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December 20, 2016

RE: ESSEX REGION CONSERVATION AUTHORITY 2017 DRAFT BUDGET: 30 DAY NOTICE TO MEMBER MUNICIPALITIES

At our December 8, 2016 meeting, the Essex Region Conservation Authority Board of Directors approved our Draft 2017 Budget for distribution to municipalities; and provide notice that a weighted vote will be held at the Board of Directors meeting on February 9, 2017. Ontario Regulation 139/96 (as amended by O.R. 231/97) requires that affected municipal partners receive a minimum a 30-day notice for which a meeting where a weighted and recorded vote will be taken. The Regulation also requires that the notice be accompanied by the financial information used to determine that levy.

As described in the Draft 2017 Budget (attached), the budget totals $11,154,696 and includes a levy contribution from member municipalities of approximately $3,047,333. Development of this budget included a comprehensive review of ERCA programs and the environmental needs of this region. Through this internal program review process, adjustments to programming, and a review of our fees for service, more than $200,000 was cut to reduce the 2017 requested levy increase from member municipalities of $90,900 overall, or **$0.34/household based on Current Value Assessment**, as determined by the Municipal Property Assessment Corporation (MPAC).

Implementation of the draft budget in 2017 will result in some reductions in on-the-ground outreach services, re-aligning fundraising responsibilities, and adjusting some operational standards at Holiday Beach Conservation Area. At the same time, there is added capacity to respond to requests for permits and development; and added capacity to deliver ERCA's outdoor education program. Other highlights from the Draft Budget include:

- Completion of the Cypher Systems Group Greenway and creating the Oldcastle 'hub' to connect ERCA's greenways to the Herb Gray Parkway Trails, and the trail systems in the Towns of LaSalle and Tecumseh
- Work with partners to fund the creation of a 70 acre managed wetland cell at Cedar Creek Conservation Area and a new 10-acre experimental wetland at Hillman Marsh.
- Restore at least 125 acres of land, plant 120,000 trees, 20 acres of prairie and collect 2,000 pounds of seed to propagate and replant
- Continue our comprehensive water quality monitoring program while identifying projects to address phosphorus runoff and resulting Harmful Algal Blooms
- Create comprehensive 'Place for Life' policies to operationalize the Strategic Plan
- Improve ability to respond to permit applications and improve customer service by adding technical capacity

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- Proposed Water and Erosion Control Infrastructure Projects totaling $2.1 million in Windsor (Grand Marais Drain, Little River, and Lennon Drain) and Lakeshore (Belle River Flood Control). If successful, ERCA is able to fund 50% of the total costs of delivering these projects, which would otherwise have to be funded through municipal capital programs.
- Elimination of the historic accumulated Operational Deficit which was nearing $480,000 five years ago; and continued funding capital and operational reserves and organizational stabilization programs with no increase in levy contributions to those outcomes

In addition, our Board directed that we also share our 10-Year Regional Investment report with municipalities. That report, which was presented in December 2016, demonstrated that over the last ten years, **ERCA has received $26.5 million in levy funding between 2007 and 2016; and in return, secured more than $35 million in funding to municipalities and the region. This is a net benefit to Essex Region of almost $10 million**, and is over and above in-kind contributions ERCA secures from partners, and the critically important programs and services that we implement to benefit our regional environment. Our 2017 Budget continues to leverage external funding: **For every dollar contributed through the levy, ERCA is successful in raising $2.66 dollars from other sources**. In fact, of the 36 Conservation Authorities in Ontario, ERCA is consistently in the bottom five in terms of % levy funding operations (~25%), yet in the top ten in terms of programs and program-related revenues for our region, well below the provincial average which is more than 40%.

We believe the 2017 Budget strives to strike a balance between meeting the sustainability needs of our region, while continuing to recognize the fiscal realities of our municipal partners.

Should you have any questions regarding our Draft 2017 Budget, please do not hesitate to contact me. I will also look forward to presenting our 2016 Annual Report to each municipality in the New Year.

Thank you,

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

Shelley McMullen
Director, Finance and Corporate Services

Attachments:

1. Weighted Budget Vote Sheet
2. Report BD45/16 – ERCA Draft 2016 Budget
3. Report BD43/16 – Regional Investment

ESSEX REGION CONSERVATION AUTHORITY

2017 BUDGET VOTE

MUNICIPALITY	MEMBER	WEIGHTED VOTE	Member Present	SUPPORT Motion	SUPPORT %	Against Motion	AGAINST %	CVA Member Weight	CVA Allocation
Amherstburg	Rick Fryer	3.0996%	y	I	3.0996%	0	0.0000%	3.0253%	6.0506%
Amherstburg	Ron Sutherland	3.0996%	y	I	3.0996%	0	0.0000%	3.0253%	6.0506%
Essex	Steve Bjorkman	2.5240%	y	I	2.5240%	0	0.0000%	2.4635%	4.9271%
Essex	Larry Snively	2.5240%	y	I	2.5240%	0	0.0000%	2.4635%	4.9271%
Kingsville	Susanne Coghill	3.1723%	y	I	3.1723%	0	0.0000%	3.0963%	6.1926%
Kingsville	Larry Patterson	3.1723%	y	I	3.1723%	0	0.0000%	3.0963%	6.1926%
Lakeshore	Al Fazio	4.6221%	y	I	4.6221%	0	0.0000%	4.5113%	9.0226%
Lakeshore	Len Janisse	4.6221%	y	I	4.6221%	0	0.0000%	4.5113%	9.0226%
LaSalle	Terry Burns	4.0800%	y	I	4.0800%	0	0.0000%	3.9823%	7.9645%
LaSalle	Jeff Renaud	4.0800%	y	I	4.0800%	0	0.0000%	3.9823%	7.9645%
Leamington	John Jacobs	3.1261%	y	I	3.1261%	0	0.0000%	3.0512%	6.1023%
Leamington	Larry Verbeke	3.1261%	y	I	3.1261%	0	0.0000%	3.0512%	6.1023%
Pelee	Rick Masse	0.3130%	y	I	0.3130%	0	0.0000%	0.3055%	0.3055%
Tecumseh	Tania Jobin	4.2194%	y	I	4.2194%	0	0.0000%	4.1183%	8.2366%
Tecumseh	Rita Ossington	4.2194%	y	I	4.2194%	0	0.0000%	4.1183%	8.2366%
Windsor	Fred Francis	12.5000%	y	I	12.5000%	0	0.0000%	12.7996%	51.1983%
Windsor	Irek Kusmierczyk	12.5000%	y	I	12.5000%	0	0.0000%	12.7996%	51.1983%
Windsor	Hilary Payne	12.5000%	y	I	12.5000%	0	0.0000%	12.7996%	51.1983%
Windsor	Ed Sleiman	12.5000%	y	I	12.5000%	0	0.0000%	12.7996%	51.1983%
		100.00%			**100.0000%**		**0.0000%**	100.00%	
								48.8017%	
	Actual % total vo	**100.00%**			**100.0000%** SUPPORT MOTION		**0.0000%** DEFEAT MOTION	51.1983%	

Essex Region Conservation

the place for life

Essex Region Conservation Authority Board of Directors BD45/16

From:	Richard J.H. Wyma, General Manager/Secretary-Treasurer
Date:	December 1, 2016
Subject:	2017 Budget
Strategic Action:	All
Recommendation:	THAT the 2017 Draft Budget be approved by the Board of Directors for review by and input from member municipalities; and further THAT the 2017 Draft Budget be forwarded to Municipal Councils for consideration and input as part of the process of formal approval; and further THAT notice be given that, in accordance with the Conservation Authorities Act, there will be a weighted vote on the 2017 Draft Budget at the Board of Directors Meeting on February 9, 2017.

Summary

- In November 2012, the ERCA Board of Directors approved the ERCA **Five Year Sustainability Plan: A Way Forward**. The Plan was designed to address three key issues. It identifies an approved suite of capital and operational reserves, directs funding to offset 'core' programs and services with at risk funding, and restructures ERCA to enhance efficiencies and internal collaboration and communication. The plan recognized that operational challenges, budget pressures, and related needs still must be dealt with annually through budgets and municipal levies.
- 2017 marks the final year of the Sustainability Plan, which included the introduction of capital and operational reserves, deficit reduction and organizational stabilization with no increase in levy contributions directly attributable to those outcomes.
- Administration is recommending approval of a Budget that implements ERCA's 5-Year Sustainability Plan. It totals $11,154,696 and includes a levy contribution from member Municipalities of $3,047,333. **This represents a proposed levy increase of $90,900 overall or $0.34/household** based on Current Value Assessment, as determined by the Municipal Property Assessment Corporation (MPAC).
- ERCA Administration undertook internal and program review to reduce the proposed budget from $300,000 to $90,900.

Discussion

Administration undertook a comprehensive review of its programs and program needs associated with the 2017 Budget. These issues, challenges and opportunities were reported on to the Board in September 2016 (BD29/16). Responding directly to these challenges would have resulted in a levy increase of over $300,000.

In attempting to strike a balance between meeting the sustainability needs of our region and recognizing the fiscal realities of our municipal partners, a number of changes have been proposed to our programs, fees, and organizational structure. Through this internal review and program review process, Administration was able to reduce the 2017 Budget increase to $90,900.

The 2017 Draft Budget attempts to respond to some of our most pressing organizational challenges and improve program delivery in those areas, but will result in service delivery impacts as outlined in the table below.

Budget Pressure	Impact	Offset/ Revenue	Comments
Regulations Capacity	$75,000		In response to increased growth in the region, and significant increases in permits and planning applications (as noted in the Budget Pressures Report), the 2017 Budget includes additional capacity (1.0 FTE) for Watershed Management Services to technical applications and approvals, and maintain permit processing timelines within Provincial requirements A proposed increase in capacity for surveying (0.5 FTE to 1.0 FTE, estimated to be $28,000) was not included in the budget
		$75,000	It is proposed that this position will be offset by revenues ($75,000) associated with increased numbers of permits (based on 2016) and increases in revenues associated with adjustments to fee schedules.
Education/JRPH Assistant	$40,800		As noted in Budget Pressures report, ERCA currently delivers its outdoor education program through two full time staff supported by contract staff. Current capacity does not meet the needs of school boards related to maximize bussing costs by having two full classes attending each site. capacity required to deliver two classes. The

			2017 budget includes a partial FTE (4 days a week) position to support delivery of education program.
		$15,000	This is partially offset by a slight increase in revenues associated with increased education program fees ($10,000) and changes to ERCA's outreach program (below); and support for Communications and education through third party funding ($5,000)
DRCC Assistant/Outreach Coordinator		$51,500	This position is responsible for coordinating community plantings, Ecoschools programs, and friends of watersheds programs among others. It is currently vacant. Administration is proposing to shift focus of position to one that supports/facilitates community events and takes on increased responsibilities related to Detroit River outreach with support from Detroit River Canadian Cleanup. This will result in savings of $51,500.
Geographic Information Systems Capacity		$4,400	Reductions in ERCA's Geographic Information System capacity in response to changes in delivery of the Source Protection Program. This will result in savings in 2017 of approximately $4,400.
ERCF Restructuring		$25,000	ERCA supports the ERCF in delivery of its administrative and fundraising efforts. ERCA will continue to support fundraising efforts through contract support rather than a full-time position. Costs for ERCF staff are shared with ERCF. This will result in savings of approximately $25,000.
Website and Communications	$15,000		In keeping with the Place for Life and its Strategic Plan, the 2017 Budget includes support for ERCA to update its website to improve customer service. Costs for the website are shared with ERCF and Source Water Protection.
Cypher Systems Group Greenway	$5,000		An additional $5,000 has been directed to Cypher Systems Group Greenway for anticipated 2017 maintenance needs with the addition of 20km of greenway to the Essex Region. It should be noted

			that the Cypher Systems Group Greenway, and the Chrysler Canada Greenway have both been acquired and developed without levy support.
		$2,000	This reduction was mitigated, in part, by anticipated increase in revenues associated with conservation area and hunting fees ($2,000)
Holiday Beach Conservation Area		$6,000	Holiday Beach operational standards will be adjusted to accommodate reduction in maintenance hours. This will result in savings of $6,000.
Unrestricted interest revenue		$18,000	
Contract/HR Support	$5,000		The Budget include capacity for Corporate Service to assist with onboarding seasonal and grant positions in Spring, 2017 and assisting with year-end financial obligations.
Fixed Costs			
Office/HST	$9,000		ERCA contributes to increased occupancy costs associated with building renovation
Pay/Internal Equity Adjustments	$25,000		As a result of job evaluation, several positions resulted in grade adjustments.
Grid Adjustments	$25,000		Fixed cost increases for standard grid adjustments
Insurance	$6,000		ERCA's group insurance plan (through Conservation Ontario) is expected to increase by $6,000 in each of the next three years.
Capital Amortization/Levy Phase In	$50,000		In keeping with Board Direction, the 2017 Budget includes $50,000 towards full capital amortization ($200,000) in 2018.
Program Funding	$32,000		Negotiated increases/shifts in program funding
	$287,800	$196,900	$90,900 Increase

All efficiencies have been realized within program areas as noted above. Any additional cuts or reductions will result in not simply reductions in service but eliminations of important program and service areas and capacity which provide significant value to municipalities as well as coordinating the environmental sustainability needs of our region.

