



SOUTH NATION
CONSERVATION
DE LA NATION SUD

Asset Management Plan [DRAFT]

October 2025



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1.0 Asset Condition and Age

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment. Accurate and reliable condition data allows staff to determine the remaining service life of assets and identify the most cost-effective approach to managing assets more confidently.

The following rating criteria is used to determine the current condition of South Nation Conservation (SNC) asset segments and forecast future capital requirements:

Condition	Description	Criteria	Service Life Remaining (%)
Very Good	Fit for the future	Well maintained, good condition, new or recently rehabilitated	80 - 100
Good	Adequate for now	Acceptable, generally approaching mid-stage or expected service life	60 - 79
Fair	Requires attention	Signs of deterioration, some elements exhibit significant deficiencies	40 - 59
Poor	Increasing potential of affecting services	Approaching end of service life, condition below standard, large portion of system exhibits significant deterioration	20 - 39
Very Poor	Unfit for sustained service	Near or beyond expected service, life, widespread signs of advance deterioration, some assets may be unusable	0 - 19

1.1 Water and Erosion Control Structures

SNC owns and/or manages seven water and erosion control structures consisting of:

- Chesterville Dam
- Chrysler Dam
- Casselman Dam
- Russell Weir
- Plantagenet Weir
- Chrysler Dyke
- Seguinbourg Berm

SNC, as a dam owner, follows provincial direction under the *Lakes and Improvement Act* and Technical bulletins and best management practices guidelines. Dams have been classified in accordance with the hazard potential. Dam safety reviews are completed by Professional

Engineers, experts in water and erosion structures, in accordance with the guidelines provided by the Province.

In addition, annual engineering inspections are conducted and recorded by SNC staff to proactively identify deficiencies or otherwise respond to identified issues. A 10-year capital projects plan is prepared for each structure considering the recommendations from experts and specialized staff.

SNC has identified the average condition, age, and estimated useful life (EUL) of each water and erosion and control structure and rated it 'Very Poor' to 'Very Good'. A summary of structure conditions, by structure, is provided below (as of 2023 structure assessments):

Water and Erosion Control Structure	Condition Rating
Chesterville Dam	Very Good
Crysler Dam	Good
Casselman Dam	Very Poor
Russell Weir	Fair
Plantagenet Weir	To be Assessed
Crysler Dyke	Good
Seguinbourg Berm	To be Assessed

To ensure that SNC's water and erosion control structures continue to provide an acceptable level of service, the average condition of assets will require regular monitoring. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of building assets.

1.2 Buildings and Structures

Conservation Authorities provide valuable opportunities for the public to utilize natural spaces and various buildings and structures support the public's access to such natural spaces. To administer these services, South Nation Conservation (SNC) owns a variety of buildings and structures including:

- 1 administration building;
- 3 storage buildings/pumphouse;
- 7 park shelters, gazebos and pergolas;
- 3 park washroom/privy;
- 2 boardwalks;

- 5 docks, and
- 10 pedestrian bridges.

The largest boardwalk operated by SNC is in Findlay Creek, a subdivision within the City of Ottawa. The boardwalk is located on a property that is currently owned by developers. It is anticipated SNC will take ownership of this property in the foreseeable future.

With the support of the community, SNC plans to construct an interpretive display and shelter at the Findlay Creek Boardwalk, in 2030.

SNC staff conduct regular inspections on all buildings and structures to proactively identify deficiencies or otherwise respond to identified issues. A 10-year capital project plan is prepared for each structure considering recommendations from specialized staff.

SNC has identified the average condition, age, and estimated useful life (EUL) of each category and rated it 'Very Poor' to 'Very Good'. A summary of the conditions, by category, is provided below.

Buildings and Structures	Condition Rating
Administration Buildings	Good
Storage Buildings / Pumphouses	Good
Park Shelters and Gazebos	Fair
Park Washroom Facilities	Very Good
Boardwalks	Very Good
Docks	Very Good
Bridges	Very Good

In 2025, SNC purchased an additional property in Berwick. Prior to purchasing said property, SNC leased the storage building at this location. In addition to the shop, a commercial building and a storage building is part of the property. The purchase of this property has been included in the Asset Management Plan. The replacement of any components within the structures have not been considered in this plan.

