTORATION -ERCA LANDS				
MANDATORY MUNICIPAL COST APPORTIONMENT	113,100	89,700	89,700	51,000
PROVINCIAL GRANTS	-	-	720,000	-
FEDERAL GRANTS	11,775	-	-	-
FOUNDATION & OTHER GRANTS	4,700	-	-	-
SELF GENERATED FEES	8,342	-	-	-
	137,917	89,700	809,700	51,000
WAGES	48,649	33,000	41,000	39,000
CONSTRUCTION	17,808	-	720,000	-
ENGINEERING/CONSULTING/SUB CONTRACTING	18,083	2,000	2,000	-
SUPPLIES/OFFICE/JANITORIAL	7,340	6,850	6,850	2,500
VEHICLE/TRAVEL/EQUIP'T USAGE	3,147	4,350	5,680	2,500
PLANT MAT/LANDOWNER GRANTS	3,052	30,500	21,500	-
CORP SUPPORT/SHARED SVCS	14,517	13,000	13,000	7,000
	112,596	89,700	810,030	51,000
FLEET & FIELD EQUIPMENT				
MANDATORY MUNICIPAL COST APPORTIONMENT	-	23,200	23,200	28,000
RECOVERIES/CHARGEBACKS	226,377	209,200	253,780	262,880
TRANSFERS TO/FROM RESERVES	45,000	-	-	50,000
	271,377	232,400	276,980	340,880
MAINTENANCE/REPAIRS	55,071	62,000	67,000	68,000
FUEL	47,226	57,500	47,500	52,380
LICENCES/MISC/SMALL TOOLS	28,258	20,900	20,500	20,500
AMORTIZATION	90,524	103,000	108,000	92,000
	221,078	243,400	243,000	232,880

	2023 AUDITED	2024 BUDGET	2024 PROJECTION	2025 DRAFT BUDGET
SUMMARY CATEGORY 1 MANDATORY SERVICES - LAND MGMT, (OWNED) CONSERVATION AREAS OPS, MTCE & CAPITAL				
MANDATORY MUNICIPAL COST APPORTIONMENT	1,092,925	1,272,555	1,272,555	1,443,158
PROVINCIAL GRANTS	104,800	400,000	1,120,000	-
FEDERAL GRANTS	178,390	88,000	85,831	742,200
FOUNDATION & OTHER GRANTS	54,570	15,500	242,680	2,000
SELF-GENERATED FEES	331,616	303,200	353,030	352,630
TRANSFER TO/FROM DEF REVENUES	(95,546)	210,500	103,470	77,000
TRANSFER TO/FROM RESERVES	140,028	553,000	404,284	573,700
	1,806,784	2,842,755	3,581,850	3,190,688
WAGES & BENEFITS	677,407	716,362	673,876	887,798
CONSTRUCTION/ENGINEERING/SUPPLIES	689,113	1,829,451	2,501,206	1,888,190
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	258,055	307,942	314,001	306,700
	1,624,574	2,853,755	3,489,083	3,082,688
SURPLUS/(DEFICIT)	182,209	(11,000)	92,767	108,000

CATEGORY 3 NON MANDATORY SERVICES - ONGOING ERCA CORE CONSERVATION-RELATED PROGRAMS				
LAND SECUREMENT & ACQUISITION				
NON MANDATORY MUNICIPAL COST APPORTIONMENT	40,000	-	137,500	138,609
OTHER INCOME	-	-	71,000	-
TRANSFERS (TO)/FROM LAND ACQ FUND	14,132	57,500	(80,000)	(81,609)
TRANSFERS (TO)/FROM RESERVES	-	-	(71,000)	-
	54,132	57,500	57,500	57,000
WAGES	5,303	2,500	2,500	5,500
LEGAL, SURVEYING,CONSULTNG	176	50,000	50,000	50,000
SUPPLIES/OFFICE/JANITORIAL	381	-	-	-
CORP SUPPORT/SHARED SVCS	1,462	5,000	5,000	1,500
	7,322	57,500	57,500	57,000

RESTORATION/TREE PLANTING PROGRAM - NON ERCA PROPERTIES				
NON MANDATORY MUNICIPAL COST APPORTIONMENT	75,000	75,000	75,000	75,000
PROVINCIAL GRANTS	53,450	50,000	50,000	50,000
FEDERAL GRANTS	167,446	160,000	160,000	160,000
FOUNDATION & OTHER GRANTS	77,479	-	112,858	65,000
SELF-GENERATED FEES	221,336	205,000	201,600	201,600
IN-KIND	14,207	10,000	10,000	10,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	(39,250)	29,700	12,542	55,000
	569,668	529,700	622,000	616,600
WAGES	215,477	160,500	214,000	196,500
CONSTRUCTION	-	-	30,000	30,000
ENGINEERING/CONSULTING/SUB-CONTRACTING	805	-	-	-
SUPPLIES/OFFICE/JANITORIAL	12,362	18,200	14,500	14,500
VEHICLE/TRAVEL/EQUIP'T USAGE	46,653	49,000	50,360	61,600
PLANT MAT/LANDOWNER GRANTS	209,971	207,500	220,000	220,000
CORP SUPPORT/SHARED SVCS	60,228	75,000	75,000	75,000
RENT/INS/TAXES/UTILITIES	9,600	9,000	9,000	9,000
IN KIND SVCS SUPPLIES	14,207	10,000	10,000	10,000
	569,668	529,700	622,860	616,600

HOLIDAY BEACH (OPERATED UNDER MGMT AGREEMENT)				
FEDERAL GRANTS	1,953	-	2,200	1,800
SELF GENERATED	393,157	399,000	407,275	414,000
TRANSFERS TO/FROM RESERVES	(7,040)	(13,000)	9,500	(8,800)
	388,070	386,000	418,975	407,000
WAGES	191,036	188,700	204,091	208,200
CONSTRUCTION	-	-	-	-
ENGINEERING/CONSULTING/SUB CONTRACTING	13,515	3,500	5,500	3,500
SUPPLIES/OFFICE/JANITORIAL	69,211	64,800	76,441	60,630
VEHICLE/TRAVEL/EQUIP'T USAGE	29,279	25,500	24,250	28,720
CORP SUPPORT/SHARED SVCS	33,642	40,500	39,500	39,000
RENT/INS/TAXES/UTILITIES	42,656	45,000	44,700	43,250
MAJOR MAINT/ROADS/VEGETATION	8,814	17,500	29,000	22,500
	388,152	386,000	423,982	407,000

	2023 AUDITED	2024 BUDGET	2024 PROJECTION	2025 DRAFT BUDGET
SUMMARY CATEGORY 3 NON MANDATORY SERVICES - ERCA ONGOING CORE CONSERVATION PROGRAMS				
NON MANDATORY MUNICIPAL COST APPORTIONMENT	115,000	75,000	212,500	213,609
PROVINCIAL GRANTS	53,450	50,000	50,000	50,000
FEDERAL GRANTS	169,399	160,000	162,200	161,800
FOUNDATION & OTHER GRANTS	77,479	-	112,858	65,000
SELF-GENERATED FEES	614,494	604,000	679,875	615,600
IN-KIND	14,207	10,000	10,000	10,000
TRANSFER TO/FROM DEF REVENUES	(25,118)	87,200	(67,458)	(26,609)
TRANSFER TO/FROM RESERVES	(7,040)	(13,000)	(61,500)	(8,800)
	1,011,871	973,200	1,098,475	1,080,600
WAGES & BENEFITS	411,816	351,700	420,591	410,200
OTHER OPERATING/SITE SUPPLIES/PROF SERVICES	408,002	453,000	513,891	489,400
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	145,324	168,500	169,860	181,000
	965,142	973,200	1,104,342	1,080,600
SURPLUS/(DEFICIT)	46,729	-	(5,867)	-