Administration is recommending approval of a draft Budget that implements ERCA's 5-Year Sustainability Plan. It totals $11,154,696 and includes a levy contribution from member Municipalities of $3,047,333 as broken down below. **This represents a proposed levy increase of $90,900 overall or $0.34/household** based on Current Value Assessment, as determined by the Municipal Property Assessment Corporation (MPAC).

Essex Region Conservation Authority
sustaining the place for life

Approved By:

Richard J.H. Wyma, CSLA
General Manager/Secretary Treasurer

Attachments:

- 2017 Draft Budget

MUNICIPALITY	CVA %		GENERAL LEVY		CW~GS LEVY		TOTAL LEVY		CHANGE
	2017 DRAFT	2016	2017 DRAFT	2016	2017 DRAFT	2016	2017 DRAFT	2016	2017-2016
TOWN OF AMHERSTBURG	6.0506%	6.0621%	$120,874	$115,595	$63,531	$63,653	$184,405	$179,248	$5,157
TOWN OF ESSEX	4.9271%	4.9420%	$98,429	$94,236	$51,734	$51,891	$150,164	$146,127	$4,037
TOWN OF KINGSVILLE	6.1926%	6.1300%	$123,711	$116,890	$65,022	$64,365	$188,733	$181,255	$7,478
TOWN OF LAKESHORE	9.0226%	8.9580%	$180,247	$170,814	$94,737	$94,059	$274,984	$264,873	$10,111
TOWN OF LASALLE	7.9645%	7.8447%	$159,110	$149,585	$83,627	$82,369	$242,737	$231,954	$10,783
TOWN OF LEAMINGTON	6.1023%	6.1198%	$121,909	$116,695	$64,075	$64,258	$185,983	$180,953	$5,030
TOWNSHIP OF PELEE	0.3055%	0.3070%	$6,102	$5,854	$3,207	$3,223	$9,310	$9,077	$232
TOWN OF TECUMSEH	8.2366%	8.2562%	$164,545	$157,432	$86,484	$86,690	$251,029	$244,121	$6,908
CITY OF WINDSOR	51.1983%	51.3801%	$1,022,806	$979,733	$537,583	$539,491	$1,560,389	$1,519,225	$41,164
TOTALS	100%	100%	$1,997,733	$1,906,833	$1,050,000	$1,050,000	$3,047,733	$2,956,833	$90,900

DRAFT 2017 MUNICIPAL ALLOCATION

Essex Region Conservation Authority

sustaining the place for life

2017 DRAFT BUDGET

INTRODUCTION

ESSEX REGION CONSERVATION AUTHORITY

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

ERCA works in partnership with residents and communities, our nine member municipalities, the Province of Ontario, Government of Canada, and international agencies to increase natural area coverage through tree planting and habitat restoration, improve water quality across our watersheds and our Great Lakes, protect people and property from flooding and erosion, and further our understanding of the environment through science and education. Our goal is a sustainable future, achieved through protection, restoration, education, planning and management, which not only improves our local environment, but also helps create an enhanced community identity we can all be proud of, and a more vibrant economy that can set this region ahead of others - one where people will want to live, work, and invest in.

ABOUT THE ESSEX REGION

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

But, there are also significant challenges. Our landscape, which was once described by Cadillac in 1703 as "... so temperate, so fertile, and so beautiful that it may justly be called the earthly paradise of North America", has been extensively and intensively developed. In a little more than 200 years, we've drained more than 95% of our wetlands, lost almost all of our tall grass prairie and cleared more than 90% of our upland forests. What's left is disconnected and fragmented. Our Great Lakes, which surround us, are disrupted - they are impacted by invasive species, nutrients, phosphorous and blue green algae. The water quality of our rivers and streams is degraded, which impacts aquatic wildlife, increases drinking water treatment costs, and negatively impacts recreational use such as swimming and boating. Changing and unpredictable climate patterns are causing significant flooding, impacting our shorelines, and creating erosion problems. And the frequency of these types of rainfall events are expected to increase.

Few parts of Canada have been as extensively and intensively developed which puts tremendous pressure on our landscapes. But, since ERCA was established in 1973, we have been working to address these impacts, and we have achieved great success:

- 6,300,000 trees have been planted to increase green space. Our natural area cover has increased from less than 3.5% to more than 8.5%. But there is still more to do to get to our community's goal of at least 12%.
- 10,000 acres of forest, tall grass prairie, and wetlands have been restored
- 800 projects to improve water quality have been implemented.
- 3,500 metres of shoreline improved, protected and enhanced for fish habitat
- 4,150 acres of significant natural area have been protected for future generations including 19

Conservation Areas providing opportunities to visit and experience wetlands, heritage sites, old growth forests first hand

- 70 kilometres of greenway trails have been acquired and developed to connect natural areas, promote healthy and active lifestyles, and link people to the landscapes around them
- 5,000 homes have been protected from flooding and erosion
- 350,000 students have been educated through outdoor education programs about the importance of preserving our heritage and conserving our environment.
- 50,000 households that get their drinking water from Lake Erie, Lake St. Clair and Detroit River (90% of residents of Essex Region) are protected from Significant Drinking Water threats

And, we've built important research partnerships with senior levels of government, agencies, other Conservation Authorities, universities and others to help us better understand and address the impacts of climate change, invasive species, and water quality.

ERCA's 2017 Budget continues to build on these successes, bringing us closer to making this region a place we can be proud of and celebrate.

2016-2025 STRATEGIC PLAN: SUSTAINING THE PLACE FOR LIFE

The Essex Region, not unlike any other area, is made up of places – where we live, where we work, where we gather, where we play. All elements of a place are interconnected – our community, its environmental health, healthy lifestyles for citizens, and our economy. We recognize that natural processes contribute to the health of the places we live in, which, in turn, influences the health and integrity of our natural areas; and strengthen our regional economies. We have a responsibility to enrich and sustain our region as a place with connected natural areas, where people are protected from flooding and erosion. A place with healthy rivers and streams, beaches we can swim in, and lakes we can fish in; greenways and trails that connect us to our landscapes and to each other. A place with productive agricultural lands which implement best management practices; a sustainable place that is resilient and can adapt to change.

We have to learn and understand what makes our places great, how changes in our urban and rural landscapes impact the places we live in, and how to respond to those changes to ensure our region is healthy and sustainable.

After consultation with its partners and stakeholders, the Board approved the 2016-2025 Strategic Plan: Sustaining the Place for Life. Through this plan, we are responding to the challenges ahead with renewed vision and commitment:

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

Mission: Improving our environment to enrich our lives.

The Strategic Plan provides the basis for our decision making and priority setting over the next decade. There were five recurring themes and ideas that we heard throughout our broad consultation, which informed our strategy:

1. **The climate will continue to change.** While efforts to slow climate change must continue, we also need to help our partner communities prepare to adapt to its impacts
2. **The Great Lakes are our most significant natural resource.** Our 2012 Watershed Report Card identified failing grades for surface water quality in virtually every watershed. More must be done to protect and improve water quality.

3. **Our landscapes and habitats are among the most significant in Canada.** We have planted more than 6 million trees and achieved 8.5% natural area coverage, but more action is needed to reach our 12% target.
4. **Our urban areas will continue to grow and expand.** ERCA will need to continue to work with all partners to plan sustainable communities that reduce urban sprawl, are walkable, have a healthy food supply and incorporate green infrastructure.
5. **ERCA is a sustainable, resilient and valued agency.** Since 1973, ERCA has been striving to achieve a state of sustainability for the Essex Region. It is also important to consider the sustainability of ERCA as an organization.

For each of these themes, the Strategic Plan identified goals and actions to address them. In total, the Strategic Plan includes fifteen goals and 45 actions, and the 2017 Budget has been aligned to advance these identified priorities.

BUDGET PRESSURES

SUSTAINABILITY PLAN

In November 2012 (COW 08/12), the Board approved A Way Forward, a 5-Year Sustainability Plan (2013-2017) that included the creation of capital and operational reserves, the elimination of the operating deficit, and the restructuring and stabilization of core ERCA programs and staff, including the elimination of 3 Management positions and one senior administrative position. The plan identified the reallocation of some funds from Clean Water~Green Spaces to offset those associated costs over five years, implemented through annual budgets. In keeping with this direction, ERCA's draft 2017 Budget includes:

- A projected reduction of the accumulated operating deficit in the amount of $96,000 in 2017. This final instalment will eliminate the accumulated operating deficit (year 5 of 5).
- Transfers to Capital Plan/Reserves ($550,400 in 2017): Continued contributions to ERCA capital replacement and major maintenance plan, and capital and operational reserves (year 5 of 5)
- Phased in Capital Asset Replacement ($150,000): In keeping with Board direction, ERCA's 2017 budget includes another incremental $50,000 increase in levy towards full capital asset replacement in 2018, or Year 6.

Of note, ERCA introduced its capital and operational reserves, deficit reduction, and organizational stabilization with no increase in levy contributions directly attributable to those outcomes. Now, with the Sustainability Plan changes substantially implemented, and other program reviews completed and implemented, it is unlikely that there are significant future staffing efficiencies in ERCA's operations.

FIXED COST INCREASES

The (2013-2017) Sustainability Plan acknowledged that normal inflationary budget pressures, as well as increased costs associated with: pay equity adjustments, negotiated wage increases (CUPE); increases in OMERS; discretionary health benefits and other demands, would still result in increases in General Levy, aside from additional sustainability requirements as discussed in the plan. In 2017, this includes:

- Negotiated Wage/Benefits Increases: In 2016, ERCA approved a new four-year Collective Agreement that includes salary increases of .75%/1.25%/1.25%/1.25% and adjustments to discretionary health benefits. Because of ERCA's revenue structure, it is expected that only a portion of those increases will be levy-driven (ranging from 50%-70%), with the remainder absorbed in grant-funded special projects.

- ERCA is required, by legislation (Pay Equity Act, R.S.O. 1990), to maintain its pay equity plan, which was developed in 1989 and amended in 1993. A Joint Job Evaluation Plan was completed and approved by the Board in 2016. The 2017 Budget includes staffing costs associated with revised Grades.
- Increases in contributions to the Civic Centre Building Operations Fund, to repay capital improvements, estimated to be $9,000 for 2017.
- Increases in insurance premiums of ~$6,000 due to a change in the risk assessment model and allocation formulas, for Conservation Authorities participating in the group insurance program.

CAPACITY TO ACT AND RESPOND

ERCA, not unlike municipalities and other agencies, is facing numerous pressures related to its mandate including: increased landowner/stakeholder interaction in a number of departments; increased volume of applications related to development; compliance-based reporting and monitoring; public use of conservation lands, and landowner outreach and stewardship. We are currently responding to these demands as capacity allows, however the complexity of issues, legal climate, changes in policy and regulations, and stakeholder expectations are converging simultaneously-resulting in a challenging and stressful environment for staff and systems.

Growth in our region has led to significant increases in numbers of permit applications. Similarly, municipal obligations to update and amend Official Plans and Zoning By-Laws to reflect Provincial Policy Statements require more time and effort than responding to standard planning applications. In addition, responding to planning applications, development approvals, landowner and municipal inquiries requires greater technical expertise and knowledge of changes in legislative processes (e.g. Provincial Policy Statements, Endangered Species Act). The 2017 Budget includes additional capacity within the Watershed Management Services department to assist in processing permit applications.

MANAGING REGIONAL ASSETS

Greenways and trails have been shown to increase property value, and are the top feature current and new residents use to determine where they will live. They also attract tourists, create jobs and put money into local economies. The Ontario Trails Council estimates that trails contribute at least $2 billion to the Ontario economy, in addition to the numerous health benefits trails offer, which is important in Windsor-Essex where physical activity levels are far below the provincial average.

The community is responding: increased use of trails and Greenways, and demands for more greenways have resulted in increased demand for operational and maintenance supports, which have remained largely stable despite additional trails and greenways in the region. The Essex Region has benefited from the Essex Region Conservation Foundation's efforts to raise funds to acquire and develop Greenways with private support from community leaders, corporate partners and leveraging funding programs from senior levels of government, at no cost to the local levy.

The 2017 Budget includes additional support for maintenance and operations of Greenways, recognizing that costs to maintain greenways will continue to increase once the Cypher Systems Group Greenway matures.

PROVIDING OUTREACH & EDUCATION

ERCA's Community Outreach Services department delivers outdoor education programs through two full time staff supported by contract staff. Schools/school boards strive to maximize efficiency by sending two classes at a time to reduce bussing costs. This results in two full classes attending each site, which requires four program staff to deliver the programs, to maintain safety ratios and deliver quality programming.

ERCAs 2017 Budget includes a restructuring of the Community Outreach Services department to include Education/Interpretation support to assist in education program delivery; and changes to Outreach programs to reflect partnerships with Detroit River Canadian Clean Up, and other Conservation Services funded programs.

SUPPORTING PROGRAMS

ERCA's Corporate Services department provides service and support to all other departments and program areas including: governance, administration, finance, human resources and records/information systems and technology (i.e. GIS, databases, networks, software and hardware etc.). As technology continues to evolve, there has been increased demand for end user support, primarily with respect to computer applications support and data/decision support systems related to MFIPPA and other needs.

The 2017 Budget includes consulting and other supports to finalize the development and implement its records and electronic content management system in 2017.

Due to the seasonal nature of ERCA's programs and seasonal grant/funding programs, additional corporate services supports related to hiring and onboarding seasonal staff, are required between March and June. The 2017 draft budget will include a provision for part-time assistance, provided through a personnel agency.