1.3 Fleet and Equipment

SNC owns and maintains several fleet assets that provide staff access to South Nation lands and waterways. Fleet assets include:

- 8 Passenger Vehicles;
- 7 Trucks;
- 2 Water Transportation (boats);
- 2 All Terrain Vehicles;
- 3 Trailers, and
- Various Equipment, including but not limited to climate stations, drones, etc.

SNC has identified the average condition, age, and estimated useful life (EUL) of each category and rated it 'Very Poor' to 'Very Good'. A summary of the conditions, by category, is provided below.

Fleet	Condition Rating
Passenger Vehicles	Good
Trucks (1/2 to 1 Ton)	Good
Water Transportation Vehicles	Poor
All Terrain Vehicles	Good
Trailers	Good
Equipment	Fair

2.0 Asset Replacement Cost

If available, the projected replacement costs are calculated using the purchase price of a similar asset and adjusted for inflation. If a replacement asset is not easily attainable, the projected replacement costs are calculated using original purchase price or construction costs adjusted for inflation.

Each asset's replacement cost should be reviewed periodically to determine whether adjustments are needed to represent realistic capital requirements more accurately. Benchmarking with comparable structures from other agencies will be undertaken where possible.

The table below summarizes projected replacement costs in the event of a structure failure.

2.1 Water and Erosion Control Structures

Water and Erosion Control Structures	Projected Replacement Costs	Projected Replacement Costs (with 20% contingency)
Chesterville Dam	\$ 12,357,170	\$ 14,828,604
Crysler Dam	\$ 9,156,768	\$ 10,988,122
Casselman Dam	\$ 1,055,691	\$ 1,266,829
Russell Weir	\$ 1,591,669	\$ 1,910,003
Plantagenet Weir	\$ 3,201,095	\$ 3,841,314
Crysler Dyke	\$ 1,544,132	\$ 1,852,958
Seguinbourg Berm	To be Confirmed	To be Confirmed
Total	\$ 28,906,525	\$ 34,687,830

2.2 Buildings and Structures

Building and Structures	Projected Replacement Costs	Projected Replacement Costs (with 20% contingency)
Administration Buildings	\$ 5,000,000	\$ 6,000,000
Storage Buildings / Pumphouses	\$ 25,000	\$ 30,000
Park Shelters and Gazebos	\$ 230,000	\$ 276,000
Park Washroom Facilities	\$ 235,000	\$ 282,000

Building and Structures	Projected Replacement Costs	Projected Replacement Costs (with 20% contingency)
Boardwalks	\$ 1,810,000	\$ 2,172,000
Docks	\$ 100,000	\$ 120,000
Bridges	\$ 110,000	\$ 132,000
Total	\$ 7,510,000	\$ 9,012,000

2.3 Fleet and Equipment

Fleet	Projected Replacement Costs	Projected Replacement Costs (with 20% contingency)
Passenger Vehicles	\$ 328,000	\$ 394,000
Trucks (1/2 to 1 Ton)	\$ 399,000	\$ 479,000
Water Transportation Vehicles	\$ 48,000	\$ 58,000
All Terrain Vehicles	\$ 90,000	\$ 108,000
Trailers	\$ 45,000	\$ 54,000
Equipment	\$ 481,000	\$ 577,000
Total	\$ 1,391,000	\$ 1,670,000

3.0 Annual Capital Requirements

The following table identifies the capital cost requirements for each of the next 10 years to meet projected capital requirements and maintain the current level of service.