CATEGORY 3 NON MANDATORY SERVICES - FIXED TERM SPECIAL PROJECTS AND FEE FOR SERVICE CONTRACTS				
NON MANDATORY RESTORATION PROJECTS & HABITAT-RELATED STUDIES				
PROVINCIAL GRANTS	24,000	-	-	-
FEDERAL GRANTS	85,000	-	145,000	1,510,000
FOUNDATION & OTHER GRANTS	57,000	68,000	68,000	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	(44,307)	-	15,000	-
	121,693	68,000	228,000	1,510,000
WAGES	29,125	8,000	23,000	39,740
CONSTRUCTION	25,650	33,000	53,000	1,250,000
ENGINEERING/CONSULTING/SUB-CONTRACTING	43,039	7,000	47,000	110,676
SUPPLIES/OFFICE/JANITORIAL	7,023	2,000	2,000	3,084
VEHICLE/TRAVEL/EQUIP'T USAGE	1,806	500	500	-
PLANT MAT/LANDOWNER GRANTS	9,800	14,000	14,000	78,500
CORP SUPPORT/SHARED SVCS	3,900	3,500	3,500	28,000
RENT/INS/TAXES/UTILITIES	1,350	-	-	-
EQUIP'T/FIXED ASSETS	-	-	85,000	-
	121,693	68,000	228,000	1,510,000

FEE FOR SERVICE CONTRACTS				
SELF-GENERATED FEES	14,276	31,200	11,949	18,700
	14,276	31,200	11,949	18,700
WAGES	6,423	12,500	5,410	9,500
VEHICLE/TRAVEL/EQUIP'T USAGE	3,684	5,800	3,176	5,300
CORP SUPPORT/SHARED SVCS	1,969	4,700	1,363	3,000
RENT/INS/TAXES/UTILITIES	400	6,400	200	900
SMALL MISC	1,800	1,800	1,800	-
	14,276	31,200	11,949	18,700

SUMMARY CATEGORY 3 NON MANDATORY SERVICES - FEE FOR SERVICE CONTRACTS AND TERM LIMITED PROJECTS				
PROVINCIAL GRANTS	24,000	-	-	-
FEDERAL GRANTS	85,000	-	145,000	1,510,000
FOUNDATION & OTHER GRANTS	57,000	68,000	68,000	-
SELF-GENERATED FEES	14,276	31,200	11,949	18,700
TRANSFER TO/FROM DEF REVENUES	(44,307)	-	15,000	-
	135,969	99,200	239,949	1,528,700
WAGES & BENEFITS	35,548	20,500	28,410	49,240
CONSTRUCTION/SUPPLIES/OTHER	89,062	64,200	203,000	1,443,160
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	11,359	14,500	8,539	36,300
	135,969	99,200	239,949	1,528,700
SURPLUS/(DEFICIT)	-	-	-	-

	2023 AUDITED	2024 BUDGET	2024 PROJECTION	2025 DRAFT BUDGET
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WATERSHED RESEARCH

CATEGORY 1 MANDATORY SERVICE - DRINKING WATER SOURCE PROTECTION & PROV SURFACE/GROUND WATER MONITORING PROGS

MANDATORY MUNICIPAL COST APPORTIONMENT	21,285	18,350	18,350	13,100
PROVINCIAL GRANTS	148,362	114,400	121,900	128,850
OTHER GRANTS/USER FEES/RECOVERIES	1,616	-	-	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	(20,652)	-	-	-
	<u>150,612</u>	<u>132,750</u>	<u>140,250</u>	<u>141,950</u>
WAGES	116,283	105,848	111,000	104,000
SUPPLIES/OFFICE/JANITORIAL	2,467	700	1,700	4,150
VEHICLE/TRAVEL/EQUIP'T USAGE	3,607	4,000	2,700	4,700
CORP SUPPORT/SHARED SVCS	18,241	14,102	14,500	19,500
RENT/INS/TAXES/UTILITIES	2,650	3,500	3,500	3,500
CAP MAINT/LOW VALUE ASSETS	1,207	-	-	1,500
PER DIEMS/MISC	3,625	4,600	4,600	4,600
	<u>148,080</u>	<u>132,750</u>	<u>138,000</u>	<u>141,950</u>

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

MUNICIPAL SPECIAL PROJECTS/OTHER	9,412	14,600	16,000	36,715
	<u>9,412</u>	<u>14,600</u>	<u>16,000</u>	<u>36,715</u>
WAGES	5,973	9,100	8,500	25,807
SUPPLIES/OFFICE/JANITORIAL	719	500	500	1,500
VEHICLE/TRAVEL/EQUIP'T USAGE	-	1,500	3,500	1,500
CORP SUPPORT/SHARED SVCS	1,221	1,500	1,500	5,908
RENT/INS/TAXES/UTILITIES	1,500	2,000	2,000	2,000
AUDIT AND LEGAL	-	-	-	-
	<u>9,412</u>	<u>14,600</u>	<u>16,000</u>	<u>36,715</u>

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

WATERSHED WATER QUALITY PROGRAM

NON MANDATORY MUNICIPAL COST APPORTIONMENT	-	25,000	25,000	25,000
FEDERAL GRANTS	5,000	-	-	-
TRANSFERS (TO)/FROM DEFERRED REVENUES/PROJECT TRANSFERS	37,445	43,955	24,000	23,000
	<u>42,445</u>	<u>68,955</u>	<u>49,000</u>	<u>48,000</u>
WAGES	12,580	30,995	19,000	15,500
SUPPLIES/OFFICE/JANITORIAL	2,594	2,400	2,700	3,000
VEHICLE/TRAVEL/EQUIP'T USAGE	6,343	8,060	7,700	9,000
CORP SUPPORT/SHARED SVCS	6,094	10,000	7,000	6,500
RENT/INS/TAXES/UTILITIES	2,000	2,000	2,000	2,000
TECHNICAL EQUIPMENT/LAB SERVICES	13,002	15,500	11,000	12,000
	<u>42,613</u>	<u>68,955</u>	<u>49,400</u>	<u>48,000</u>

DEMONSTRATION/CROP RESEARCH FARM

PROVINCIAL GRANTS	15,000	-	-	-
SELF-GENERATED	16,725	-	-	-
	<u>31,725</u>	<u>-</u>	<u>-</u>	<u>-</u>
WAGES	18,629	-	-	-
SUPPLIES/OFFICE/JANITORIAL	1,744	-	-	-
VEHICLE/TRAVEL/EQUIP'T USAGE	4,929	-	-	-
CORP SUPPORT/SHARED SVCS	3,628	-	-	-
RENT/INS/TAXES/UTILITIES	750	-	-	-
DUES/MEMBERSHIPS	259	-	-	-
SMALL MISC	1,786	-	-	-
	<u>31,725</u>	<u>-</u>	<u>-</u>	<u>-</u>

LANDOWNER STEWARDSHIP PROGRAM

CW~GS LEVY	73,000	-	-	-
PROVINCIAL GRANTS	15,000	-	-	-
SELF-GENERATED	11,530	-	-	-
IN-KIND	10,665	-	-	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	-
	<u>110,196</u>	<u>-</u>	<u>-</u>	<u>-</u>

	2023 AUDITED	2024 BUDGET	2024 PROJECTION	2025 DRAFT BUDGET
WAGES	64,286	-	-	-
SUPPLIES/OFFICE/JANITORIAL	136	-	-	-
VEHICLE/TRAVEL/EQUIP'T USAGE	2,568	-	-	-
PLANT MAT/LANDOWNER GRANTS	26,037	-	-	-
CORP SUPPORT/SHARED SVCS	17,879	-	-	-
RENT/INS/TAXES/UTILITIES	1,000	-	-	-
IN KIND SVCS SUPPLIES	10,665	-	-	-
	122,570	-	-	-