BUDGET OVERVIEW

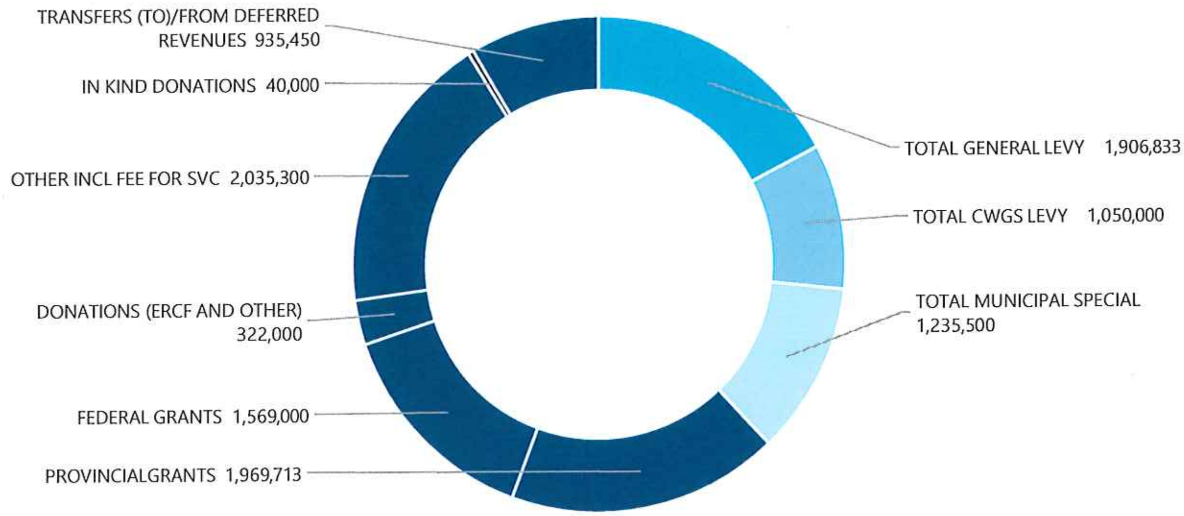
OVERVIEW OF REVENUE

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

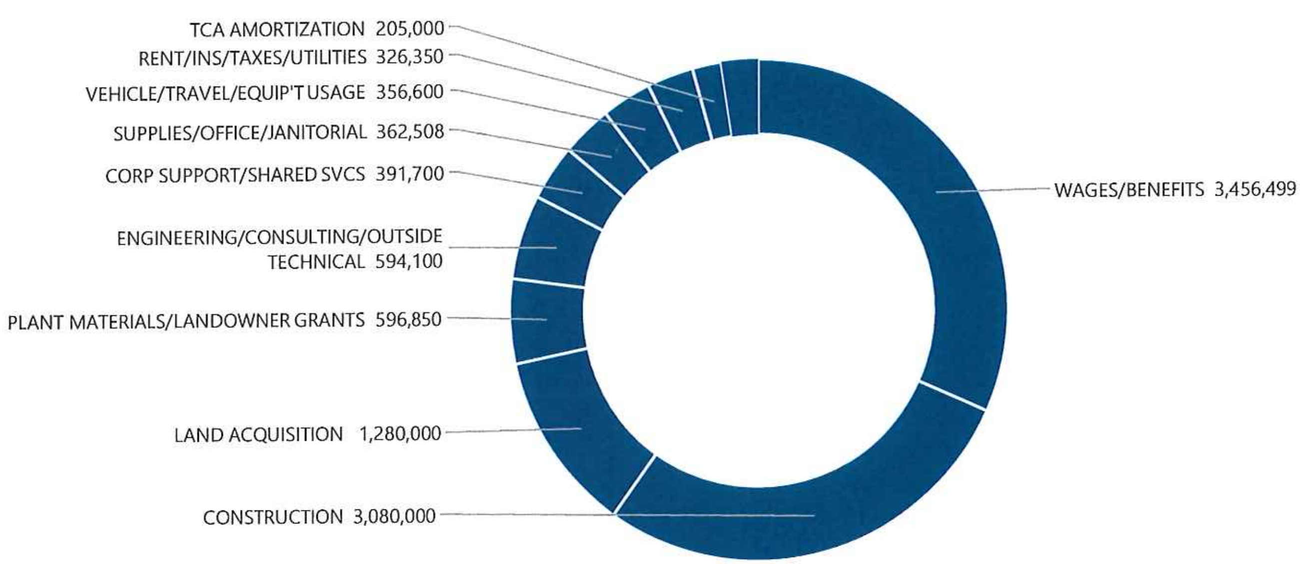
- **General Levy.** The 2017 Budget includes a General Levy contribution of $1,997,333 an increase of $90,900. This represents an increase of $0.34 per household ($15.57 per household to $15.91) allocated to municipalities based on municipal Current Value Assessment.
- **Clean Water~Green Spaces Levy.** The 2017 Budget maintains the Clean Water~Green Spaces Levy at $1,050,000. This levy supports land acquisition and provides funds that ERCA leverages for restoration and water quality BMPs. As approved by the Board, a portion of CW~GS Levy has been allocated to Capital and Operational Reserves, replacement of capital facilities in keeping with Tangible Capital Asset Planning, elimination of operational deficit, and organizational restructuring.
- **Provincial and Federal Funding.** Provincial agencies, namely the Ministry of the Environment and Climate Change (MOECC) and the Ministry of Natural Resources and Forestry (MNRF) contribute funding to support Drinking Water Source Protection, ground water and surface water monitoring. ERCA receives $300,000 from Environment Canada (EC) Great Lakes Sustainability Fund and MOECC to coordinate the Detroit River Remedial Action Plan, which includes supports for projects within the Detroit River Area of Concern

ERCA also receives annual funding from the MNRF as program transfer payments towards the flood warning and flood and erosion control programs associated with ERCAs delegated responsibilities. Funding levels for this transfer payment have remained at the same level ($202,263) since 1996.

In addition, ERCA applies for matching funding for municipal Water and Erosion Control Infrastructure projects which are funds that municipalities would otherwise have to find from within their capital or operational budgets to maintain flood and erosion infrastructure. ERCA is unlike any other agency, in that it not only provides the conduit for these funds, but it also lobbies and competes with other Authorities for these limited Provincial resources, on behalf of the municipality. Provincially, there is only $5 million available for all 36 Conservation Authorities. ERCA has been very successful at accessing these funds for municipal projects.



2017 PROJECTED REVENUES



2017 PROJECTED EXPENSES BY TYPE

MUNICIPALITY	CVA %		GENERAL LEVY		CW~GS LEVY		TOTAL LEVY		CHANGE
	2017 DRAFT	2016	2017 DRAFT	2016	2017 DRAFT	2016	2017 DRAFT	2016	2017-2016
TOWN OF AMHERSTBURG	6.0506%	6.0621%	$120,874	$115,595	$63,531	$63,653	$184,405	$179,248	$5,157
TOWN OF ESSEX	4.9271%	4.9420%	$98,429	$94,236	$51,734	$51,891	$150,164	$146,127	$4,037
TOWN OF KINGSVILLE	6.1926%	6.1300%	$123,711	$116,890	$65,022	$64,365	$188,733	$181,255	$7,478
TOWN OF LAKESHORE	9.0226%	8.9580%	$180,247	$170,814	$94,737	$94,059	$274,984	$264,873	$10,111
TOWN OF LASALLE	7.9645%	7.8447%	$159,110	$149,585	$83,627	$82,369	$242,737	$231,954	$10,783
TOWN OF LEAMINGTON	6.1023%	6.1198%	$121,909	$116,695	$64,075	$64,258	$185,983	$180,953	$5,030
TOWNSHIP OF PELEE	0.3055%	0.3070%	$6,102	$5,854	$3,207	$3,223	$9,310	$9,077	$232
TOWN OF TECUMSEH	8.2366%	8.2562%	$164,545	$157,432	$86,484	$86,690	$251,029	$244,121	$6,908
CITY OF WINDSOR	51.1983%	51.3801%	$1,022,806	$979,733	$537,583	$539,491	$1,560,389	$1,519,225	$41,164
TOTALS	100%	100%	$1,997,733	$1,906,833	$1,050,000	$1,050,000	$3,047,733	$2,956,833	$90,900

DRAFT 2017 MUNICIPAL ALLOCATION

In 2017, ERCA is working with City of Windsor to undertake improvements to the Grand Marais Drain ($575,000), Little River Flood Control Structure ($185,000), and the Lennon Drain ($3,125,000); and with the Town of Lakeshore on the Belle River Flood Control Projects ($155,000). If successful, the Authority would provide $2,100,000 which would otherwise have to be funded through City and municipality Capital Budgets, in addition to project management, which if not provided, would require considerable municipal professional-level staff time. ERCA Administration may explore a potential and mechanism to use a small part of these savings to municipalities as a source for ERCA budgets, which could then be achieved without impacting municipal tax targets.

- **Revenue Generated by ERCA.** Revenues generated by ERCA include fees charged for education programs, plan review and permit fees, property and agricultural lease revenues, hunting revenues, Conservation Area and event revenues, and support from landowners for restoration and tree planting projects,
- Administration undertook a comprehensive review all user fees to ensure they continue to reflect local market conditions and the principles of its Fees Policy, including maximizing cost recovery where appropriate. As noted in the 2017 Fee Report, administration has estimated $36,000 in additional revenues associated with reclassification of permit applications, increases in education program fees, and conservation area fees.
- **Other Revenue.** ERCA also receives grants from non/quasi government organizations and charities including the Region Conservation Foundation, primarily to support restoration, trail development and education.

WATERSHED MANAGEMENT SERVICES

Watershed Planning

ERCA provides planning advice to its member municipalities by commenting on applications circulated under the Planning Act to ensure that all relevant federal, provincial, regional and municipal legislative requirements are satisfied, identifying natural hazard areas and natural heritage features and providing policy support. This includes providing land

PROGRAMS AND SERVICES

use planning advisory services to identify natural hazard, natural heritage, development servicing, water quality and natural resource planning concerns and developing strategies and policies to address natural resource management in municipal planning initiatives such as Official Plans, Comprehensive Zoning Bylaws, Planning Studies, etc.

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

Development Services

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

Flood, Water and Erosion Control

Through the Conservation Authorities Act, the Province of Ontario has designated ERCA as the lead agency for flood warning in the Essex Region. To minimize loss of life and property damage, ERCA monitors watershed conditions, stream and lake levels, and issues flood bulletins (watershed condition statements, flood watches, flood warnings) to the watershed municipalities, emergency services, media and others. Recent flood events have been more intensive and frequent.

ERCA also assists municipalities in maintaining public investment in infrastructure through the provincial Water and Erosion Control Infrastructure Program (WECI) which provides Conservation Authorities matching funding for municipal infrastructure improvements. ERCA also provides technical expertise to identify natural hazards (such as flood plains, steep slopes, etc.) with the goal of protecting people and property from natural hazards.

2017 Actions – Watershed Management Services

- Provide input and comments on four Official Plans (Lakeshore, Kingsville, Tecumseh, Leamington); three Official Plan Amendments in the City of Windsor; and provide advice and guidance to municipalities on over 700 Planning Act applications.
- Continue to implement 'one window services' to facilitate review of over 900 permit applications within hazard lands ensuring compliance with Section 28 of the Conservation Authorities Act; including stormwater management submissions of greenhouse developments, major subdivision developments, 150 Municipal Drainage Act submissions, responses to legal requests, 1,200 general inquiries from landowners.
- Draft and initiate consultations on Comprehensive Place for Life Policies to ensure ERCA's planning and regulations policies reflect changes in legislation and respond to the changing conditions and municipal demands in our region, and are consistent with the strategic directions provided in the 2016-2025 Strategic Plan: Sustaining the Place for Life.
- Complete Technical Appendices including Environmental Impact Assessment Guidelines, Stormwater Management Guidelines and Municipal Memorandums of Understanding to facilitate the review and technical clearance of municipal and county Planning Act applications as per the Planning Act.
- Apply for and undertake over $2.1 million in Water

and Erosion Control Infrastructure (WECI) projects in Windsor (subject to WECI and City of Windsor funding approval) including improvements to the Grand Marais Drain, Little River, and Lennon Drain; and the Belle River Flood Control Project in Lakeshore.

- In multi-stakeholder/multi-partner Canadian FloodNet proposal which is being studied to consider flood forecasting and warning systems, flood mitigation, environmental effects of floods, flood risk analysis, community water systems, aquatic ecosystems, hydrologic modelling and data-mining, and other related analysis.
- Continue to operate and install new Climate Stations, and work with municipalities to advance and implement a regional real-time, web-based Climate Station data collection and improved reporting/monitoring and response.
- Update the Essex Region Flood Contingency Plan incorporating additional new information technologies and sources of additional real time weather and climate information.
- Work with municipalities to begin to develop a Climate Adaptation Strategy/Framework to address the impacts of climate change within the Essex Region through adaptation and mitigation strategies; and identify actions to address impacts on terrestrial and aquatic ecosystems, water quantity and quality, infrastructure, energy, human communities, and agriculture.

CONSERVATION SERVICES

Conservation Lands

ERCA owns and manages 4,150 acres of conservation lands across the Essex Region including woodlots, wetlands, 19 Conservation Areas, and 90 km of Greenway trails for recreation education, natural area protection, and active/healthy living for thousands of residents and visitors to our region. These areas protect some of the most biologically diverse and ecologically significant lands in Canada and provide a variety of recreational opportunities. Protection of these lands, as well as access for public use, are among the most important contributions ERCA makes to the communities in the region.