3.1 Water and Erosion Control Structures

Water and Erosion Control Structure	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2025-2035 Total	2025-2035 Average
Project Management (20% of annual project costs)	\$ 2,000	\$ 63,000	\$ 108,001	\$ 94,969	\$ 109,480	\$ 102,577	\$ 85,860	\$ 69,066	\$ 80,000	\$ 80,000	\$ 96,000	\$ 890,953	\$ 80,996
Chesterville Dam	\$ 10,000	\$ -	\$ 144,704	\$ 29,600	\$ 379,500	\$ 281,763	\$ 198,300	\$ -	\$ 93,400	\$ 128,235	\$ 94,146	\$ 1,359,648	\$ 123,604
Crysler Dam	\$ -	\$ -	\$ -	\$ 135,747	\$ -	\$ -	\$ 74,000	\$ 65,330	\$ -	\$ -	\$ -	\$ 275,077	\$ 25,007
Casselman Dam	\$ -	\$ 175,000	\$ 318,000	\$ 280,000	\$ -	\$ 47,391	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 820,391	\$ 74,581
Russell Weir	\$ -	\$ -	\$ 7,300	\$ -	\$ 41,000	\$ -	\$ -	\$ 70,000	\$ 9,500	\$ -	\$ -	\$ 127,800	\$ 11,618
Plantagenet Weir	\$ -	\$ -	\$ -	\$ 14,500	\$ 69,900	\$ 79,300	\$ 157,000	\$ 210,000	\$ 9,500	\$ -	\$ -	\$ 540,200	\$ 49,109
Crysler Dyke	\$ -	\$ 140,000	\$ 70,000	\$ 15,000	\$ -	\$ 44,430	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 269,430	\$ 24,494
Seguinbourg Berm	\$ -	\$ -	\$ -	\$ -	\$ 57,000	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 117,000	\$ 10,636
Anticipated works for 2033 to 2035 Structures to be confirmed.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 287,600	\$ 271,765	\$ 385,854	\$ 945,218	\$ 85,929
TOTAL	\$ 12,000	\$ 378,000	\$ 648,004	\$ 569,816	\$ 656,880	\$ 615,461	\$ 515,160	\$ 414,396	\$ 480,000	\$ 480,000	\$ 576,000	\$ 5,345,718	\$ 485,974
Total Round Up	\$ 12,000	\$ 378,000	\$ 649,000	\$ 570,000	\$ 657,000	\$ 616,000	\$ 516,000	\$ 415,000	\$ 480,000	\$ 480,000	\$ 576,000	\$ 5,349,000	\$ 486,273
Estimated External Funds	\$ -	\$ 189,000	\$ 129,000	\$ 108,000	\$ 228,000	\$ 196,000	\$ 163,000	\$ 39,000	\$ 142,000	\$ 158,000	\$ 172,000	\$ 1,524,000	\$ 138,545
SNC Capital Requirement	\$ 12,000	\$ 189,000	\$ 520,000	\$ 462,000	\$ 429,000	\$ 420,000	\$ 353,000	\$ 376,000	\$ 338,000	\$ 322,000	\$ 404,000	\$ 3,825,000	\$ 347,727

3.2 Buildings and Structures

Buildings and Structures	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2025-2035 Total	2025-2035 Average
Administration Buildings	\$ 160,502	\$ 96,830	\$ 221,551	\$ 582,957	\$ 368,137	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,429,977	\$ 129,998
Storage Buildings / Pumphouses	\$ 97,226	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,340	\$ 105,566	\$ 9,597
Park Shelters and Gazebos	\$ -	\$ -	\$ -	\$ 93,273	\$ 98,170	\$ 232,479	\$ 108,748	\$ 114,458	\$ -	\$ -	\$ 25,021	\$ 672,149	\$ 61,104
Park Washroom Facilities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,915	\$ -	\$ 7,154	\$ -	\$ -	\$ -	\$ 20,069	\$ 1,824
Boardwalks	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 41,702	\$ 41,702	\$ 3,791
Docks	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,749	\$ 33,984	\$ 35,768	\$ -	\$ -	\$ -	\$ 77,501	\$ 7,046
Bridges	\$ 60,000	\$ -	\$ -	\$ -	\$ -	\$ 19,373	\$ -	\$ -	\$ -	\$ -	\$ 58,383	\$ 137,757	\$ 12,523
TOTAL	\$ 317,728	\$ 96,830	\$ 221,551	\$ 676,230	\$ 466,307	\$ 272,517	\$ 142,732	\$ 157,379	\$ -	\$ -	\$ 133,448	\$ 2,484,722	\$ 225,884
Total Round Up	\$ 318,000	\$ 97,000	\$ 222,000	\$ 677,000	\$ 467,000	\$ 273,000	\$ 143,000	\$ 158,000	\$ -	\$ -	\$ 134,000	\$ 2,489,000	\$ 226,273
External Funding	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ 5,909
Sale of Existing Assets	\$ -	\$ -	\$ -	\$ -	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000	\$ 32,727
SNC Capital Requirement	\$ 318,000	\$ 97,000	\$ 222,000	\$ 677,000	\$ 107,000	\$ 208,000	\$ 143,000	\$ 158,000	\$ -	\$ -	\$ 134,000	\$ 2,064,000	\$ 187,636