SUMMARY CATEGORY 3 NON MANDATORY SERVICES - ERCA ONGOING WATER QUALITY/ RESEARCH PROGRAMS				
NON MANDATORY MUNICIPAL COST APPORTIONMENT	73,000	25,000	25,000	25,000
PROVINCIAL GRANTS	30,000	-	15,000	-
FEDERAL GRANTS	5,000	-	-	-
SELF-GENERATED	23,255	-	-	-
IN-KIND	10,665	-	-	-
TRANSFER TO/FROM DEF REVENUES	42,446	43,955	9,000	23,000
	184,366	68,955	49,000	48,000
WAGES & BENEFITS	95,495	30,995	19,000	15,500
SUPPLIES/TECH SERVICES/EQUIP'T	60,300	19,960	16,700	18,000
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	41,114	18,000	13,700	14,500
	196,909	68,955	49,400	48,000
SURPLUS/(DEFICIT)	(12,543)	-	(400)	-

CATEGORY 3 NON MANDATORY SERVICES - TERM LIMITED GRANT-FUNDED/FEE-FOR-SERVICE PROJECTS/STUDIES				
DETROIT RIVER CANADIAN CLEANUP				
PROVINCIAL GRANTS	100,000	90,000	90,000	75,000
FEDERAL GRANTS	109,750	75,000	75,000	75,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	(20,908)	15,500	16,730	5,000
	188,842	180,500	181,730	155,000
WAGES	139,171	137,500	135,500	115,000
SUPPLIES/OFFICE/JANITORIAL	17,198	2,600	2,600	14,600
VEHICLE/TRAVEL/EQUIP'T USAGE	2,111	1,000	4,230	1,000
PLANT MAT/LANDOWNER GRANTS	-	10,000	10,000	-
CORP SUPPORT/SHARED SVCS	24,595	27,000	27,000	22,000
RENT/INS/TAXES/UTILITIES	2,400	2,400	2,400	2,400
CAP MAINT/LOW VALUE ASSETS	3,367	-	-	-
	188,842	180,500	181,730	155,000

OTHER WATER QUALITY STUDIES (FED\$ & PROV\$)				
PROVINCIAL GRANTS	33,103	-	61,000	85,300
FEDERAL GRANTS	56,695	-	266,796	1,889,000
OTHER	(6,529)	-	-	-
IN-KIND	34,943	-	39,650	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	50,440	-	(56,625)	-
	168,651	-	310,821	1,974,300
WAGES	67,532	-	85,385	359,400
CONSTRUCTION	-	-	-	185,000
CONSULTING/SUB CONTRACTING	8,564	-	5,000	-
SUPPLIES/OFFICE/JANITORIAL	6,201	-	8,851	39,800
VEHICLE/TRAVEL/EQUIP'T USAGE	847	-	4,212	28,800
PLANT MAT/LANDOWNER GRANTS	33,395	-	107,115	1,249,989
CORP SUPPORT/SHARED SVCS	12,376	-	9,422	108,511
IN KIND SVCS SUPPLIES	34,943	-	39,650	-
AUDIT AND LEGAL	-	-	4,503	-
TECHNICAL EQUIPMENT	4,793	-	46,737	2,800
	168,651	-	310,874	1,974,300

OTHER WATER QUALITY FEE FOR SERVICE (SAMPLING/DATA/ANALYSIS)				
FEDERAL GRANTS	41,873	27,100	27,160	13,500
TRANSFERS (TO)/FROM DEFERRED REVENUES/PROJECT TRANSFERS	1,041	-	-	-
	42,914	27,100	27,160	13,500
WAGES	27,921	19,500	20,600	7,500
CONSULTING/SUB CONTRACTING	2,483	-	-	-
SUPPLIES/OFFICE/JANITORIAL	1,912	1,500	500	500
VEHICLE/TRAVEL/EQUIP'T USAGE	4,709	2,600	2,560	2,500
CORP SUPPORT/SHARED SVCS	5,392	3,000	3,000	2,500
RENT/INS/TAXES/UTILITIES	500	500	500	500
	42,917	27,100	27,160	13,500

	2023 AUDITED	2024 BUDGET	2024 PROJECTION	2025 DRAFT BUDGET
SUMMARY CATEGORY 3 NON MANDATORY SERVICES - TERM LIMITED GRANT-FUNDED/FEE-FOR-SERVICE PROJECTS/STUDIES				
PROVINCIAL GRANTS	133,103	90,000	151,000	160,300
FEDERAL GRANTS	208,318	102,100	368,956	1,977,500
SELF-GENERATED	(6,529)	-	-	-
IN-KIND	34,943	-	39,650	-
TRANSFER TO/FROM DEF REVENUES	30,573	15,500	(39,895)	5,000
	400,407	207,600	519,711	2,142,800
WAGES & BENEFITS	234,624	157,000	241,485	481,900
SUBSIDIES/MATERIALS/TECH SVCS/EQUIP'T	116,044	17,600	228,905	1,496,089
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	49,742	33,000	49,374	164,811
	400,410	207,600	519,764	2,142,800
SURPLUS/(DEFICIT)	(2)	-	(53)	-

COMMUNITY SERVICES

GENERAL SERVICES

CORPORATE COMMUNICATIONS

MANDATORY MUNICIPAL COST APPORTIONMENT	181,600	200,900	200,900	187,450
FOUNDATION & OTHER GRANTS	5,000	5,000	5,000	5,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	-	-	7,500
	186,600	205,900	205,900	199,950

WAGES	164,561	188,000	174,000	182,000
CONSULTING	1,574	5,000	-	5,000
SUPPLIES/OFFICE/JANITORIAL	13,491	12,200	24,700	10,200
VEHICLE/TRAVEL/EQUIP'T USAGE	500	250	4,050	750
CAP MAINT/LOW VALUE ASSETS	-	450	500	2,000
	180,126	205,900	203,250	199,950

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

OUTDOOR & CONSERVATION EDUCATION

FOUNDATION & OTHER GRANTS	42,750	45,000	50,000	45,000
SELF-GENERATED	16,130	25,000	30,000	30,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	30,330	10,000	19,000
	58,880	100,330	90,000	94,000

WAGES	46,425	73,500	63,200	73,600
SUPPLIES/OFFICE/JANITORIAL	2,004	2,750	2,800	2,650
VEHICLE/TRAVEL/EQUIP'T USAGE	2,122	2,480	2,470	2,650
CORP SUPPORT/SHARED SVCS	7,439	13,000	13,000	13,000
RENT/INS/TAXES/UTILITIES	1,600	1,600	1,600	1,600
CAP MAINT/LOW VALUE ASSETS	-	7,000	7,000	500
	59,590	100,330	90,070	94,000

OUTREACH & ENGAGEMENT

NON MANDATORY MUNICIPAL COST APPORTIONMENT	34,150	57,150	57,150	57,150
FOUNDATION & OTHER GRANTS	33,186	24,000	48,500	16,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	17,009	-	-	11,250
	84,345	81,150	105,650	84,400

WAGES	47,957	44,500	59,700	52,700
SUPPLIES/OFFICE/JANITORIAL	5,819	3,000	7,800	4,200
VEHICLE/TRAVEL/EQUIP'T USAGE	4,008	4,000	6,190	4,100
PARTNER GRANTS/PLANT MATERIAL	13,725	15,000	18,000	9,000
CORP SUPPORT/SHARED SVCS	10,637	12,000	13,000	12,000
RENT/INS/TAXES/UTILITIES	2,200	2,400	2,400	2,400
CAP MAINT/LOW VALUE ASSETS	-	250	250	-
	84,681	81,150	107,840	84,400