As the region grows and expands, the role of conservation lands will become even more critical. Development and implementation of Management Plans are critical to balance the needs of users with the need to protect the environment. Recreational opportunities on these lands include hiking, picnicking, birding, seasonal camping, as well as hunting, horseback riding, and biking. The demands of a growing population require that Conservation Area infrastructure and facilities (tangible capital assets) are managed and replaced when required.

Clean Water~Green Spaces

ERCA's Clean Water~Green Spaces program (CW~GS) addresses soil and water concerns by providing in-field and in-stream conservation planning and delivery of agricultural stewardship (e.g. GLASI), demonstrating innovative water and soil conservation (e.g. demonstration farm, demonstration projects), and restoration of wetlands, prairie, forest and shoreline habitat enhancements to provide habitat and restore the health of our watersheds with support and incentives from agencies and senior levels of government. The CW~GS Program also provides funds that ERCA uses as leverage with agency and other partners to acquire key properties in priority areas in keeping with its Land Securement Strategy.

Through this program, ERCA also works closely with the agricultural community to develop and implement practical, cost-effective alternatives for landowners with water quality concerns such as erosion and slope stability, and delivery of Agricultural BMPs (rock chutes, well capping, buffer strips, windrows, etc.). Since 2015, ERCA has worked with the Ontario/Essex Soil and Crop Improvement Associations to deliver the Priority Subwatershed Project within the Wigle Creek/Cedar Creek watershed and manages the Essex County Demonstration Farm with Agriculture Canada, OMAFRA, MOECC, Soil and Crop and other partners to provide in field viewing opportunities to local farmers of projects that can be applied to their own fields.

Watershed Monitoring

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

Drinking Water Source Protection

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

2017 Actions – Conservation Services

- Complete Wetlands assessment and mapping in partnership with MNRF for 500 hectares of Provincially Significant Wetland
- Restore at least 125 acres of land, plant at least 120,000 trees, 20 acres of prairie and collect 2,000 pounds of seed for growing and use in our tree planting programs as local genetics are always best
- Create a minimum of 4 new wetlands that will help restore hydrology, improve water quality and habitat for wildlife and fish.
- Partner with Caldwell First Nation to undertake the restoration of a Lake Erie Coastal wetland at the mouth of Sturgeon Creek.
- Work with partners to fund the creation of a 70 acre managed wetland cell at Cedar Creek Conservation Area and a new 10-acre experimental wetland at Hillman Marsh.
- Seek new funding opportunities to present to the Board of Directors related to the implementation of the Land Securement Strategy. A focus for 2017 would be on the securement of properties adjacent to existing natural areas that will lead to an increase in natural areas, once restored, and improvement to our local water quality.
- Work with Partners to initiate large scale restoration opportunities on the Detroit River to enhance fish habitat, provide greater access to the river for residents to work toward de-listing the Detroit River as a Federal Area of Concern.
- Complete Cypher Systems Group Greenway in partnership with the Essex Region Conservation Foundation, the Town of Essex, and senior levels of government to connect the towns of Essex and Amherstburg, and intersect with the Chrysler Canada Greenway.

- Work with the Town of Tecumseh, Essex Region Conservation Foundation and other partners to secure funds and build 'Oldcastle Hub' to connect ERCA Greenways to Herb Gray Parkway Trails and trails in the towns of LaSalle and Tecumseh and the City of Windsor in support of the Trans Canada Trail.
- Implement research and projects supporting the reduction of phosphorus (P) to Lake Erie including the analysis of water control structures for tile drainage management, rain gardens for urban storm water management, the research of innovative farming practices and Best Management Practices at our demonstration farm that may result in lower phosphorus outputs. Results from these projects can be used to encourage uptake of BMPs that have been demonstrated to work in this region through multiple public engagement sessions.
- Continue working with provincial partners on several projects including: undertaking an intensive BMP implementation and research program in the Wigle Creek watershed through the Great Lakes Agricultural Stewardship Initiative (GLASI); continued monitoring of streams in the Kingsville/Leamington area to better understand the influence of greenhouses on water quality; intensive monitoring of streams and recreational beaches to track the intensity of harmful algal blooms and to work towards a more rapid method of detection of the toxin they produce.
- Update Watershed Report Cards as part of Conservation Ontario reporting program
- Work with research partners to develop projects to identify persistent and emerging water quality issues, track sources of contamination and develop methods to remediate or improve local water quality.
- Continue monitoring 24 surface water quality stations, 10 ground water quality stations and near shore Great Lakes water quality as part of the Provincial Water Quality networks.

COMMUNITY OUTREACH SERVICES

Outreach

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

Education

ERCA provides environmental education programs to over 10,000 students annually, primarily at the John R. Park Homestead, Hillman Marsh and Holiday Beach Conservation Areas. Programming is aligned with school board curriculum, and with the Ministry of Education's Eco schools program. In 2016, ERCA added certifications for Special High Skills Major students to help educate the next generation of conservationists. Outdoor education provides numerous benefits to students (critical thinking, creative thinking, decision-making, etc.) that have benefits beyond the environment. ERCA also co-chairs the annual Essex Region Children's Water Festival which provides hands-on education to 4,000 students and provides leadership skills and environmental restoration training opportunities to 12-15 year olds through the Teen Ranger Program.

Communications

Communications supports all ERCA programs through a variety of services intended to inform, inspire and motivate municipal, provincial and federal partners and communities to learn more about, and support and participate in the work of ERCA. Through internal communications, media relations, event management, community relations, creative services, and program communications and marketing, ERCA researches and analyzes benefits and barriers to environmental sustainability; and communicates the broad variety of projects and programs that ERCA undertakes to create a future of sustainability for the Essex region, ensuring it is the Place for Life.

2017 Actions – Community Outreach Services

- Provide curriculum-based outdoor education for more than 10,000 elementary and secondary school students
- Provide Special High Skills Major Certifications to allow students to graduate with specialized environmental skills.
- Create www.essexregionconservation.ca with the Essex Region Conservation Foundation to improve customer service, usability and accessibility compliance.
- a variety of cost effective tools and tactics for communicating ERCA's environmental programs and opportunities for community involvement
- Better integrate messaging with the Essex Region Conservation Foundation to demonstrate the strength of these partnership organizations to the region.
- Host events that connect people to conservation and raise funds to further enhance the Windsor-Essex-Pelee Island region as the Place for Life.
- Build on the success of the Regional Roundtable, which includes the CEOs from 12 regional agencies and organizations to promote the cross-organizational efficiencies that can be realized through working together.

CORPORATE SERVICES

Administration

ERCA's Corporate Services program directs the organization through Board policy development and implementation of the Conservation Authority's Strategic Plan and provides direction and coordination of all Conservation Authority programs. This includes maintaining member and municipal relationships, corporate and strategic planning, governance, policy development and implementation; liaison with key stakeholders and partners, including senior levels of government to ensure recognition of Authority's role and relevance; and ensures ongoing Authority sustainability through allocation of limited financial and human resources.

Information Management

ERCA's information management systems include Geographic Information Systems (GIS), information management systems, and other databases that support ERCA's permit system, tree planting, Foundation and other organizational needs. Geographic Information Systems (GIS) provides the collection and maintenance of land use and other data in ERCA's watersheds and creates visual mapping as information that supports decision making for many of ERCA's programs and departments. Integrating information from diverse sources into accessible formats, GIS is central to the Conservation Authority's day to day business, and supports many of ERCA's special projects dealing with phosphorous, agricultural BMPS, and water quality.

Finance

ERCA's finance group provides leadership and support to the organization on financial decisions, strategic direction and budgetary management. ERCA also prepares and shares ERCA's Financial Statements for the Board of Directors, external stakeholders and other partners, prepares risk management assessments, accounts for the collection and disbursement of all monies, coordinates audits of both the ERCA and Essex Region Conservation Foundation, and monitors and analyzes general financial health, capital and operational reserves, accounts receivable and payable. In addition, through Corporate Services, ERCA developed and maintains its Tangible Capital Asset Plan which tracks and identifies replacement schedules ERCA's facilities and related infrastructure.

Human Resources Management

Human Resources is an internal multi-service provider supporting the hiring, orientation, motivation and development of knowledgeable and competent employees to address capacity to implement Authority programs. HR ensures compliance with legislation and regulation including Employment Standards Act, AODA, Health and Safety and WSIB requirements and other HR related legislation and supports labour relations including negotiation and implementation of Collective Agreements.

2017 Actions – Corporate Services

- Implement Filehold Records Management System in Corporate Services and Watershed Management Services departments
- Finalize records classification system and records policy/retention schedule to support MFIPPA and other obligations
- Create and maintain a corporate policy database for shared access that encompasses all departmental active policies to ensure consistency with legislation, public-sector best practice and improved corporate culture.
- Review and update internal corporate and employee Policies and Procedures (Employee Handbook) on a priority basis, including purchasing policies.
- Initiate and manage two database projects, to improve efficiency, enhance customer service and institutional memory (contact database and education bookings database)

CAPITAL AND OPERATIONAL RESERVES

Despite more than $5 million in capital assets (ERCA BD 40/10 and BD54/10), due to reliance on special funding, and 'at risk' revenue streams, until the 2013 budget, ERCA did not have any reserves available for capital, operational, or emergency needs. Reserves are not only a best management practice, but are essential in a business that can be adversely and materially affected by infrastructure failure, weather and reductions in fee-for service programs in any fiscal cycle. The 2017 Budget includes the continued management of the following reserve accounts (see attached ERCA Capital/Major Maintenance Schedule):

- Infrastructure Replacement/Major Replacement ($425,000: year 5 of 5) - to provide for expenses associated with the replacement or rehabilitation of existing capital infrastructure. For 2017, the Capital Plan includes:
  - Review and update TCA inventory and Capital Plan to guide facility and infrastructure replacement needs and confirm capital plan priorities
  - Completion of boardwalk at Maidstone Woods Conservation Area with red cedar wood to reduce long-term operations and maintenance costs
  - Resurfacing of Chrysler Canada Greenway
  - Installing new roof on the Sawmill Building at the John R. Park Homestead and completion of engineering study of the shoreline infrastructure at John R. Park Homestead
  - Minor capital replacements or changes such as picnic table replacement, culvert replacements or other unexpected capital needs
- Capital/Special Projects Grant Matching ($20,000: year 5 of 5) – to provide for matching funds in order to benefit from limited term stimulus funding and other targeted grant programs that require matching funds.
- Revenue Stabilization ($24,000: year 5 of 5) – As municipal levy accounts for 25% of the Authority's 2017 revenues, the majority of revenues are from sources that may fluctuate in any given year (e.g. revenues related to permits, planning, drainage, camping, admissions and special events, economic conditions, changes in government agendas and mandates, and even adverse weather conditions).
- Operational Deficit ($96,000: year 5 of 5) - Funds are directed to eliminate the accumulated operating deficit
- Network, Office Equipment & Furnishings ($15,400/ year: year 5 of 5) – to provide for expenses related to the Authority's rolling stock of office equipment and furnishings, computers, servers and related software. Replacements and upgrades are made in accordance with useful life and functionality.

- Human Resources ($2,000/year: year 5 of 5) – to buffer against potential WSIB/NEER impacts, OMERS restatements, discretionary benefit fluctuations and unanticipated claims relating to employment.
- Legal & Insurance ($3,000/year: year 5 of 5) – to buffer against unexpected insurance deductibles and claims below policy deductibles as well as unexpected legal expenses outside of the annual budget process.
- Vehicle/Field Equipment Replacement ($91k balance) – Vehicle/Equipment expenses charged to different programs flow back as revenues to provide for expenses related to the Authority's rolling stock, including vehicles and field equipment such as tractors, mowers and tree planting equipment. Administration will continue to manage ERCA's fleet and equipment in an environmentally responsible manner in keeping with Board direction. The Authority has been able to defer significant equipment acquisitions due to diligent equipment maintenance and better than expected useful life. For 2017, it is expected that a tractor and at least one vehicle will be replaced in keeping with their useful life.
- Historic Properties Preservation/Maintenance ($31k balance: $19,000 budgeted contribution in 2017) – to provide for major expenses related to preservation and maintenance of two historic properties, that are to be preserved in perpetuity, specifically the John R. Park Homestead and the Kingsville Train Station.
- Tree Warranty and Self-Insurance ($90,000 balance: varying contributions) – to buffer against potential warranty claims for seedlings covered through the warranty program, and deterioration of seedlings related to weather related planting delays and which is cost prohibitive to insure.
- Clean Water~Green Spaces Land Acquisition ($727,233 balance: $158,600 budgeted contribution in 2017 for an available total of $885,800) – to support land acquisition efforts in keeping with ERCA's Land Securement Strategy, and as leverage for lands acquired with NCC (through the Natural Areas Conservation Plan) and other agencies including senior levels of government.

This results in contributions to reserves funds for 2016 of $609,400 and a total available reserve balance of $1,373,337. However, because of the significance of the infrastructure deficit, 2016 infrastructure reserve fund contributions will again need to be expended in 2016 to address long-overdue capital improvements as described above.