3.3 Fleet and Equipment

Fleet and Equipment	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2025-2035 Total	2025-2035 Average
Passenger Vehicles	\$ -	\$ -	\$ 42,436	\$ -	\$ 45,020	\$ 92,742	\$ -	\$ -	\$ -	\$ 156,573	\$ 64,508	\$ 401,279	\$ 36,480
Trucks (1/2 to 1 Ton)	\$ 73,163	\$ 96,820	\$ 64,715	\$ 66,656	\$ -	\$ -	\$ 72,837	\$ 75,022	\$ -	\$ 79,591	\$ -	\$ 528,805	\$ 48,073
Water Transportation Vehicles	\$ -	\$ -	\$ -	\$ 52,451	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 52,451	\$ 4,768
All Terrain Vehicles	\$ -	\$ -	\$ -	\$ -	\$ 101,296	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 101,296	\$ 9,209
Trailers	\$ 8,400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,400	\$ 764
Equipment	\$ 57,667	\$ 23,733	\$ 83,656	\$ 61,922	\$ 71,040	\$ 58,867	\$ 59,684	\$ 51,906	\$ 24,284	\$ 56,324	\$ 8,870	\$ 557,953	\$ 50,723
TOTAL	\$ 139,230	\$ 120,553	\$ 190,807	\$ 181,029	\$ 217,356	\$ 151,609	\$ 132,521	\$ 126,928	\$ 24,284	\$ 292,488	\$ 73,378	\$ 1,650,183	\$ 150,017
Total Round Up	\$ 140,000	\$ 121,000	\$ 191,000	\$ 182,000	\$ 218,000	\$ 152,000	\$ 133,000	\$ 127,000	\$ 25,000	\$ 293,000	\$ 74,000	\$ 1,656,000	\$ 150,545
External Funds	\$ 20,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 170,000	\$ 15,455
SNC Capital Requirement	\$ 120,000	\$ 106,000	\$ 176,000	\$ 167,000	\$ 203,000	\$ 137,000	\$ 118,000	\$ 112,000	\$ 10,000	\$ 278,000	\$ 59,000	\$ 1,486,000	\$ 135,091

4.0 Summary

This version of the Asset Management Plan includes:

- Water and Erosion Control Structures;
- Buildings and Structures, and
- Fleet and Equipment.

Assets that are excluded from the Plan are:

- Computer and other Information Technology;
- Land Acquisition;
- Signage, Parking Lots, and other Land Improvements, and
- Natural Assets.

These assets will be included in a future AMP.

4.1 Replacement Costs

Asset Grouping	Projected Replacement Costs	Projected Replacement Costs (with 20% Contingency)
Water and Erosion Control Structures	\$ 28,906,525	\$ 34,687,830
Buildings and Structures	\$ 7,510,000	\$ 9,012,000
Fleet and Equipment	\$ 1,391,000	\$ 1,670,000
Total	\$ 37,807,525	\$ 45,369,830

4.2 Annual Capital Requirements

Asset Grouping	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2025-2035 Total	2025-2035 Average
Water and Erosion Control Structures	\$ 12,000	\$ 378,000	\$ 649,000	\$ 570,000	\$ 657,000	\$ 616,000	\$ 516,000	\$ 415,000	\$ 480,000	\$ 480,000	\$ 576,000	\$ 5,349,000	\$ 486,273
Buildings and Structures	\$ 318,000	\$ 97,000	\$ 222,000	\$ 677,000	\$ 467,000	\$ 273,000	\$ 143,000	\$ 158,000	\$ -	\$ -	\$ 134,000	\$ 2,489,000	\$ 226,273
Fleet and Equipment	\$ 140,000	\$ 121,000	\$ 191,000	\$ 182,000	\$ 218,000	\$ 152,000	\$ 133,000	\$ 127,000	\$ 25,000	\$ 293,000	\$ 74,000	\$ 1,656,000	\$ 150,545
Total before External Funding	\$ 470,000	\$ 596,000	\$ 1,062,000	\$ 1,429,000	\$ 1,342,000	\$ 1,041,000	\$ 792,000	\$ 700,000	\$ 505,000	\$ 773,000	\$ 784,000	\$ 9,494,000	\$ 863,091
External Funds	\$ 20,000	\$ 204,000	\$ 144,000	\$ 123,000	\$ 243,000	\$ 276,000	\$ 178,000	\$ 54,000	\$ 157,000	\$ 173,000	\$ 187,000	\$ 1,759,000	\$ 159,909
Sale of Existing Assets	\$ -	\$ -	\$ -	\$ -	\$ 360,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 360,000	\$ 32,727
SNC Capital Requirement	\$ 450,000	\$ 392,000	\$ 918,000	\$ 1,306,000	\$ 739,000	\$ 765,000	\$ 614,000	\$ 646,000	\$ 348,000	\$ 600,000	\$ 597,000	\$ 7,375,000	\$ 670,455