JOHN R PARK HOMESTEAD MUSEUM OPERATIONS AND EDUCATIONAL PROGRAMMING

NON MANDATORY MUNICIPAL COST APPORTIONMENT	150,962	160,112	160,112	170,112
PROVINCIAL GRANTS	23,688	23,688	23,688	23,688
FEDERAL GRANTS	16,087	9,000	16,000	9,500
FOUNDATION & OTHER GRANTS	1,809	28,750	25,750	27,020
SELF-GENERATED FEES	132,840	134,000	129,035	127,535
TRANSFERS (TO)/FROM DEF REVENUES	23,750	-	8,000	-
TRANSFERS (TO)/FROM RESERVES	(15,000)	(15,000)	-	-
	334,136	340,550	362,585	357,855

	2023 AUDITED	2024 BUDGET	2024 PROJECTION	2025 DRAFT BUDGET
WAGES	209,438	223,000	243,780	237,785
CONSULTING/SUB K	-	-	520	520
SUPPLIES/OFFICE/JANITORIAL	59,928	50,750	49,280	47,700
VEHICLE/TRAVEL/EQUIP'T USAGE	1,368	1,450	3,820	3,760
CORP SUPPORT/SHARED SVCS	30,404	30,250	30,250	30,250
RENT/INS/TAXES/UTILITIES	36,002	34,200	35,900	35,900
CAP MAINT/LOW VALUE ASSETS	720	600	1,140	1,140
	338,041	340,550	365,490	357,855

SUMMARY CATEGORY 3 NON MANDATORY SERVICES - COMMUNITY OUTREACH, EDUCATION & JRPH MUSEUM OPERATIONS				
NON MANDATORY COST APPORTIONMENT	185,112	217,262	217,262	227,262
PROVINCIAL GRANTS	23,688	23,688	23,688	23,688
FEDERAL GRANTS	16,087	9,000	16,000	9,500
FOUNDATION & OTHER GRANTS	65,802	93,750	123,750	87,020
SELF-GENERATED FEES	160,914	163,000	159,535	158,535
TRANSFER TO/FROM DEF REVENUES	40,759	30,330	18,000	30,250
TRANSFER TO/FROM RESERVES	(15,000)	(15,000)	-	-
	477,362	522,030	558,235	536,255
WAGES & BENEFITS	303,819	341,000	366,680	364,085
OTHER OPERATING/SITE SUPPLIES/PROF SERVICES	123,664	118,980	131,670	110,440
INTERNAL RECOVERIES FOR SHARED SVCS/FLEET	54,829	62,050	65,050	61,730
	482,312	522,030	563,400	536,255
SURPLUS/(DEFICIT)	(4,950)	-	(5,165)	-

CATEGORY 3 NON MANDATORY SERVICES - FUNDRAISING/COMMUNITY EVENTS & GRANT FUNDED TERM PROJECTS				
FEDERAL GRANTS	329,000	-	-	-
FOUNDATION & OTHER GRANTS	71,216	-	32,000	62,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	(16,900)	24,000	19,500	-
	383,316	24,000	51,500	62,000
WAGES	89,091	9,000	20,750	22,000
TREES/SUPPLIES	316,244	15,000	30,690	40,000
	405,335	24,000	51,440	62,000

CORPORATE SERVICES

GENERAL SERVICES- CORPORATE & SUPPORT FUNCTIONS

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

MANDATORY MUNICIPAL COST APPORTIONMENT	540,500	433,300	433,300	429,000
RECOVERIES/CHARGEBACKS	591,497	661,000	620,000	662,000
INTEREST & INVESTMENT INCOME	259,696	210,000	310,000	263,000
OTHER	3,238	1,400	1,400	-
TRANSFERS (TO)/FROM DEFERRED REVENUES	(25,000)	-	-	-
TRANSFERS (TO)/FROM RESERVES	(44,747)	(44,000)	20,000	(32,000)
	1,325,184	1,261,700	1,384,700	1,322,000

WAGES	845,484	900,500	971,000	967,400
MEMBER EXPENSES/CO DUES	59,027	58,500	62,000	63,000
AUDIT/LEGAL/CONSULTING	20,062	30,000	35,000	20,000
SUPPLIES/EQUIPT/NETWORK	90,452	112,700	91,200	104,600
OCCUPANCY/PHONE	143,647	138,500	138,500	142,000
TRAVEL & BD/STAFF MEETINGS	3,972	5,500	6,500	5,000
RETIREE BENEFITS	16,278	16,000	17,000	20,000
	1,178,921	1,261,700	1,321,200	1,322,000

CORPORATE SPECIAL PROJECTS (RECORDS/IS/IT)

MANDATORY MUNICIPAL COST APPORTIONMENT	-	20,000	20,000	-
TRANSFERS FROM DEF REVENUES	-	25,000	13,500	28,000
TRANSFERS FROM RESERVES	-	45,000	-	-
	-	90,000	33,500	28,000
WAGES	-	10,000	8,500	3,000
CONSULTING/OTHER	-	80,000	25,000	25,000
	-	90,000	33,500	28,000

	2023 AUDITED	2024 BUDGET	2024 PROJECTION	2025 DRAFT BUDGET
RESERVES- MANDATORY PROGRAMS				
MANDATORY LEVY	325,000	200,000	200,000	275,000
TRANSFER TO/FROM RESERVES	(325,000)	(200,000)	(200,000)	(275,000)
EXTRAORDINARY LOSS/LOSS ON DISPOSAL OF ASSETS	(2,536)	-	-	-
	(2,536)	-	-	-
SUMMARY CORPORATE SERVICES				
MANDATORY MUNICIPAL COST APPORTIONMENT	865,500	653,300	653,300	704,000
RECOVERIES/CHARGEBACKS	591,497	661,000	620,000	662,000
INTEREST	259,696	210,000	310,000	263,000
OTHER	3,238	1,400	1,400	-
TRANSFER TO/FROM DEF REVENUES	(25,000)	25,000	13,500	28,000
TRANSFER TO/FROM RESERVES	(369,747)	(199,000)	(180,000)	(307,000)
	1,325,184	1,351,700	1,418,200	1,350,000
WAGES & BENEFITS				
	845,484	910,500	979,500	970,400
OTHER OPERATING/SUPPLIES/PROF SERVICES				
	335,973	441,200	375,200	379,600
	1,181,457	1,351,700	1,354,700	1,350,000
SURPLUS/(DEFICIT)				
	143,727	-	63,500	-

NON MANDATORY SERVICES- ESSEX REGION CONSERVATION GOVERNANCE & FINANCE SUPPORTS				
FOUNDATION SUPPORT GRANT	55,000	55,000	55,000	55,000
ERCF-RELATED WAGE SUPPORTS	57,401	55,000	57,000	55,000
NET FINANCIAL SUPPORT OF/(PROVIDED BY) ERCF	(2,401)	-	(2,000)	-