Capital Replacement/Amortization

The Sustainability Plan identified that beginning in 2018, ERCA needs to contribute $200,000 annually representing full asset replacement values to maintain capital reserves consistent with the TCA report. When this plan was approved in 2013, the Board directed Administration to "... seek and identify ways of reducing the impact of the Sustainability Plan to Clean Water~Green Spaces acquisition funding, through phased levy increases and other means". To meet this goal, the Board directed staff to phase in the full annual cost of capital replacement ($200,000) over a period of four years through annual increases of $50,000. ERCA's 2014 budget supported the first of the annual increases. However, the recommended incremental phase-in capital replacement was not funded in 2015. In keeping with board direction, the 2017 budget includes an incremental $50,000 towards capital replacement, for a 2017 contribution of $150,000. The accumulated fund balance for phased-in levy is projected to exceed $350,000 at the end of 2017. This 'phase-in' fund will be utilized for infrastructure replacement, post 2017.

FUNDING SUSTAINABILITY

The approved Sustainability Plan provided an approach over a five-year span, to transition ERCA to a more stable and sustainable organization. To date, ERCA has implemented its Sustainability Plan, including the introduction of a capital and operational reserves program, deficit reduction, and organizational stabilization with **no increase in levy contributions directly attributable to those outcomes.**

At the same time, ERCA has generated tremendous positive investment in Essex Region. Between 2007 and 2017, ERCA received $26.5 million in total levy contributions, and generated $35 million in new outside funding to the region in support of regional environmental programs and projects related to drinking water source protection, water and erosion control infrastructure, support from Non-Government Organizations (NGOs) for land securement and restoration, and support from the Foundation and other grants towards education, restoration, water quality, phosphorous and shoreline enhancement projects. This is in addition to the significant value of ERCA's programs and services it provides to municipalities. This leveraging provides sound and consistent investment results for all partners.

Within the 2017 Budget, program funding continues to be leveraged with provincial, municipal, federal and other partners' contributions to projects. For example, the 2017 Budget includes over $4.2 million in leveraged funding for projects described above. This represents 40% of the total ERCA budget. When combined with fee for service revenues, 72% of ERCA's budget is funded through non-levy sources of funding. In total, less than 25% of ERCA's operational budget is funded through levy. **Of the 36 Conservation Authorities in Ontario, ERCA is consistently in the bottom five in terms of % levy funding operations (~25%); yet in the top 10 in terms of programs and program-related revenues for our region, well below the provincial average (~40%).**

The 2017 Budget strives to strike a balance between meeting the sustainability needs of our region, while recognizing the fiscal realities of our municipal partners.

Essex Region Conservation
the place for life

ESSEX REGION CONSERVATION AUTHORITY	2017	2016		2015
2017 DRAFT BUDGET	DRAFT	BUDGET	PROJECTION	AUDITED
WATERSHED MANAGEMENT SERVICES				
DEVELOPMENT & PLANNING SERVICES				
REGULATIONS, DEVELOPMENT REVIEWS & RELATED INQUIRIES				
GENERAL LEVY	**163,000**	163,000	140,000	97,814
MUNICIPAL	**3,000**	3,000	3,000	
PROVINCIAL GRANTS	**-**	-	684	3,508
OTHER GRANTS/USER FEES/RECOVERIES	**392,800**	316,800	407,800	328,797
	558,800	482,800	551,484	430,119
WAGES	**516,750**	395,400	514,845	335,262
CONSULTING	**1,000**	-	1,250	153
SUPPLIES/OFFICE/JANITORIAL	**11,600**	10,750	12,150	11,357
VEHICLE/TRAVEL/EQUIP'T USAGE	**12,000**	12,700	13,200	12,054
CORP SUPPORT/SHARED SVCS	**60,000**	47,100	46,300	42,900
RENT/INS/TAXES/UTILITIES	**10,000**	10,000	10,000	9,145
DUES/MEMBERSHIPS	**600**	500	500	535
AUDIT AND LEGAL	**5,000**	5,000	10,000	1,737
SMALL MISC	**-**	500	500	-
	616,950	481,950	608,745	413,143
MUNICIPAL PLANNING SUPPORT/PLANNING RELATED STUDIES (WEP/IWM)				
GENERAL LEVY	**47,000**	47,000	74,000	62,056
CW~GS LEVY	**51,000**	51,000	51,000	54,702
MUNICIPAL			11,200	
PROVINCIAL GRANTS	**80,213**	68,213	63,479	57,068
OTHER GRANTS/USER FEES/RECOVERIES	**104,000**	106,000	83,500	116,828
	282,213	272,213	283,179	290,654
WAGES	**245,200**	244,500	249,421	245,435
CONSULTING	**500**	-	500	1,700
SUPPLIES/OFFICE/JANITORIAL	**1,100**	1,100	1,850	2,057
VEHICLE/TRAVEL/EQUIP'T USAGE	**3,000**	1,400	600	2,715
CORP SUPPORT/SHARED SVCS	**27,500**	28,000	27,700	31,083
RENT/INS/TAXES/UTILITIES	**4,000**	4,000	4,000	4,900
DUES/MEMBERSHIPS	**-**	-	-	-
SMALL MISC	**-**	-	-	-
	281,300	279,000	284,071	287,889
WATER RESOURCES ENGINEERING				
FLOOD & EROSION CONTROL				
GENERAL LEVY	**87,800**	87,800	85,800	86,395
MUNICIPAL	**3,000**	3,000	3,000	4,192
PROVINCIAL GRANTS	**90,050**	90,800	88,800	90,587
OTHER GRANTS/USER FEES/RECOVERIES	**-**	-	-	-
	180,850	181,600	177,600	181,174
WAGES	**111,000**	115,000	104,997	112,576
CONSTRUCTION	**6,000**	6,000	6,000	-
WEATHER STN/INFO'N/DATA SVCS	**27,000**	26,000	29,000	27,168
SUPPLIES/OFFICE/JANITORIAL	**6,100**	6,600	5,500	6,730
VEHICLE/TRAVEL/EQUIP'T USAGE	**7,000**	5,000	6,000	6,193
CORP SUPPORT/SHARED SVCS	**18,000**	17,000	18,000	19,223
RENT/INS/TAXES/UTILITIES	**6,000**	6,000	6,000	4,800
CAP MAINT/LOW VALUE ASSETS	**-**	-	-	4,484
	181,100	181,600	175,497	181,174

Essex Region Conservation
the place for life

ESSEX REGION CONSERVATION AUTHORITY	2017	2016		2015
2017 DRAFT BUDGET	DRAFT	BUDGET	PROJECTION	AUDITED
MUNICIPAL SPECIAL PROJECTS (PARKETTES, IDF CURVES, CLIMATE CHG,DRAINAGE REVIEWS)				
GENERAL LEVY	-	-	-	14,900
CW~GS LEVY	19,000	19,000	19,000	10,494
MUNICIPAL/OTHER	18,000	80,000	7,000	-
PROVINCIAL GRANTS	18,000	9,500	17,550	14,719
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	(51,000)	15,098	4,010
	55,000	57,500	58,648	44,123
WAGES	21,000	50,500	29,500	37,463
CONSTRUCTION	29,000	-	-	-
CONSULTING	750	-	22,000	8,231
VEHICLE/TRAVEL/EQUIP'T USAGE	1,250	-	1,600	613
CORP SUPPORT/SHARED SVCS	3,900	7,000	5,100	5,428
RENT/INS/TAXES/UTILITIES	-	-	198	1,200
DUES/MEMBERSHIPS	500	-	-	336
SMALL MISC	-	-	-	-
	56,400	57,500	58,398	53,322
WECI (WATER AND EROSION CONTROL INFRASTRUCTURE PROJECTS)				
MUNICIPAL	1,210,000	685,879	613,235	463,912
PROVINCIAL GRANTS	1,210,000	860,625	538,712	276,538
TRANSFERS (TO)/FROM DEFERRED REVENUES	-	(174,746)	(171,850)	(5,218)
	2,420,000	1,371,758	980,097	735,232
	-			
PROJECT MANAGEMENT WAGES	34,000	15,673	23,519	22,008
CONSULTING/OUTSIDE ENGINEERING	218,000	263,549	166,813	298,564
CONSTRUCTION	2,153,500	1,077,086	781,681	405,521
TRAVEL/VEHICLE/ADMINISTRATION/OVERHEAD	14,500	15,450	8,379	9,139
	2,420,000	1,371,758	980,391	735,232
WATERSHED MANAGEMENT SERVICES				
REVENUES				
GENERAL LEVY	297,800	297,800	299,800	261,165
CW~GS LEVY	70,000	70,000	70,000	65,196
MUNICIPAL	1,234,000	771,879	637,435	448,387
PROVINCIAL GRANTS	1,398,263	1,029,138	709,225	438,228
FEDERAL GRANTS	-	-	-	-
OTHER GRANTS/USER FEES	496,800	422,800	491,300	435,625
IN-KIND	-	-	-	-
TRANSFER TO/FROM DEF REVENUES	-	(225,746)	(156,752)	32,700
	3,496,863	2,365,871	2,051,008	1,681,302
EXPENSES	3,555,750	2,371,808	2,107,102	1,670,760
SURPLUS/(DEFICIT)	(58,887)	(5,937)	(56,095)	10,542

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ESSEX REGION CONSERVATION AUTHORITY	2017	2016		2015
2017 DRAFT BUDGET	DRAFT	BUDGET	PROJECTION	AUDITED
CONSERVATION SERVICES				
GENERAL PROGRAM/LAND MANAGEMENT, OPERATIONS, AND DEVI				
OPERATIONS AND DEVELOPMENT				
GENERAL LEVY	**141,000**	141,000	141,000	141,876
OTHER GRANTS/USER FEES	**5,000**	5,000	8,000	8,270
TRANSFERS (TO)/FROM DEFERRED REVENUES	**-**	-	-	
	146,000	146,000	149,000	150,146
WAGES	**116,100**	123,100	108,450	112,444
SUPPLIES/OFFICE/JANITORIAL	**6,000**	6,400	8,100	6,771
VEHICLE/TRAVEL/EQUIP'T USAGE	**2,500**	2,500	2,500	3,396
CORP SUPPORT/SHARED SVCS	**14,000**	14,000	14,000	14,300
RENT/INS/TAXES/UTILITIES	**-**	-	-	500
SMALL MISC	**-**	-	-	-
	138,600	146,000	133,050	137,411
LAND ACQUISITION AND ACQUISITION PLANNING				
CW~GS LEVY	**158,600**	158,600	228,600	156,900
FEDERAL OR PROVINCIAL GRANTS	**645,000**	-	-	276,941
TRANSFERS (TO)/FROM DEFERRED REVENUES	**500,400**	(120,600)	(195,600)	141,233
	1,304,000	38,000	33,000	575,074
WAGES	**10,000**	15,000	10,000	25,939
PROPERTY	**1,280,000**	-	10,000	-
LEGAL, SURVEYING,CONSULTNG	**12,000**	20,000	10,000	7,788
SUPPLIES/OFFICE/JANITORIAL	**-**	-	-	3,642
CORP SUPPORT/SHARED SVCS	**2,000**	3,000	3,000	4,052
	1,304,000	38,000	33,000	41,421
CONSERVATION SERVICES				
TREE PLANTING AND RESTORATION				
CW~GS LEVY	**100,000**	100,000	50,000	105,000
PROVINCIAL GRANTS	**155,000**	65,000	155,000	52,793
FEDERAL GRANTS	**678,000**	399,000	471,705	632,547
OTHER GRANTS/USER FEES	**655,000**	320,000	428,695	280,719
IN-KIND	**20,000**	-	11,000	6,036
TRANSFERS (TO)/FROM DEFERRED REVENUES	**220,000**	(8,400)	49,360	(141,375)
	1,828,000	875,600	1,165,760	935,720
WAGES	**447,000**	348,600	376,514	329,853
CONSTRUCTION/ENGINEERING/CONSULTING	**650,000**	7,500	78,300	4,523
SUPPLIES/OFFICE/JANITORIAL	**38,100**	27,900	71,150	35,821
VEHICLE/TRAVEL/EQUIP'T USAGE	**97,500**	62,500	89,600	72,383
PLANT MAT/LANDOWNER GRANTS	**474,000**	356,000	430,200	355,178
CORP SUPPORT/SHARED SVCS	**85,000**	65,000	73,900	70,775
RENT/INS/TAXES/UTILITIES	**5,500**	5,000	7,000	6,758
IN KIND SVCS SUPPLIES	**20,000**	-	11,000	6,036
CAP MAINT/LOW VALUE ASSETS		3,500	1,500	1,882
SMALL MISC	**-**	-	-	-
	1,817,100	876,000	1,139,164	883,209