5.0 Asset Management Challenges

Currently, budgets are planned one year in advance based on departmental review and recommendations. With the implementation of the asset management plan, departments confirm when capital projects and purchases are scheduled and will be better able to forecast future budgets.

5.1 Water and Erosion Control Structures

Water and erosion control structure assets contain multiple and significantly diverse components which often have different lifespans and are usually in varying condition. Determining what capital investments are required, the timing of them, and the cost can be complex.

Currently, SNC's water and erosion control structure assets are each recorded as a single asset; differences in component condition and estimated useful life are not reflected in the data. This data structure makes it challenging for SNC to accurately understand current and future state and investment requirements. Additional data, by structure component, is required for more accurate long-term management of water and erosion control structure assets.

Due to the age of some equipment, it can be difficult to source parts and experienced trade workers to complete repairs and upgrades to SNC structures. Often parts required to be fabricated specifically for SNC's needs.

5.2 Buildings and Structures

Buildings and other structures contain multiple components with different lifespans and are usually in varying conditions. Determining what capital investments are required, the timing of them, and the cost can be complex.

Currently, SNC's buildings and structures are recorded as a single asset; differences in component condition and estimated useful life are not reflected in the data. This data structure makes it challenging for SNC to accurately understand current and future state and investment requirements. Additional data, by structure component, is required for more accurate long-term management of buildings and structures.

Market conditions and the uncertainty of the real estate market make it challenging to estimate costs at the Finch location for the construction of a new storage facility and the removal of portables, to be offset by the anticipated proceeds upon sale of the Berwick property.

Unforeseen natural disasters would have an impact on the replacement costs and schedule.

SNC should continue to monitor all components of each structure and complete maintenance as required. If the condition of a component declines, staff should re-evaluate its lifecycle management strategy to determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of assets.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

5.3 Fleet and Equipment

Due to the uncertainty of usage of the fleet and equipment, unforeseen repairs, uncertainty of the future maintenance, life expectancy of electric vehicles, and the market value of vehicle purchases, assessing an accurate fleet and equipment cost and replacement schedule is challenging.

Occasionally fleet and large equipment purchases do not meet expectations, and the asset could become cost prohibited to retain. Maintaining accurate repair and maintenance records of the fleet and all equipment provides good data to make an informed decision on the future of the assets.

Unforeseen incidents of destruction or theft of an asset is not considered in plans to replace any asset.

To ensure that SNC's fleet assets continues to provide an acceptable level of service, their average condition should be regularly monitored. If the average condition declines, staff should re-evaluate their lifecycle management strategy to determine what combination of maintenance, rehabilitation and replacement activities is required to increase the overall condition of fleet assets.

Each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

6.0 Recommendations

6.1 Water and Erosion Control Structures

1. Currently each structure is recorded as one single asset, with one in-service date, one estimated useful life, and one condition attribute. This data structure does not reflect the nature of the structures which are made up of numerous components (i.e., concrete wall, concrete apron, rip rap, etc.) that have varied estimated useful life and often varying in-service dates and condition. The following can be considered to augment existing structure and replacement costs:
 - a. request condition information from contractors who service critical systems;
 - b. obtain recommendations for capital rehabilitations to structure components, including the estimated cost and recommended date. Incorporate this information into the database; and
 - c. work to refine estimated capital investment requirements at least for major components and reflect this information in asset management analysis and decisions.
2. Continue updating risk models on a regular basis and adjust according, to an evolving understanding and/or changes in data available, to calculate the probability and consequences of asset failure.
3. The Water and Erosion Control Structures Asset Management Plan should be updated annually in accordance with the 10-year work plan update.
4. Beginning with the highest value and most critical assets, develop a condition assessment strategy that identifies assessment methodology, persons responsible, and frequency of re-assessment by category.