RESERVES- NON-MANDATORY PROGRAMS				
NON MANDATORY LEVY	500,000	-	-	-
TRANSFER TO/FROM RESERVES	(500,000)	-	-	-
	0	-	-	-

BUDGET SUMMARY OF PROGRAMS & SERVICES BY CATEGORY

General Services (Administration, Finance, Human Resources, IT, & Communications)				
Mandatory Municipal Cost Apportionment	722,100	654,200	654,200	616,450
Self-generated/Other grants	267,934	216,400	316,400	268,000
Shared and corporate services recoveries	591,497	661,000	620,000	662,000
Deferred Revenue Transfers	(25,000)	25,000	13,500	35,500
Reserve transfers	(44,747)	1,000	20,000	(32,000)
Total revenues - general/administrative programs & services	1,511,784	1,557,600	1,624,100	1,549,950
Wages & benefits	1,026,323	1,114,500	1,170,500	1,172,400
Office supplies & expenses - other ERCA programs	15,779	19,900	18,900	13,300
Occupancy, taxes & utilities	143,647	139,500	139,500	143,000
Equipment, software/hardware & website	64,054	79,750	74,600	81,500
Technical & sub-contracted services/consulting	8,005	89,000	29,000	33,500
Insurance	9,310	9,000	9,000	9,000
Audit & Legal	19,067	29,000	34,000	19,500
Dues & memberships	43,196	43,800	48,500	49,000
Travel, training & professional development	10,029	13,750	13,550	10,250
Board ,committee & meeting expenses	17,914	17,500	18,500	17,500
Bank, credit card charges and interest	1,724	1,900	1,900	1,000
Total operational expenses -general/administrative	1,359,048	1,557,600	1,557,950	1,549,950
Total Surplus/(Deficit)-General/Admin Prog & Svcs	152,736	-	66,150	-
Category 1 Mandatory Programs & Services associated with Risks of Hazards, Conservation of Lands*, & DWSP				
Mandatory Municipal Cost Apportionment	2,173,024	2,306,888	2,306,888	2,437,041
Municipal Special Project/Other	154,411	-	6,000	-
Other Government \$	386,829	226,817	982,148	235,467
Self-generated/Other grants	811,559	815,500	723,750	716,750
Shared services recoveries - Non-Mandatory Programs	87,196	78,200	89,547	112,380
Deferred Revenue Transfers	(73,183)	80,500	(47,500)	81,000
Reserve transfers	(280,000)	(180,000)	(192,500)	(238,300)
Total revenues associated with mandatory programs & services	3,259,836	3,327,905	3,868,333	3,344,338
Operational Expenses associated with mandatory services				
Wages & benefits	1,708,635	1,980,210	1,717,970	1,992,298
Construction	21,262	10,000	734,000	1,000
Plant material	5,423	45,500	36,500	-
Maintenance, supplies, contracted services-cons areas	113,290	88,905	116,700	175,200
Office supplies & expenses - other ERCA programs	15,038	10,000	11,995	12,950

	2023 AUDITED	2024 BUDGET	2024 PROJECTION	2025 DRAFT BUDGET
Occupancy, taxes, utilities & waste removal	174,479	166,321	176,988	177,388
Maintenance, repairs & supplies-fleet/equipment	110,307	121,000	116,000	120,880
Equipment, software/hardware & website	16,872	14,620	19,950	40,800
Technical & sub-contracted services/consulting	249,136	210,500	113,104	84,500
Insurance	129,050	137,967	133,967	133,267
Audit & Legal	17,689	20,000	30,000	15,000
Dues & memberships	1,862	1,500	1,500	1,500
Travel, training & professional development	6,750	6,198	8,560	6,230
Board ,committee & meeting expenses	3,625	4,600	4,600	4,600
Bank, credit card charges and interest	11,937	12,040	12,065	11,525
Fleet/Equipment replacement	136,811	92,000	185,000	200,000
Allocated corporate recoveries	344,537	406,544	359,532	367,200
Total operational expenses -mandatory programs	3,069,237	3,327,905	3,778,431	3,344,338
Operating surplus/(Deficit) - mandatory progs/svcs	190,599	-	89,902	-
Capital projects associated with Category 1 Programs & Services				
Mandatory Municipal Cost Apportionment	-	10,000	10,000	-
Transfers from Infrastructure Reserve	95,028	563,000	396,784	537,000
Grants from ERCF/Other funders	77,231	682,000	768,150	815,000
Total revenues associated with capital projects/infrastructure	172,259	1,255,000	1,174,934	1,352,000
Construction/engineering-ERCA capital projects (transferred to TCA at y/e)	55,062	1,242,000	1,149,353	1,272,000
Wages	1,990	13,000	25,406	80,000
Capitalized Infrastructure replacement				
Total ERCA infrastructure investment	57,052	1,255,000	1,174,759	1,352,000
Surplus/(Deficit) - Capital Projects	115,207	-	175	-
Category 3 Non-Mandatory Programs & Services				
On-going recurring core watershed programs & services				
Non Mandatory Municipal Cost Apportionment	833,112	317,262	317,262	327,262
Non Mandatory Municipal Cost Apportionment-land acq	40,000	-	137,500	138,609
Other Government \$	297,625	242,688	266,888	244,988
Self-generated/Other grants	1,015,702	925,750	1,141,018	991,155
Interdepartmental Transfers	6,113	-	-	-
Deferred Revenue Transfers	58,087	161,485	(40,458)	26,641
Reserve Transfers	(522,040)	(28,000)	(61,500)	(8,800)
Total revenues-ongoing non-mandatory programs & services	1,728,598	1,619,185	1,760,710	1,719,855
Expenses associated with ERCA ongoing non-mandatory programs & services				
Wages & benefits	868,591	778,695	863,771	845,285
Construction& consulting engineering	805	45,000	75,000	75,000
Plants, removals and landowner subsidies	250,132	222,500	238,000	229,000
Supplies	107,192	100,450	105,830	93,840
Maintenance, repairs & security	35,634	28,150	27,850	34,620
Occupancy, taxes, utilities & waste removal	67,839	65,400	71,140	68,990
Equipment, software/hardware & website	12,234	37,800	48,490	22,090
Lab, data, technical & sub-contracted services	28,062	16,500	16,020	16,020
Insurance	43,450	41,300	41,300	41,300
Audit & legal	176	5,000	5,000	5,000
Dues & memberships	5,266	4,150	4,250	4,250
Travel, training & professional development	1,592	2,390	3,810	3,180
Board ,committee & meeting expenses	120	300	300	300
Bank, credit card charges and interest	14,531	13,000	14,771	13,750
In-kind supplies & services	24,872	10,000	10,000	10,000
Shared services allocations	241,267	248,550	248,610	257,230
	1,701,764	1,619,185	1,774,142	1,719,855
Surplus/(Deficit) associated with ERCA-ongoing Cat 3 non-mandatory programs & services	26,834	-	(13,432)	-
Category 3 Non-Mandatory Programs & Services				
Term-limited projects with special grants and fixed terms				
Other Government \$	779,421	192,100	664,956	3,647,800
Self-generated/Other grants	170,905	99,200	151,599	80,700
Deferred Revenue Transfer	(30,634)	39,500	(5,395)	5,000
Total Revenues associated with term limited 3rd-party funded projects & services	919,693	330,800	811,160	3,733,500

	2023 AUDITED	2024 BUDGET	2024 PROJECTION	2025 DRAFT BUDGET
Expenses associated with term limited 3rd-party funded proj & svcs				
Wages & benefits	359,262	186,500	290,645	553,140
Construction& consulting engineering	198,134	40,000	100,000	1,545,676
Plants, removals and landowner subsidies	69,072	34,000	151,115	1,368,489
Program supplies-	83,967	5,000	14,151	46,084
Maintenance, repairs & security	-	-	550	-
Occupancy, taxes, utilities & waste removal	355	5,000	-	-
Equipment, software/hardware & website	87,659	1,800	137,237	14,400
Lab, data, technical & sub-contracted services	21,016	1,800	6,800	-
Insurance, audit & legal	4,650	4,300	7,603	3,800
Travel, training & professional development	318	900	800	800
Bank, credit card charges and interest	1,275	-	-	-
In-kind supplies & services	34,943	-	39,650	-
Shared services allocations	81,061	51,500	62,603	201,111
	941,713	330,800	811,153	3,733,500
Surplus/(Deficit) assoc w/term ltd 3rd pty funded projects & svcs	(22,020)	-	7	-
Capital projects associated with Category 3 Non-Mandatory Programs & Services				
Transfers from Infrastructure Reserve	20,570	370,000	545,087	-
Grants from ERCF/Other funders	391,695	-	201,636	-
Total revenues - Cat 3 capital projects/infrastructure	412,265	370,000	746,723	-
Construction/engineering-ERCA capital projects (transferred to TCA at y/e)	327,593	357,500	726,221	-
Wages	40,259	12,500	20,448	-
Capitalized Infrastructure replacement	-	-	-	-
Total expenses- Cat 3 capital projects/infrastructure	367,852	370,000	746,669	-
Surplus/(Deficit) - Cat 3 capital projects	44,413	-	54	-
Category 2 Programs & Services (provided on behalf of one or more municipalities through agreement)				
Municipal Special Project/Other Fee for Service	9,412	14,600	16,000	36,715
Total operating revenues - municipal programs & services	9,412	14,600	16,000	36,715
Wages & benefits	5,973	9,100	8,500	25,807
Office supplies & expenses	-	500	500	500
Equipment, software/hardware & website	719	-	-	1,000
Insurance	1,500	2,000	2,000	2,000
Audit & Legal	-	-	-	-
Travel, training & professional development	-	1,500	3,500	1,500
Shared/corporate services	1,221	1,500	1,500	5,908
Other	-	-	-	-
total expenses	9,412	14,600	16,000	36,715
Total operating expenses -municipal programs & services	9,412	14,600	16,000	36,715
Total Surplus/(Deficit)-Cat 2 Municipal Prog/Svcs	0	-	-	0
Municipal Cost Apportionment - Mandatory Cat 1	2,895,124	2,971,088	2,971,088	3,053,491
Municipal Cost Apportionment - Non Mandatory Cat 3	833,112	317,262	317,262	327,262
Municipal Discretionary Land Cont'n - Non Mandatory Cat 3	40,000	-	137,500	138,609
Total Municipal Cost Apportionment	3,768,236	3,288,350	3,425,850	3,519,362