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ESSEX REGION CONSERVATION AUTHORITY	2017	2016		2015
2017 DRAFT BUDGET	DRAFT	BUDGET	PROJECTION	AUDITED
WATER, SOIL & OR SEPTIC IMPROVEMENTS (Landowner Incentive Program				
CW~GS LEVY	**37,000**	37,000	17,000	42,500
OTHER	**-**	-	-	587
IN-KIND	**20,000**	52,000	18,000	89,451
TRANSFERS (TO)/FROM DEFERRED REVENUES	**1,750**	48,000	12,000	53,800
	58,750	137,000	47,000	186,338
WAGES	**15,000**	34,500	-	34,350
SUPPLIES/OFFICE/JANITORIAL	**-**	-	100	337
VEHICLE/TRAVEL/EQUIP'T USAGE	**750**	1,000	1,000	1,971
PLANT MAT/LANDOWNER GRANTS	**20,000**	43,000	25,000	53,481
CORP SUPPORT/SHARED SVCS	**3,000**	6,500	3,000	6,295
RENT/INS/TAXES/UTILITIES	**-**	-	-	550
IN KIND SVCS SUPPLIES	**20,000**	52,000	18,000	89,451
CAP MAINT/LOW VALUE ASSETS	**-**	-	-	-
SMALL MISC	**-**	-	-	-
	58,750	137,000	47,100	186,436
CONSERVATION AREAS - OPERATIONS,MAINTENANCE, ENHANCEMI				
CONSERVATION AREAS - ALL (EXCL. HBCA/JRPH)				
GENERAL LEVY	**324,000**	324,000	324,000	323,466
PROVINCIAL GRANTS	**-**	-	-	91
FEDERAL GRANTS	**31,500**	54,600	36,300	63,137
OTHER GRANTS/USER FEES	**125,500**	106,194	117,000	111,040
TRANSFERS (TO)/FROM DEFERRED REVENUES	**2,000**	-	-	2,700
TRANSFERS TO/FROM RESERVES	**(7,000)**	(6,000)	6,000	400
	476,000	478,794	483,300	500,834
WAGES	**181,650**	204,100	230,914	179,829
CONSTRUCTION	**4,500**	5,000	5,000	11,743
ENGINEERING/CONSULTING	**1,100**	2,500	4,300	1,124
SUPPLIES/OFFICE/JANITORIAL	**56,700**	52,500	59,400	68,117
VEHICLE/TRAVEL/EQUIP'T USAGE	**88,100**	80,000	91,400	86,387
PLANT MAT/LANDOWNER GRANTS	**6,500**	5,000	6,300	7,763
CORP SUPPORT/SHARED SVCS	**53,500**	49,250	47,342	46,181
RENT/INS/TAXES/UTILITIES	**117,300**	104,400	107,504	72,761
CAP MAINT/LOW VALUE ASSETS	**14,000**	13,550	29,260	20,673
	523,350	516,300	581,420	494,578
HOLIDAY BEACH				
GENERAL LEVY	**96,680**	96,630	96,680	76,680
OTHER GRANTS/USER FEES	**182,000**	171,200	175,050	181,212
PROJECT TRANSFERS	**4,500**		6,000	
TRANSFERS TO/FROM RESERVES	**(15,000)**	4,700	-	10,000
	268,180	272,580	277,730	267,892
WAGES	**116,500**	128,000	129,829	128,077
CONSULTING/ENGINEERING	**2,500**	15,000	2,535	
SUPPLIES/OFFICE/JANITORIAL	**45,350**	56,300	49,300	59,981
VEHICLE/TRAVEL/EQUIP'T USAGE	**17,000**	24,000	17,000	27,902
PLANT MAT/LANDOWNER GRANTS	**5,500**	6,250	6,400	4,217
CORP SUPPORT/SHARED SVCS	**16,000**	16,000	16,000	12,000
RENT/INS/TAXES/UTILITIES	**38,000**	33,000	60,000	46,011
CAP MAINT/LOW VALUE ASSETS	**14,250**	10,000	20,330	21,193
	255,100	288,550	301,394	299,382

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ESSEX REGION CONSERVATION AUTHORITY	2017	2016		2015
2017 DRAFT BUDGET	DRAFT	BUDGET	PROJECTION	AUDITED
JOHN R PARK HOMESTEAD				
GENERAL LEVY	**117,000**	117,000	117,000	110,796
PROVINCIAL GRANTS	**23,700**	23,000	23,000	6,688
FEDERAL GRANTS	**-**	-	7,500	-
OTHER GRANTS/USER FEES	**87,000**	118,400	110,375	122,446
TRANSFERS (TO)/FROM RESERVES	**-**	8,000	10,000	(6,000)
	227,700	266,400	267,875	233,930
WAGES	**187,500**	193,900	200,458	196,249
CONSULTING/ENGINEERING	**-**		2,050	
SUPPLIES/OFFICE/JANITORIAL	**18,300**	21,250	21,250	21,702
VEHICLE/TRAVEL/EQUIP'T USAGE	**2,700**	6,200	2,600	6,157
CORP SUPPORT/SHARED SVCS	**10,000**	10,000	10,000	10,000
RENT/INS/TAXES/UTILITIES	**14,200**	15,100	13,200	12,540
CAP MAINT/LOW VALUE ASSETS	**20,200**	20,200	20,360	1,639
	252,900	266,650	269,918	248,287
CONSERVATION AREAS CAPITAL OR MAJOR MAINTENANCE				
GENERAL LEVY	**-**	-	-	-
CW~GS LEVY	**20,000**	20,000	20,000	20,000
MUNICIPAL	**-**	-	-	-
PROVINCIAL GRANTS	**-**	-	-	-
FEDERAL GRANTS	**-**	-	-	-
OTHER GRANTS/USER FEES	**-**	500,000	1,009,350	71,575
TRANSFERS TO/FROM RESERVES	**405,000**	343,500	682,800	592,218
	425,000	863,500	1,712,150	683,793
WAGES	**15,000**	55,000	46,060	301
CONSTRUCTION	**356,000**	790,000	1,262,570	21,506
ENGINEERING/CONSULTING	**50,000**	-	61,000	5,490
SUPPLIES/OFFICE/JANITORIAL	**-**	-	12,500	1,176
VEHICLE/TRAVEL/EQUIP'T USAGE	**-**	8,500	49,000	-
CORP SUPPORT/SHARED SVCS	**4,000**	10,000	20,020	15,908
AUDIT AND LEGAL	**-**	-	10,000	-
CAPITAL ASSETS	**-**	-	251,000	-
	425,000	863,500	1,712,150	44,381
FLEET & EQUIPMENT				
OTHER GRANTS/USER FEES/RECOVERIES	**242,500**	200,000	254,396	230,297
TRANSFERS TO/FROM RESERVES	**(42,000)**	6,000	-	(13,000)
	200,500	206,000	254,396	217,297
MAINTENANCE/REPAIRS	**42,200**	57,850	40,400	68,473
FUEL	**39,000**	41,000	39,500	40,269
LICENCES/MISC	**35,749**	35,700	42,399	37,152
AMORTIZATION	**75,000**	72,000	73,000	72,854
	191,949	206,550	195,299	218,748
RESEARCH & MONITORING				
DRINKING WATER SOURCE PROTECTION PROGRAM (MOECC)				
PROVINCIAL GRANTS	**101,000**	124,000	100,000	131,970
TRANSFERS (TO)/FROM DEFERRED REVENUES	**(2,000)**	-	7,500	23,717
	99,000	124,000	107,500	155,687
WAGES	**84,000**	113,000	86,344	128,229
SUPPLIES/OFFICE/JANITORIAL	**5,000**	-	6,626	8,637
VEHICLE/TRAVEL/EQUIP'T USAGE	**-**	-	1,550	1,196
CORP SUPPORT/SHARED SVCS	**7,000**	10,000	10,000	14,500
RENT/INS/TAXES/UTILITIES	**1,000**	1,000	1,000	1,000
PER DIEMS/MISC	**2,000**	-	2,000	2,125
	99,000	124,000	107,520	155,687

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ESSEX REGION CONSERVATION AUTHORITY	2017	2016		2015
2017 DRAFT BUDGET	DRAFT	BUDGET	PROJECTION	AUDITED
WATER QUALITY RELATED ACTIVITIES AND STUDIES (Quality/Quantity Rese				
GENERAL LEVY	**47,000**	47,000	47,000	56,832
CW~GS LEVY	**63,000**	63,000	63,000	40,512
MUNICIPAL	**4,500**		94,969	44,100
PROVINCIAL GRANTS	**198,000**	285,800	372,875	284,236
FEDERAL GRANTS	**151,500**	-	180,000	-
OTHER	**12,000**	12,000	10,000	108,884
TRANSFERS (TO)/FROM DEFERRED REVENUES	**125,000**	129,000	54,133	(122,051)
	601,000	536,800	821,977	412,513
WAGES	**301,300**	315,200	319,314	182,715
CONSTRUCTION	-		7,600	
CONSULTING	**69,000**	59,000	67,000	16,806
SUPPLIES/OFFICE/JANITORIAL	**26,758**	18,700	97,850	26,012
VEHICLE/TRAVEL/EQUIP'T USAGE	**15,000**	15,500	20,096	13,811
PLANT MAT/LANDOWNER GRANTS	**120,000**	50,000	146,600	96,250
CORP SUPPORT/SHARED SVCS	**38,900**	41,800	51,500	30,088
RENT/INS/TAXES/UTILITIES	**2,550**	1,500	2,350	2,750
DUES/MEMBERSHIPS	**300**	300	300	731
PROJECT EQUIPMENT	**27,000**	33,000	95,500	31,780
	600,808	535,000	808,110	400,942
SPECIAL LONG TERM INITIATIVES AND PROJECTS (DETROIT RIVER CLEANUI				
PROVINCIAL GRANTS	**60,000**	90,000	62,000	66,000
FEDERAL GRANTS	**60,000**	92,500	60,000	106,250
OTHER GRANTS/USER FEES	**(5,000)**	(8,000)	-	1,000
TRANSFERS (TO)/FROM DEFERRED REVENUES	**51,000**	8,000	14,000	(37,845)
	166,000	182,500	136,000	135,405
WAGES	**119,500**	126,500	76,550	89,310
ENGINEERING/CONSULTING	**3,000**	2,000	3,500	2,254
SUPPLIES/OFFICE/JANITORIAL	**15,000**	23,700	26,400	19,473
VEHICLE/TRAVEL/EQUIP'T USAGE	**1,500**	3,300	2,550	2,594
PLANT MAT/LANDOWNER GRANTS	**15,000**	15,000	15,000	10,274
CORP SUPPORT/SHARED SVCS	**12,000**	12,000	12,000	11,500
SMALL MISC			-	-
	166,000	182,500	136,000	135,405
CONSERVATION SERVICES				
REVENUES				
GENERAL LEVY	**725,680**	725,680	725,680	709,650
CW~GS LEVY	**378,600**	378,600	378,600	374,908
MUNICIPAL	**4,500**	-	94,969	44,100
PROVINCIAL GRANTS	**537,700**	587,800	712,875	541,778
FEDERAL GRANTS	**1,566,000**	546,100	755,505	1,078,875
OTHER GRANTS/USER FEES	**1,304,000**	1,424,794	2,112,866	1,114,442
IN-KIND	**40,000**	52,000	29,000	95,488
TRANSFER TO/FROM DEF REVENUES	**898,150**	56,000	(58,607)	(89,817)
	5,454,630	3,770,974	4,750,888	3,869,425
EXPENSES (INCLUDES FLEET/EQUIP'T AMORTIZATION)	**5,832,557**	4,180,050	5,464,125	3,248,403
SURPLUS/(DEFICIT)	**(377,927)**	(409,076)	(713,237)	621,022
TRANSFER (TO)/FROM RESERVES	**341,000**	351,500	698,800	583,618

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ESSEX REGION CONSERVATION AUTHORITY	2017	2016		2015
2017 DRAFT BUDGET	DRAFT	BUDGET	PROJECTION	AUDITED
COMMUNITY SERVICES				
AWARENESS, ENVIRONMENTAL EDUCATION, COMMUNICATIONS AI				
GENERAL COMMUNICATIONS, PROGRAM AWARENESS & PUBLICATIONS				
GENERAL LEVY	**246,930**	246,930	246,930	243,936
PROVINCIAL GRANTS	**4,000**	4,000	4,000	5,470
OTHER GRANTS/USER FEES	**-**	28,000	(7,280)	15,000
	250,930	278,930	243,650	264,406
WAGES	**215,000**	257,750	197,580	237,476
CONSULTING	**2,000**	1,500	5,500	14,038
SUPPLIES/OFFICE/JANITORIAL	**26,400**	11,900	10,675	10,261
VEHICLE/TRAVEL/EQUIP'T USAGE	**2,500**	3,400	1,850	2,449
RENT/INS/TAXES/UTILITIES	**750**	750	500	275
	246,650	275,300	216,105	264,499
STUDENT EDUCATION PROGRAM				
GENERAL LEVY	**23,000**	23,000	23,000	23,068
OTHER GRANTS/USER FEES	**45,000**	40,000	40,000	36,587
TRANSFERS (TO)/FROM DEFERRED REVENUES	**-**	-	-	-
	68,000	63,000	63,000	59,655
WAGES	**66,000**	52,900	42,500	47,541
SUPPLIES/OFFICE/JANITORIAL	**5,000**	4,250	3,300	3,259
VEHICLE/TRAVEL/EQUIP'T USAGE	**1,500**	1,000	1,500	1,503
CORP SUPPORT/SHARED SVCS	**7,500**	7,500	1,000	100
RENT/INS/TAXES/UTILITIES	**1,000**	1,000	6,000	6,250
CAP MAINT/LOW VALUE ASSETS	**-**		1,000	900
	81,000	66,650	55,300	59,553
ONGOING COMMUNITY INITIATIVES				
GENERAL LEVY	**85,000**	85,000	85,000	84,669
FEDERAL GRANTS	**3,000**	22,350	20,345	20,700
OTHER GRANTS/USER FEES	**5,500**	22,000	6,769	30,094
TRANSFERS (TO)/FROM DEFERRED REVENUES	**5,000**	3,800	11,147	(4,670)
	98,500	133,150	123,261	130,793
WAGES	**21,000**	94,600	75,550	86,282
ENGINEERING/CONSULTING	**-**	-	1,545	763
SUPPLIES/OFFICE/JANITORIAL	**1,000**	3,200	4,600	6,452
VEHICLE/TRAVEL/EQUIP'T USAGE	**3,500**	3,750	4,120	4,340
PLANT MAT/LANDOWNER GRANTS	**13,000**	19,300	23,175	16,735
CORP SUPPORT/SHARED SVCS	**7,500**	11,300	11,500	13,619
RENT/INS/TAXES/UTILITIES	**1,000**	1,000	1,000	800
	47,000	133,150	121,490	128,991
SPECIAL GRANT PROJECTS & EVENTS				
PROVINCIAL GRANTS			17,836	
FEDERAL GRANTS			25,000	
OTHER GRANTS/USER FEES	**86,500**	85,250	96,080	91,349
TRANSFERS (TO)/FROM DEFERRED REVENUES	**7,300**	(1,000)	7,642	(5,416)
	93,800	84,250	146,558	-
WAGES	**7,900**	5,400	29,020	6,085
TREES/SUPPLIES	**85,900**	78,900	121,239	81,519
	93,800	84,300	150,259	87,604