5. Complete the conditions assessment of the Plantagenet Dam and Seguinbourg berm.
6. Whenever possible, seek external funding to offset operating and capital expenditures

6.2 Buildings and Structures

1. Currently each structure is recorded as one single asset, with one in-service date, one estimated useful life, and one condition attribute. This data structure does not reflect the nature of the structures which are made up of numerous components (i.e., foundation, windows, HVAC, roof, etc.) that have varied estimated useful life and often varying in-service dates and condition. The following can be considered to augment existing structure and replacement costs:
 - a. complete a building assessment on major structures;
 - b. request condition information from contractors who service critical systems;
 - c. obtain recommendations for capital rehabilitations to structure components, including the estimated cost and recommended date. Incorporate this information into the database.
2. Complete feasibility study for best option in constructing a storage facility at the Finch location.
3. Research options for use of the Berwick property.
4. Complete a feasibility and design study for the need of an Interpretive Centre in Findlay Creek.
5. Seek external funding for capital expenditures.

6.3 Fleet and Equipment

1. Currently SNC has an accurate list of SNC fleet and maintenance records. A record to include maintenance and repairs on all equipment should be retained.
2. Maintenance records should be reviewed regularly. If an asset is costly to maintain or requires significant upgrades, consideration of replacement should be included. If an asset is scheduled to be replaced, yet is in good working condition, the asset would be retained and replaced at a later date.
3. The condition of the fleet and equipment, along with updated life expectancy should be reviewed by staff on a regular basis.
4. Before replacing assets, an option if it is more feasible to rent/lease an asset should be considered. In reviewing the options, factors to consider include:
 - a. when will the asset be used;
 - b. cost of purchase vs. lease, and
 - c. what are the needs for the asset.

7.0 Financial

Below is a summary of the replacement cost, condition rating, and average annual financial requirements of the assets included in this AMP.

Replacement Cost	Condition	Financial Capacity	
\$37,807,525 - \$45,369,830	Good or Better (71%)	Annual Requirement:	\$ 863,000
		Annual Capital Funding:	\$ 160,000
		Annual Sale of Existing Asset:	\$ 33,000
		Annual SNC Required:	\$ 670,000

The average annual capital investment requirement up to 2035, for assets included in this AMP is \$863,000, of which \$670,000 is SNC's annual requirement.

7.1 Water Control Structures

Replacement Cost	Condition	Financial Capacity	
\$28,906,525 - \$34,687,830	Good or Better (71%)	Annual Requirement:	\$ 486,000
		Annual Capital Funding:	\$ 139,000
		Annual SNC Required:	\$ 347,000

The average annual capital investment requirement for the water and erosion and control structures is \$486,000. SNC has historically not allocated sustainable annual funding to capital infrastructure replacement.

Historically, the provincial Water and Erosion Control Infrastructure (WECI) grant has covered 50% of the cost of qualifying capital projects for water and erosion control structures. The WECI funding program, however, has been consistently over-subscribed. This could impact future funding available to maintain assets in a good state of repair to continue delivering the expected levels of service.

Based on capital projects scheduled through to 2035, including projects potentially eligible for WECI funding, equates to an average capital requirement of \$347,000. The annual requirement has been calculated based on replacement of components of the asset.

7.2 Buildings and Structures

Replacement Cost	Condition	Financial Capacity	
\$7,510,000 - \$9,012,000	Good or Better (75%)	Annual Requirement:	\$ 226,000
		Annual Capital Funding:	\$ 6,000
		Annual Sale of Existing Asset:	\$ 33,000
		Annual SNC Required:	\$ 187,000

The average annual capital investment requirement for the buildings and structures is \$226,000. SNC has historically not allocated sustainable annual funding to capital infrastructure replacement and/or purchases.

Prior to August 2025, SNC was renting a storage facility in Berwick. In August 2025, the property was purchased. SNC plans to construct a storage facility at the Finch location in 2027 and 2028 and proceed with upgrades to the administration building in 2029. Upon completion of construction of the storage facility and administration building upgrades, the Berwick property will be sold. The estimated sale price is \$360,000, equivalent to the 2025 purchase price.