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES-ALL CATEGORIES

Mandatory municipal cost apportionment Cat 1	\$ 2,895,124	\$ 2,971,088	\$ 2,971,088	\$ 3,053,491
Non mandatory municipal cost apportionment Cat 3	833,112	317,262	317,262	327,262
Non mandatory municipal discretionary land acquisition Cat 3	40,000	-	137,500	138,609
Total Municipal Cost Apportionment	3,768,236	3,288,350	3,425,850	3,519,362
Water & erosion control infrastructure and special projects	154,411	-	6,000	-
Municipal risk management services- Cat 2	9,412	14,600	16,000	36,715
Total Municipal Contributions	3,932,060	3,302,950	3,447,850	3,556,077
Provincial				
Section 39 Flood/Erosion Program	104,417	104,417	104,417	104,417
Drinking Water Source Protection	147,602	114,400	119,400	126,350
Other (CMOG, SEO etc)	369,801	563,688	1,362,188	236,488
	621,820	782,505	1,586,005	467,255
Federal				
	1,248,195	359,100	854,578	4,401,000
Total Government Transfer Payments & Fees-For-Services	5,802,074	4,444,555	5,888,433	8,424,332
Other revenues				

	2023 AUDITED	2024 BUDGET	2024 PROJECTION	2025 DRAFT BUDGET
Permit and applicant fees - mandatory services	669,134	706,000	607,000	625,000
Admissions, program fees & other services	581,570	799,600	856,009	798,585
Leases & property rentals	93,114	94,000	96,000	84,000
Donations and other grants				
General	129,195	15,000	214,225	115,270
Essex Region Conservation Foundation grants	375,987	222,250	471,038	160,750
In-kind contributions	59,815	10,000	49,650	10,000
Interest income	261,313	210,000	310,000	263,000
Gain on sale of assets	13,934	-	-	-
Total other revenues	2,184,062	2,056,850	2,603,922	2,056,605
Transfers from/(to) deferred revenues	(146,060)	508,485	92,187	223,141
Interdepartmental recoveries	801,404	870,200	873,780	924,880
TOTAL REVENUES	\$ 8,641,480	\$ 7,880,090	\$ 9,458,322	\$ 11,628,958
EXPENSES BY CLASSIFICATION				
Wages & benefits	4,011,033	4,094,505	4,097,240	4,668,930
Construction/engineering fees-municipal projects	165,684	155,000	47,500	40,000
Construction/engineering fees-term grant projects	199,260	42,000	852,000	1,575,676
Construction/engineering fees-ERCA capital projects	394,352	1,501,000	1,867,240	1,283,000
Plant material, partner/landowner grants-term grant projects	85,309	10,000	127,115	1,289,989
Plant material, partner/landowner grants-ERCA operations	239,318	297,000	303,500	307,500
Program supplies- term grant projects	83,559	6,100	16,551	48,600
Site & operational supplies - Conservation Areas	92,643	84,711	98,752	90,530
Supplies and cost of goods sold - other ERCA operations	115,206	111,950	110,840	97,044
Occupancy, taxes, utilities & waste removal	386,320	375,221	386,628	388,378
Maintenance, repairs & security-sites	61,480	66,144	89,200	74,320
Maintenance, repairs & supplies-fleet/equipment	112,845	123,500	118,500	123,380
Equipment, software/hardware & website-term grant projects	92,549	5,300	138,737	18,950
Equipment, software/hardware & website- ERCA operations	90,419	221,170	158,236	138,340
Lab, data, technical & sub-contracted services -term grant	37,455	-	5,000	-
Lab, data, technical & sub-contracted services - ERCA operations	116,515	170,800	110,320	184,020
Insurance	187,960	194,567	189,367	189,367
Audit & legal services	36,933	54,000	73,503	39,500
Dues & memberships	50,324	49,450	54,250	54,750
Travel, training & professional development	18,188	23,238	22,720	19,960
Board ,committee & meeting expenses	21,659	22,400	23,400	22,400
Bank, credit card charges and interest	29,467	26,940	28,736	26,275
In-kind supplies & services	59,815	10,000	49,650	10,000
Amortization	420,849	393,500	437,500	421,500
Internal recoveries included in revenues	801,153	869,094	869,354	995,949
TOTAL EXPENSES	\$ 7,910,291	\$ 8,907,590	\$ 10,275,837	\$ 12,108,358
Total Revenues	8,884,217	7,880,090	9,458,322	11,628,958
Total Expenses	7,912,827	8,907,590	10,275,837	12,108,358
SURPLUS/(DEFICIT) (ACCRUAL BASIS)	971,390	(1,027,500)	(817,516)	(479,400)
ADD/SUBTRACT: NON CASH ITEMS				
Donation of land to ERCA	-	-	-	-
Gain/loss on asset disposal	(13,934)	-	-	-
Amortization	420,849	393,500	437,500	421,500
Transfers from Reserves (Per Schedule)		-	-	587,000
DEDUCT: CAPITAL ITEMS				
Land acquisition	(46,810)	-	-	-
Purchased fleet/equipment	(150,243)	(92,000)	(185,000)	(200,000)
Infrastructure additions (added as TCA at Y/E)	(159,619)	-	-	-
(DECREASE)/INCREASE IN NET SURPLUS (prior to reserve transfers)				
	1,021,633	(726,000)	(565,016)	329,100
TRANSFER FROM(TO) RESERVES (Per Schedule)	(731,189)	726,000	707,871	(329,100)
INCREASE/(DECREASE) IN UNRESTRICTED ACCUMULATED OPERATING FUND SURPLUS				
	\$ 290,443	\$ -	\$ 142,855	\$ -

Appendix B – 2025 Draft Municipal Cost Apportionment Schedule (2.8%)