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ESSEX REGION CONSERVATION AUTHORITY	2017	2016		2015
2017 DRAFT BUDGET	DRAFT	BUDGET	PROJECTION	AUDITED
COMMUNITY SERVICES				
REVENUES				
GENERAL LEVY	354,930	354,930	354,930	351,673
CW~GS LEVY	-	-	-	-
PROVINCIAL GRANTS	4,000	4,000	21,836	19,661
FEDERAL GRANTS	3,000	22,350	45,345	20,700
OTHER GRANTS/USER FEES	137,000	175,250	135,569	184,797
IN-KIND	-		18,789	-
TRANSFER TO/FROM DEF REVENUES	12,300	2,800	-	(15,618)
	511,230	559,330	576,469	561,213
EXPENSES	468,450	559,400	543,154	560,582
SURPLUS/(DEFICIT)	42,780	(70)	33,315	632

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ESSEX REGION CONSERVATION AUTHORITY	2017	2016		2015
2017 DRAFT BUDGET	DRAFT	BUDGET	PROJECTION	AUDITED
CORPORATE SERVICES				
ADMIN/FINANCE/IT/HR				-
GENERAL ADMINISTRATION				
GENERAL LEVY	**375,923**	375,923	375,923	337,760
CW~GS LEVY	**69,400**	69,400	69,400	69,400
PROVINCIAL GRANTS	**9,000**	9,000	9,000	9,012
OTHER GRANTS/USER FEES/RECOVERIES	**430,000**	410,500	457,500	451,758
TRANSFERS (TO)/FROM DEFERRED REVENUES	**-**	(2,500)	30,000	11,498
TRANSFERS TO/FROM RESERVES	**(38,400)**	(38,400)	(38,400)	(63,955)
	845,923	823,923	903,423	815,473
WAGES	**506,000**	492,000	520,900	462,807
ERCF SUPPORT	**40,000**	61,000	65,093	70,525
MEMBER EXPENSES/CO DUES	**52,000**	56,500	52,000	50,859
AUDIT/LEGAL/CONSULTING	**31,000**	26,500	35,000	26,161
SUPPLIES/EQUIPT/NETWORK	**55,700**	56,750	70,650	70,580
OCCUPANCY/PHONE	**121,500**	112,000	116,500	120,220
TRAVEL & BD/STAFF MEETINGS	**6,000**	7,000	6,000	6,525
RETIREE BENEFITS	**12,500**	12,000	13,000	10,388
	824,700	823,750	879,143	818,067
INFOMATICS				
GIS/RECORDS				
GENERAL LEVY	**52,500**	52,500	50,500	57,195
CW~GS LEVY	**11,000**	11,000	11,000	19,496
PROVINCIAL GRANTS	**20,750**	20,750	18,750	26,000
OTHER/DEFERRED REVENUE	**10,000**	5,230	7,800	(7,910)
	94,250	89,480	88,050	94,781
WAGES	**60,000**	67,700	62,400	72,811
HARDWARE/SOFTWARE	**6,000**	6,500	7,100	7,108
CONSULTING	**30,050**	15,400	11,350	14,798
	96,050	89,600	80,850	94,718
		-		
CORPORATE SERVICES				
REVENUES				
GENERAL LEVY	**428,423**	428,423	426,423	394,955
CW~GS LEVY	**80,400**	80,400	80,400	88,896
PROVINCIAL GRANTS	**29,750**	29,750	27,750	35,012
OTHER GRANTS/USER FEES	**440,000**	415,730	465,300	443,848
IN-KIND	**-**	-	-	-
TRANSFER TO/FROM DEF REVENUES	**-**	(2,500)	30,000	11,498
	978,573	951,803	1,029,873	974,209
EXPENSES	**920,750**	**913,350**	**959,993**	**912,784**
SURPLUS/(DEFICIT)	**57,823**	**38,453**	**69,880**	**61,425**
TRANSFER (TO)/FROM RESERVES	**(38,400)**	**(38,400)**	**(38,400)**	**(63,955)**

Essex Region Conservation
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ESSEX REGION CONSERVATION AUTHORITY	2017	2016		2015
2017 DRAFT BUDGET	DRAFT	BUDGET	PROJECTION	AUDITED
OTHER				
TANGIBLE ASSET REPLACEMENT FUNDING. RESERVE TRANSFERS AN				
GENERAL LEVY	**100,000**	100,000	100,000	49,992
CWGS	**521,000**	521,000	521,000	521,000
TRANSFER TO/FROM RESERVES	**(525,000)**	(525,000)	(525,000)	(475,000)
GAIN ON DISPOSAL OF ASSETS	**-**	-	-	-
DECREASE IN ACCUMULATED DEFICIT	**96,000**	96,000	96,000	95,992
CORPORATE TOTAL				
TOTAL REVENUES	**11,063,796**	**8,270,678**	**9,042,237**	**7,678,682**
TOTAL EXPENSES	**10,907,507**	**8,154,608**	**9,201,374**	**6,522,800**
SURPLUS/(DEFICIT)	**156,289**	**116,070**	**(159,137)**	**1,155,882**
TOTAL GENERAL LEVY	**1,906,833**	1,906,833	1,906,833	1,767,435
TOTAL CWGS LEVY	**1,050,000**	1,050,000	1,050,000	1,050,000
TOTAL LEVY	**2,956,833**	2,956,833	2,956,833	2,817,435
TOTAL MUNICIPAL SPECIAL	**1,235,500**	768,879	729,404	488,295
PROVINCIALGRANTS	**1,969,713**	1,650,688	1,471,686	1,034,679
FEDERAL GRANTS	**1,569,000**	568,450	800,850	1,099,575
DONATIONS (ERCF AND OTHER)	**322,000**	833,950	1,158,565	455,121
OTHER INCL FEE FOR SVC	**2,035,300**	1,598,324	1,988,119	1,809,859
IN KIND DONATIONS	**40,000**	52,000	29,000	95,488
TRANSFERS (TO)/FROM DEFERRED REVENUES	**935,450**	(158,446)	(92,220)	(121,770)
	11,063,796	8,270,678	9,042,237	7,678,682
FUNCTIONAL EXPENSES				
WAGES/BENEFITS	**3,456,499**	3,527,623	3,519,857	3,169,117
CONSTRUCTION	**3,080,000**	1,878,086	2,062,851	438,770
LAND ACQUISITION	**1,280,000**	-	10,000	
PLANT MATERIALS/LANDOWNER GRANTS	**596,850**	506,850	667,032	555,841
ENGINEERING/CONSULTING/OUTSIDE TECHNICAL	**594,100**	400,549	503,089	397,897
CORP SUPPORT/SHARED SVCS	**391,700**	382,050	391,272	374,080
SUPPLIES/OFFICE/JANITORIAL	**362,508**	339,400	499,364	406,868
VEHICLE/TRAVEL/EQUIP'T USAGE	**356,600**	351,500	412,229	374,811
RENT/INS/TAXES/UTILITIES	**326,350**	298,800	332,204	290,742
TCA AMORTIZATION	**205,000**	202,000	200,000	203,125
CAP MAINT/LOW VALUE TCA	**95,950**	104,250	441,750	111,143
DUES/MEMBERSHIPS	**41,650**	39,150	42,650	42,235
IN KIND SVCS SUPPLIES	**40,000**	52,000	29,000	95,649
AUDIT AND LEGAL	**36,500**	26,500	46,500	16,929
BOARD/MEMBER EXPENSES	**16,000**	16,000	16,000	16,830
BANK/CREDIT CARD CHGS/INTEREST	**15,050**	15,750	15,227	15,046
OTHER SMALL MISC SUPPLIES	**12,750**	14,100	12,350	13,717
TOTAL EXPENSES	**10,907,507**	**8,154,608**	**9,201,374**	**6,522,800**

Essex Region Conservation
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ESSEX REGION CONSERVATION AUTHORITY	2017	2016		2015
2017 DRAFT BUDGET	DRAFT	BUDGET	PROJECTION	AUDITED
TOTAL REVENUES (ACCRUAL BASIS)	11,063,796	8,270,678	9,042,237	7,678,682
TOTAL EXPENSES (ACCRUAL BASIS)	10,907,507	8,154,608	9,201,374	6,522,800
SURPLUS/(DEFICIT) (ACCRUAL BASIS)	156,289	116,070	(159,137)	1,155,882
ADD/SUBTRACT: NON CASH ITEMS				
DONATION OF LANDTO ERCA	-	-	-	-
GAIN/LOSS ON SALE/TRADE-IN VEH/EQUIPMENT	-	-	-	(9,000)
AMORTIZATION	205,000	202,000	200,000	203,125
DEDUCT: CAPITAL ITEMS				
LAND ACQUISITION(NET OF SALES/EXPROPRIATIONS)	-	-	-	(533,653)
CAPITAL -FLEET & EQUIPMENT	(85,000)	(72,000)	(130,000)	(72,546)
CAPITAL -INFRASTRUCTURE	-	-	-	(654,289)
DECREASE/(INCREASE) IN NET DEBT	276,289	246,070	(89,137)	89,519
TOTAL REVENUES (CASH BASIS)	11,063,796	8,270,678	9,042,237	7,669,682
TOTAL EXPENSES (CASH BASIS)	10,787,507	8,024,608	9,131,374	7,580,163
SURPLUS/(DEFICIT) (CASH BASIS)	276,289	246,070	(89,137)	89,519
TRANSFER (TO)/FROM RESERVES	(222,400)	(211,900)	125,400	31,666
UNRESTRICTED SURPLUS/(DEFICIT)	**53,889**	**34,170**	**36,263**	**121,185**
(DECREASES/(INCREASES) OPERATING FUND DEFICIT)				

TARGETED DEFICIT MITIGATION (SUSTAINABILITY PLAN) 5 YEARS @$96k	**$ 480,000**
2012 ACTUAL UNRESTRICTED SURPLUS	41,000
2013 ACTUAL UNRESTRICTED SURPLUS	120,335
2014 ACTUAL SURPLUS	66,428
2015 ACTUAL SURPLUS	121,185
2016 PROJECTED UNRESTRICTED SURPLUS	36,263
2017 PROJECTED UNRESTRICTED SURPLUS	53,889
ACTUAL/PROJECTED TOTAL DEFICIT MITIGATION (2013-2017)	**439,100**
DEFICIT COMPARED TO TARGET	**40,900**
Phased- in levy increase for capital replacement/amortization	**50,000**
PROPOSED LEVY INCREASE 2017	**$ 90,900**

NOTE: The actual numbers shown for capital items, for 2016 and 2017 will change once the assets under construction are removed from the operating accounts and capitalized as tangible assets. Those accounting entries will not impact the estimated changes in the reserve funds or the unrestricted surplus. Land acquisitions will also be capitalized in 2017.

ESSEX REGION CONSERVATION AUTHORITY 2017 DRAFT BUDGET: CAPITAL/MAJOR MAINTENANCE	INFRASTRUCTURE/ MAJOR MAINTENANCE	REVENUE STABILIZATION	GRANT MATCHING	VEHICLE/CA EQUIP'T	SUITE/OFFICE/ NETWORK	HUMAN RESOURCES	LEGAL/ INSURANCE	HISTORIC PROPERTIES	TREE WARRANTY & SELF-INSURANCE	OTHER	OLDCASTLE ENTRANCE	CAPITAL REPLACEMENT PHASE-IN	TOTAL RESERVES	OTHER FUNDING SOURCE/OPER'S
PROJECTED OPENING BALANCE -01/01/2017	$ 30,849	$ 136,000	$ 20,000	$ 90,787	$ 21,108	$ 15,580	$ 40,000	$ 31,000	$ 90,000	$ 49,199	$ 248,340	$ 200,936	$ 973,799	
Transfers to reserves	425,000	24,000	20,000	42,000	15,400	2,000	3,000	19,000	-		-	150,000	700,400	
Interest											2,500		2,500	
AVAILABLE BALANCE	$ 455,849	$ 160,000	$ 40,000	$ 132,787	$ 36,508	$ 17,580	$ 43,000	$ 50,000	$ 90,000	$ 49,199	$ 250,840	$ 350,936	$ 1,676,699	
EXPENSES														
Trail Resurfacing	250,000		-										250,000	
Maidstone boardwalk	175,000												175,000	
HBCA Drainage	-												-	
HBCA Hydro Meters (repayment)	(15,000)												(15,000)	
HBCA Minor Capital (Picnic Tables/Washroom Demo)	-												-	-
HBCA Strategic Plan	-												-	
JRPH - roofs etc								12,000					12,000	10,000
Computer/Server/Phone leasing/Suite					6,000								6,000	
Property evaluation/assessments/appraisals													-	
TOTAL EXPENSES	410,000	-	-	-	6,000	-	-	12,000	-	-	-	-	428,000	10,000
PROJECTED CLOSING BALANCE	$ 45,849	$ 160,000	$ 40,000	$ 132,787	$ 30,508	$ 17,580	$ 43,000	$ 38,000	$ 90,000	$ 49,199	$ 250,840	$ 350,936	$ 1,248,699	$ 10,000

Essex Region Conservation

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Essex Region Conservation Authority Board of Directors BD43/16

From:	Richard J.H. Wyma, General Manager/Secretary-Treasurer
Date:	December 1, 2016
Subject:	Regional Investment
Strategic Action:	The Regional Investment report relates to all Strategic Actions.
Recommendation:	THAT Report BD43/16 be received for members' information.