MUNICIPAL COST APPORTIONMENT - Categories 1 (Mandatory) & Category 3 (Non-Mandatory)														
MUNICIPALITY	MCVA %		MCVA % CHG	Cat 1 Mandatory		Cat 1 Mandatory Apportionment % Chg \$ Chg	Cat 3 Non-Mandatory* CW~GS LEVY		Cat 3 Non-Mandatory Apportionment % Chg	Total Apportionment		2025-2024	% CHG	Optional Land Acquisition based on MVCA
	2025	2024		2025	2024		2025	2024		2025	2024			
	DRAFT		DRAFT	APPROVED	DRAFT	APPROVED	DRAFT	APPROVED	DRAFT	APPROVED				
	\$3,053,491		\$2,971,088		2.8%		\$327,262	\$317,262	3.2%			92,403	2.8%	
TOWN OF AMHERSTBURG	6.25%	6.14%	1.8%	\$ 190,892	\$ 182,495	\$ 8,397	\$ 20,459	\$ 19,487	\$ 972	\$ 211,351	\$ 201,982	\$ 9,369	4.6%	31,257.99
TOWN OF ESSEX	4.91%	4.86%	0.9%	149,888	144,517	5,371	\$ 16,064	15,432	632	165,953	159,949	6,003	3.8%	24,543.73
TOWN OF KINGSVILLE	6.58%	6.57%	0.1%	200,791	195,230	5,560	\$ 21,520	20,847	673	222,311	216,078	6,233	2.9%	32,878.88
MUNICIPALITY OF LAKESHORE	9.94%	9.88%	0.6%	303,504	293,519	9,985	\$ 32,528	31,343	1,186	336,032	324,862	11,170	3.4%	49,697.85
TOWN OF LASALLE	9.12%	9.04%	0.9%	278,554	268,552	10,002	\$ 29,854	28,677	1,178	308,408	297,229	11,180	3.8%	45,612.39
MUNICIPALITY OF LEAMINGTON	6.35%	6.34%	0.2%	194,001	188,358	5,643	\$ 20,792	20,113	679	214,793	208,471	6,322	3.0%	31,767.09
TOWNSHIP OF PELEE	0.27%	0.28%	-2.6%	8,196	8,187	9	\$ 878	874	4	9,074	9,061	13	0.1%	1,342.05
TOWN OF TECUMSEH	8.17%	8.16%	0.1%	249,451	242,555	6,896	\$ 26,735	25,901	834	276,186	268,456	7,730	2.9%	40,846.87
CITY OF WINDSOR	48.41%	48.73%	-0.6%	1,478,214	1,447,675	30,540	\$ 158,430	154,587	3,842	1,636,644	1,602,262	34,382	2.1%	242,053.15
TOTALS	100%	100%		\$ 3,053,491	\$ 2,971,088	\$ 82,403	\$ 327,262	\$ 317,262	\$ 10,000	\$ 3,380,753	\$ 3,288,350	\$ 92,403	2.8%	\$ 500,000

Appendix D – 2025 Funding Sources by Service Delivery Program Area



CVA in the watershed
Population in the watershed

47,825,131,145
317,481

2025 FUNDING SOURCES BY SERVICE DELIVERY FUNCTION

Dept/Category of Program	Program Sub-Unit	Budgeted Expenses/Transfers	Mandatory Cost Apportionment	Non-Mandatory Cost Apportionment	Municipal Special	Provincial Transfer Payments	Other Provincial	Federal	Fees/NGO Grants (To) / Def Revenue	From Reserves	Total	Levy%	Levy Per Household (\$300K)
Watershed Management Programs & Services													
Cat 1 -Risks of Natural Hazards	Development Services	\$ 1,089,050	\$ 554,050	-	\$ -	\$ -	\$ -	\$ -	\$ 535,000	\$ -	\$ 1,089,050	51%	\$ 3.48
Cat 1 -Risks of Natural Hazards	Planning- Hazards	143,650	50,650	-	-	3,000	-	-	90,000	-	143,650	35%	\$ 0.32
Cat 1 -Risks of Natural Hazards	Flood Forecasting & Warning	202,500	101,083	-	-	101,417	-	-	-	-	202,500	50%	\$ 0.63
Cat 1 -Risks of Natural Hazards	Watershed Resources Mgmt Mandatory Strategies/Policies	79,000	-	-	-	-	-	-	79,000	-	79,000	0%	\$ -
Cat 1 -Risks of Natural Hazards	Special Projects (municipal/other)	-	-	-	-	-	-	-	-	-	-	-	\$ -
Watershed Management Summary		1,514,200	705,783	-	-	104,417	-	-	704,000	-	1,514,200	47%	\$ 4.43
Conservation of Lands Programs & Services													
Cat 1 - Conservation of Lands	Conservation Areas Infrastructure Projects	1,352,000	-	-	-	-	-	740,000	75,000	537,000	1,352,000	0%	\$ -
Cat 1 - Conservation of Lands	Conservation Areas & Infrastructure Maintenance	1,219,828	1,137,178	-	-	-	-	2,200	80,450	-	1,219,828	93%	\$ 7.13
Cat 1 - Conservation of Lands	Transfer to AMP/Infrastructure Reserve - Cons Areas/Greenways	288,300	275,000	-	-	-	-	-	13,300	-	288,300	95%	\$ 1.73
Cat 1 - Conservation of Lands	Cons Areas Management Plans, Land Strategies and Operations Oversight	226,980	226,980	-	-	-	-	-	-	-	226,980	100%	\$ 1.42
Cat 1 - Conservation of Lands	Tree Planting & Restoration - Conservation Areas	51,000	51,000	-	-	-	-	-	-	-	51,000	100%	\$ 0.32
Cat 1 - Conservation of Lands	Fleet/Equipment	340,880	28,000	-	-	-	-	-	262,880	50,000	340,880	8%	\$ 0.18
Cat 3-Non Mandatory Services	Land Securement-Pre 2024 (CASO related)	57,000	-	-	-	-	-	-	57,000	-	57,000	0%	\$ -
Cat 3-Non Mandatory Services	Recurring Treeplanting/Restoration- Non ERCA Properties	616,600	-	75,000	-	-	50,000	160,000	331,600	-	616,600	12%	\$ 0.47
Cat 3-Non Mandatory Services	Holiday Beach Management	407,000	-	-	-	-	-	1,800	405,200	-	407,000	0%	\$ -
Cat 3-Non Mandatory Services	HBCA Emergency Repairs Reserve	8,800	-	-	-	-	-	-	8,800	-	8,800	0%	\$ -
Cat 3 -Fee for Service/ Contracts	Fixed Term Grant Restoration Projects (Municipal/Other)	1,510,000	-	-	-	-	-	1,510,000	-	-	1,510,000	0%	\$ -
Cat 3 -Fee for Service/ Contracts	Fee For Service Property Maintenance	18,700	-	-	-	-	-	-	18,700	-	18,700	0%	\$ -
Cat 3-Non-Mandatory Services	Land Protection/Securement-Post 2023 Voluntary Contributions	-	-	138,609	-	-	-	-	(138,609)	-	-	100%	*
Conservation of Lands Summary		6,097,088	1,718,158	213,609	-	-	50,000	2,414,000	1,114,321	587,000	6,097,088	32%	\$ 11.25
Water Quality Programs & Services													
Cat 1 - Drinking Water Source Protection	Mandatory Drinking Water Source Protection (SPA)	128,850	-	-	-	128,850	-	-	-	-	128,850	0%	\$ -
Cat 1-Provincial Ground and Source Water Monitoring PGM	Mandatory Provincial Ground and Surface Water Monitoring PGM	13,100	13,100	-	-	-	-	-	-	-	13,100	100%	\$ 0.08
Cat 2 Municipal Services	Risk Management Services	36,715	-	-	36,715	-	-	-	-	-	36,715	0%	\$ -
Cat 3 -Non Mandatory Services	ERCA Water Quality Program/Site Monitoring	48,000	-	25,000	-	-	-	-	23,000	-	48,000	52%	\$ 0.16
Cat 3 -Special/Term Projects	Detroit River Canadian Cleanup	155,000	-	-	-	-	75,000	75,000	5,000	-	155,000	0%	\$ -
Cat 3 -Special/Term Projects	Fee for Service WQ Monitoring/Sampling	13,500	-	-	-	-	-	13,500	-	-	13,500	0%	\$ -
Cat 3 -Special/Term Projects	Fixed Term Grants - WQ/BMPS	1,974,300	-	-	-	-	85,300	1,889,000	-	-	1,974,300	0%	\$ -
Water Quality Prog & Svcs Summary		2,369,465	13,100	25,000	36,715	128,850	160,300	1,977,500	28,000	-	2,369,465	2%	\$ 0.24

Dept/Category of Program	Program Sub-Unit	Budgeted Expenses/Transfers	Mandatory Cost Apportionment	Non-Mandatory Cost Apportionment	Municipal Special	Provincial Transfer Payments	Other Provincial	Federal	Fees/NGO Grants (To) / Def Revenue	From Reserves	Total	Levy%	Levy Per Household (\$300K)
Communications & Outreach Programs & Services													
General Programs -Mandatory	Corporate Communications	199,950	187,450	-	-	-	-	-	12,500	-	199,950	94%	\$ 1.18
Cat 3 -Non Mandatory Services	John R Park Homestead-Museum Operations/Ed'n Program	357,855	-	170,112	-	-	23,688	9,500	154,555	-	357,855	48%	\$ 1.07
Cat 3 -Non Mandatory Services	Transfer to John R Park Homestead Preservation Reserve Fund	-	-	-	-	-	-	-	-	-	-	0%	\$ -
Cat 3 -Non Mandatory Services	Outreach & Partnerships	84,400	-	57,150	-	-	-	-	27,250	-	84,400	68%	\$ 0.36
Cat 3 -Non Mandatory Services	Outdoor & Conservation Education	94,000	-	-	-	-	-	-	94,000	-	94,000	0%	\$ -
Cat 3 -Non Mandatory Projects	Grant-funded Projects/Events	62,000	-	-	-	-	-	-	62,000	-	62,000	0%	\$ -
Community Outreach Summary		798,205	187,450	227,262	-	-	23,688	9,500	350,305	-	798,205	52%	\$ 2.60
General & Corporate Services													
Mandatory	Corporate Services	1,322,000	429,000	-	-	-	-	-	893,000	-	1,322,000	32%	\$ 2.69
Mandatory	Interest Transfer to AMP/Infrastructure Reserve	32,000	-	-	-	-	-	-	32,000	-	32,000	0%	\$ -
Mandatory	Corporate Special Projects	28,000	-	-	-	-	-	-	28,000	-	28,000	0%	\$ -
Non-Mandatory Services	Essex Region Conservation Foundation (grant funded) Supports	55,000	-	-	-	-	-	-	55,000	-	55,000	0%	\$ -
General & Corporate Svcs Summary		1,437,000	429,000	-	-	-	-	-	1,008,000	-	1,437,000	30%	\$ 2.69
Mandatory Services (BOLDED)		\$ 12,215,958	\$ 3,053,491	\$ 465,871	\$ 36,715	\$ 233,267	\$ 233,988	\$ 4,401,000	\$ 3,204,626	\$ 587,000	\$ 12,215,958	29%	\$ 21.21
Non Mandatory Services		\$ 6,717,088	\$ 3,053,491	\$ -	\$ -	\$ 233,267	\$ -	\$ 742,200	\$ 2,101,130	\$ 587,000	\$ 6,657,088	45%	\$ 19.15
Non Mandatory Services		\$ 5,498,870	\$ -	\$ 465,871	\$ 36,715	\$ -	\$ 233,988	\$ 3,658,800	\$ 1,103,496	\$ -	\$ 5,558,870	8%	\$ 2.05

Appendix E: Mandatory / Non Mandatory Cost Apportionment Per Household



Amherstburg, Essex, Lakeshore, Leamington and Pelee are contributing to a special-purpose land securement fund resulting in an additional cost apportionment of \$3.14 per household

Appendix F – 2025 Municipal Cost Apportionment Category 3 (Non-Mandatory) Programs & Services

Category 3 Cost Apportionment for Non Mandatory Programs & Services	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	Total 2025	Total 2024
Participating Municipality	Amherstburg		Essex		Kingsville		Lakeshore		Lasalle		Leamington		Pelee		Tecumseh		Windsor		Total 2025	Total 2024
MCVA	6.25%	6.14%	4.91%	4.86%	6.58%	6.57%	9.94%	9.88%	9.12%	9.04%	6.35%	6.34%	0.27%	0.28%	8.17%	8.16%	48.41%	48.73%	100.00%	100.00%
Conservation Services																				
Tree planting/Wetland construction	4,689	4,607	3,682	3,648	4,932	4,928	7,455	7,409	6,842	6,779	4,765	4,755	201	207	6,127	6,123	36,308	36,544	75,000	75,000
Holiday Beach Infrastructure Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water Quality																				
Watershed Stewardship and Outreach (Rural & Agricultural)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Water Quality Program	1,563	1,536	1,227	1,216	1,644	1,643	2,485	2,470	2,281	2,260	1,588	1,585	67	69	2,042	2,041	12,103	12,181	25,000	25,000
Outreach, Engagement & Education																				
Curriculum-based outdoor education	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Outreach/Community partnerships	3,573	3,510	2,805	2,780	3,758	3,755	5,680	5,646	5,213	5,166	3,631	3,623	153	157	4,669	4,666	27,667	27,847	57,150	57,150
John R Park Homestead Museum																				
JRPH Museum Operations	10,635	8,913	8,350	7,058	11,186	9,535	16,908	14,336	15,518	13,116	10,808	9,200	457	400	13,897	11,847	82,352	70,706	170,112	145,112
JRPH Museum & Heritage Bldgs Preservation	-	921	-	730	-	986	-	1,482	-	1,356	-	951	-	41	-	1,225	-	7,309	-	15,000
Cost Apportionment MCBA Basis	\$ 20,459	\$ 19,487	\$ 16,064	\$ 15,432	\$ 21,520	\$ 20,847	\$ 32,528	\$ 31,343	\$ 29,854	\$ 28,677	\$ 20,792	\$ 20,113	\$ 878	\$ 874	\$ 26,735	\$ 25,901	\$ 158,430	\$ 154,587	\$ 327,262	\$ 317,262
Allocation as agreed to by participating municipalities	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	2025	2024	Total 2025 Levy	Total 2024 Levy
Conservation Services																				
Land Acquisition	\$ 31,258	\$ 30,712	\$ 24,544	\$ 24,321	\$ 0	\$ 0	\$ 49,698	\$ 49,396	\$ 0	\$ 0	\$ 31,767	\$ 31,698	\$ 1,342	\$ 1,378	\$ 0	\$ 0	\$ 0	\$ 0	\$ 138,609	\$ 137,504
Cost Apportionment as agreed to by participating municipalities	\$ 31,258	\$ 30,712	\$ 24,544	\$ 24,321	\$ 0	\$ 0	\$ 49,698	\$ 49,396	\$ 0	\$ 0	\$ 31,767	\$ 31,698	\$ 1,342	\$ 1,378	\$ 0	\$ 0	\$ 0	\$ 0	138,608.71	\$ 137,504
Total Cost Apportionment for Category 3 Non Mandatory Programs & Services	\$ 51,717	\$ 50,199	\$ 40,608	\$ 39,753	\$ 21,520	\$ 20,847	\$ 82,226	\$ 80,739	\$ 29,854	\$ 28,677	\$ 52,559	\$ 51,812	\$ 2,220	\$ 2,252	\$ 26,735	\$ 25,901	\$ 158,430	\$ 154,587	\$ 465,871	\$ 454,766
Total Cost Apportionment (without land acquisition allocation)	\$ 20,459	\$ 19,487	\$ 16,064	\$ 15,432	\$ 21,520	\$ 20,847	\$ 32,528	\$ 31,343	\$ 29,854	\$ 28,677	\$ 20,792	\$ 20,113	\$ 878	\$ 874	\$ 26,735	\$ 25,901	\$ 158,430	\$ 154,587	\$ 327,262	\$ 317,262