Summary

To provide an updated summary of non levy funding made available through ERCA to municipalities and within the Essex Region.

- Over the last ten years, ERCA has received $26.5 million in levy funding between 2007 and 2016; and in return, secured more than $35 million in grant funding for municipalities and the region.
- ERCA has provided a net benefit to Essex Region in external funding alone, over and above the programs and services that we implement to benefit our regional environment
- As a regional, watershed based organization, it is important to recognize that in most cases, the environmental benefit of investments in specific municipalities exceeds that municipality's boundaries, and has a far reaching, regional environmental benefit.

Discussion

In September, during the discussion of Budget Pressures (Report BD29/16), the Board of Directors requested that Administration prepare a breakdown of funds contributed directly to municipalities. This report responds to that request. The Essex Region Conservation Authority is a regional, watershed based organization. The environment does not adhere to municipal boundaries, and that is the strength of our organization: we work together to make decisions on a watershed basis. The rationale for dissecting the information on a municipal versus a regional/watershed basis is consistent with an integrated watershed managed approach and recognizes the interdependencies of the regional ecosystems.

To that end, some returns on investment for municipalities are more easily calculated, such as Water and Erosion Control Infrastructure dollars or contributions toward land acquisition. Some categories are more challenging. For instance, while an investment made to improve fish spawning habitat may have taken place directly in the Town of LaSalle, the argument can be made that particular project, in fact, is for the benefit of all Detroit River municipalities, the region and as a cross-border project, the larger international region. Similarly, an investment in Holiday Beach Conservation Area, while located directly in the Town of Amherstburg, has a regional benefit, as visitors to Holiday Beach attend from all municipalities. That said, the attached table highlights direct investments or contributions to individual municipalities.

In total, over the last ten years, ERCA has received $26.5 million in levy funding between 2007 and 2016; and in return, secured more than $35 million in funding to municipalities and the region. This is a net benefit to Essex Region of almost $10 million in ~~hard~~ dollars, and is over and above in-kind contributions from partners, and the programs and services that we implement to benefit our regional environment.

These grant dollars returned to your municipalities *are over and above* the work that ERCA does to improve our regional environment through its existing programs, technical expertise and other capacities. These are dollars for projects that would have had to be found through municipal budgets if it were not for the Conservation Authority's ability to access these funds. The dollars returned to the region over the ten year period exceeded the levy dollars contributed to ERCA. This makes ERCA a unique Regional Agency within Windsor-Essex-Pelee Island.

We will continue to emphasize a regional watershed approach because only by working together as a region, will we achieve a state of sustainability.

Essex Region Conservation Authority
sustaining the place for life

Approved By:

Richard J.H. Wyma, CSLA
General Manager/Secretary Treasurer

Attachments:

- ERCA Regional Investment worksheet

ESSEX REGION CONSERVATION AUTHORITY

10-YEAR RETURN ON INVESTMENT: 2007-2016

	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2007-2016
	AUDITED	AUDITED	AUDITED	AUDITED	AUDITED	AUDITED	AUDITED	AUDITED	AUDITED	PROJECTED	PROJECTED	10 YR TOTAL
Government Grants & Transfer Payments:												
Provincial - Section 39	202,263	202,263	202,263	202,263	202,263	202,263	202,263	202,263	202,263	202,263	202,013	2,022,630
Drinking water source protection	1,682,868	1,134,194	690,078	377,115	399,831	445,594	384,328	282,396	131,970	100,000	107,000	5,628,374
MNR (water & erosion control infrastructure)	618,851	778,750	691,825	1,788,738	113,250	406,750	335,496	473,754	276,538	538,712	1,210,000	6,022,664
Other MNR/MOE	710,597	816,375	814,930	1,072,469	167,465	536,725	689,998	558,890	441,451	639,386	467,000	6,448,286
	3,214,579	**2,931,582**	**2,399,096**	**3,440,584**	**882,809**	**1,591,332**	**1,612,085**	**1,517,303**	**1,052,222**	**1,480,361**	**1,986,013**	**20,121,954**
Federal	**405,668**	**862,755**	**261,945**	**1,159,018**	**721,690**	**569,083**	**619,815**	**464,350**	**1,099,575**	**800,850**	**1,569,000**	**6,964,751**
Levy - Operations	1,294,560	1,262,060	1,262,059	1,331,422	1,431,950	1,640,206	1,684,210	1,746,936	1,767,435	1,906,833	1,906,833	15,327,671
Levy - land acquisition & special projects	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	1,050,000	10,500,000
	2,344,560	**2,312,060**	**2,312,059**	**2,381,422**	**2,481,950**	**2,690,206**	**2,734,210**	**2,796,936**	**2,817,435**	**2,956,833**	**2,956,833**	**25,827,671**
Water & erosion control infrastructure and special projects	1,171,287	1,122,632	523,790	297,227	1,672,129	950,758	740,568	662,098	444,195	634,435	1,231,000	8,219,117
Risk management services				-	-	-	-	-	44,100	94,969	4,500	139,069
	1,171,287	**1,122,632**	**523,790**	**297,227**	**1,672,129**	**950,758**	**740,568**	**662,098**	**488,295**	**729,404**	**1,235,500**	**8,358,186**
Total government revenues	**7,136,094**	**7,229,029**	**5,496,890**	**7,278,252**	**5,758,578**	**5,801,379**	**5,706,678**	**5,440,687**	**5,457,527**	**5,967,448**	**7,747,346**	**61,272,562**
Other revenues:												
Program fees, leases and fee-for-service	1,008,387	692,284	1,036,051	1,189,278	903,641	917,951	926,980	1,046,137	1,095,564	1,268,548	1,212,500	10,084,820
Leases & property rentals	60,000	60,889	52,619	86,966	67,450	77,540	69,526	69,929	55,247	57,500	63,500	657,666
NGO Grants & Donations	124,928	110,246	269,018	55,591	211,913	25,291	191,864	369,286	365,721	253,357	412,000	1,977,215
Essex Region Conservation Foundation grants	60,880	329,243	146,869	135,501	197,853	240,094	103,780	105,828	89,400	905,208	85,000	2,314,656
In-kind contributions	100,000	100,000	100,000	2,159,360	820,251	162,538	109,316	79,572	95,488	29,000	40,000	3,755,525
Interest/other income	78,127	62,454	4,785	8,602	8,038	8,833	14,413	19,952	27,049	31,000	15,000	263,252
Gain on sale of assets				-	-	-	208,925	-	-	-	-	208,925
Total other revenues	**1,432,322**	**1,355,116**	**1,609,341**	**3,635,298**	**2,209,145**	**1,432,247**	**1,624,804**	**1,690,703**	**1,728,468**	**2,544,613**	**1,828,000**	**19,262,059**
Change in deferred revenue:												
Net transfers from/(to) deferred revenue	(134,748)	(296,688)	1,041,586	(236,584)	329,870	(80,420)	94,637	(370,008)	(121,770)	(92,220)	945,950	133,654
Total Revenues	**8,433,668**	**8,287,457**	**8,147,817**	**10,676,966**	**8,297,593**	**7,153,207**	**7,426,119**	**6,761,382**	**7,064,225**	**8,419,841**	**10,521,296**	**80,668,275**
												-
Levy as % of total revenues	**28%**	**28%**	**28%**	**22%**	**30%**	**38%**	**37%**	**41%**	**40%**	**35%**	**28%**	**32%**
Federal, Provincial ,NGO/NPO Grants, In-kind contributions	**3,906,055**	**4,333,827**	**3,176,928**	**6,950,056**	**2,834,516**	**2,588,338**	**2,636,861**	**2,536,339**	**2,702,406**	**3,468,776**	**4,092,013**	**35,134,101**
As % of total revenues	**46%**	**52%**	**39%**	**65%**	**34%**	**36%**	**36%**	**38%**	**38%**	**41%**	**39%**	**44%**

Total Levy (General Levy + Clean Water~Green Spaces)

Municipality	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Total Levy
Amherstburg	$ 124,469	$ 122,191	$ 122,127	$ 135,188	$ 141,486	$ 154,425	$ 157,613	$ 169,296	$ 169,663	$ 179,248	$ 1,475,705
Essex	103,380	102,510	102,600	110,858	115,296	124,851	127,178	137,719	139,842	146,127	1,210,361
Kingsville	116,616	116,108	117,338	129,944	136,936	150,114	154,500	166,547	169,831	181,255	1,439,187
Lakeshore	174,874	174,868	178,533	195,227	204,863	226,452	230,791	243,742	248,689	264,873	2,142,912
LaSalle	165,444	164,788	165,618	172,574	181,390	198,067	202,111	213,406	217,434	231,954	1,912,787
Leamington	128,838	127,629	128,828	143,613	151,161	163,956	168,326	174,867	175,305	180,953	1,543,476
Pelee Island	7,598	7,538	7,515	8,258	8,543	9,177	8,948	8,925	8,828	9,077	84,408
Tecumseh	196,425	192,785	191,829	203,798	210,556	226,249	227,739	229,048	230,837	244,121	2,153,387
Windsor	1,326,916	1,303,642	1,297,671	1,281,964	1,331,720	1,436,918	1,457,004	1,453,386	1,457,004	1,519,225	13,865,451
Totals	$2,344,560	$2,312,060	$2,312,060	$2,381,422	$2,481,951	$2,690,209	$2,734,209	$2,796,935	$2,817,434	$2,956,833	$25,827,673

Water & Erosion Control Infrastructure Program

Value of WECI program to municipalities

Municipality	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Totals
Amherstburg				$22,500	$3,500							$26,000
Essex		15,125	24,750									39,875
Kingsville		23,375	41,625									65,000
Lakeshore	157,133		57,500						$85,000		$92,000	299,633
LaSalle	1,283	25,000		22,500	3,500							52,283
Leamington	203,040	161,500	93,500		60,000	$48,500						566,540
Pelee Island	200,000	100,000		12,500		$100,000						412,500
Tecumseh						$25,000						25,000
Windsor	653,289	562,500	295,000	1,600,613	384,000	$35,000	$410,000	$494,000	$687,500	$490,000	$1,118,000	6,729,902
Totals	$1,214,744	$887,500	$512,375	$1,658,113	$451,000	$208,500	$410,000	$494,000	$772,500	$490,000	$1,210,000	$8,216,731

Comments ERCA applies for, and receives funding from Ministry of Natural Resources to match municipal contributions. Projects are identified with municipalities based on need and available municipal funds.

Land Acquisition (Clean Water ~ Green Spaces and other porgrams)

Total Value of Acquisition (including ERCA and Partnership Contributions)

Municipality	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Totals
Amherstburg				$404,792	$286,266						$691,058
Essex							$153,346				$153,346
Kingsville			$1,485,215				$62,000		$88,000		$1,635,215
Lakeshore											$0
LaSalle		$41,000									$41,000
Leamington									$445,653		$445,653
Pelee Island	$60,000										$60,000
Tecumseh		$115,000									$115,000
Windsor	$1,100,000	$1,190,000	$600,000	$600,000	$343,000						$3,833,000
Totals	$1,160,000	$1,346,000	$2,085,215	$1,004,792	$629,266	$0	$215,346	$0	$533,653	$0	$6,974,272

Comments ERCA leverages CW~GS Acquisition funding with Ducks Unlimited Canada, Nature Conservancy of Canada, and other partners where available. In total, CW~GS contributed $3,917,698 for property acquisition between 2007-2011; and raised more than $2.2 million in partnership funding (note: partnership funding was not fully available to match acquisition of Spring Garden ANSI).

Total Value of ERCA's Contribution

Municipality	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	Totals
Amherstburg				$241,725	$126,258						$367,983
Essex							$153,346				$153,346
Kingsville			$521,215						$88,000		$609,215
Lakeshore							$0				$0
LaSalle		$20,500									$20,500
Leamington									$169,653		$169,653
Pelee Island	$60,000										$60,000
Tecumseh		$35,000									$35,000
Windsor	$600,000	$770,000	$600,000	$600,000	$343,000						$2,913,000
Totals	$660,000	$825,500	$1,121,215	$841,725	$469,258	$0	$153,346	$0	$257,653	$0	$4,328,697

Comments In total ERCA contributed $4.5 million towards Spring Garden ANSI acquisition. An additional $250,000 was donated to the City of Windsor by the Essex Region Conservation Founation