In 2030, with the support of the community, SNC plans to construct a new interpretive display and shelter at the Findlay Creek boardwalk at an estimated cost of \$130,000. This project will only proceed if the community financially supports 50% of the project.

Based on capital projects scheduled through to 2035, including construction of a storage facility and interpretive centre, upgrades to the administration building, and the sale of the Berwick property, equates to an average capital requirement of \$187,000. The annual requirement has been calculated based on replacement of components of the asset, where applicable.

7.3 Fleet and Equipment

Replacement Cost	Condition	Financial Capacity	
\$1,391,000 - \$1,670,000	Fair or Better (61%)	Annual Requirement:	\$ 151,000
		Annual Capital Funding:	\$ 15,000
		Annual SNC Required:	\$ 136,000

The average annual capital investment requirement for the fleet and equipment is \$151,000. SNC has historically not allocated sustainable annual funding to capital fleet and equipment replacement.

Over the past few years, SNC has received funding for specific equipment purchases. SNC will continue to seek funding opportunities for its capital equipment. Although funding of these purchases has not been confirmed, it is anticipated SNC will receive an average of \$15,000 annual funding, equivalent to amounts received in the recent past.

Based on capital purchases scheduled through to 2035, SNC requires an average \$136,000 for capital replacement. The annual requirement has been calculated based on replacement of existing assets.

Delaying on annual investment to infrastructure would have an impact on the 10-Year Capital Requirements, both in terms of timing and total cost with possible impacts on infrastructure condition.

7.4 Use of Levy and Reserves

SNC requires \$670,000 in capital levy and reserves to meet its asset management needs, for the included asset classes, to 2035.

In 2024, SNC implemented a Capital Levy for capital assets. In 2025, the capital levy was \$200,000.

In addition to the Capital Levy, SNC has accumulated various reserves for Capital Assets that may be used Water and Erosion Control Structures, Buildings and Structures, and/or Fleet and Equipment. As of December 31, 2024, reserves available for Capital Assets are:

Reserve Fund	Balance as of December 31, 2024
Capital Levy	\$ 50,000
Capital Projects	\$ 987,631
New Shop	\$ 111,965
Water Control Structures	\$ 129,710
Total	\$ 1,279,306

In addition to the Capital Asset reserves, as of December 31, 2024, the balance in the Operations Reserves is \$1,506,396. Currently, there is no restriction on how operations reserves may be used.

When considering using reserves, the Authority must consider the balance available in the reserve and future capital needs and applicable financing. It is imperative that the Authority maintain an overall healthy reserve balance to provide flexibility to take advantage of opportunities that may arise or respond to unforeseen expenses.

7.5 Financial Recommendations

A 9.0% increase on the General and Capital Levies would be required to cover the estimated annual deficit. Based on SNC's current Capital Levy and estimated external funding, SNC is experiencing a \$434,000 annual shortfall in financing of capital assets.

If SNC utilized Capital Asset reserves, listed in section 7.4, of \$1,279,306 and Operating reserves of \$1,506,396, SNC would consume all the reserves by 2031. SNC would be required to finance capital projects starting in 2032. By December 31, 2035, SNC would experience a capital financing deficit of \$1,200,000.

FOR DISCUSSION AT OCTOBER 16TH, 2025 BOARD MEETING:

Options for addressing annual capital asset shortfall.

7.6 Financial Considerations

To support annual budgeting and future asset management planning, in addition to the financial recommendations in section 7.5, SNC should:

1. Adjust capital requirements by inflation on an annual basis.
2. Consider identified capital investment requirements alongside quantitative risk during future versions of the AMP.
3. Complete an annual gap analysis to inform annual allocations to water and erosion control structures capital infrastructure.
4. Review the annual capital deficit in relation to all assets and the full budget.
5. Compare and integrate annual deficit with the replacement cost.
6. Review portfolio target reinvestment rate – is it appropriate.
7. Continue to apply for WECl funding for eligible projects.
8. Explore other provincial, federal, and other funding options.
9. Explore potential revenue streams for use of SNC water and erosion control structures.

7.7 Administrative

Other recommendations to guide the continuous refinement of the SNC's asset management program include:

1. Review SNC's Tangible Capital Asset (TCA) Policy for appropriateness, consider the capital thresholds, the use of pooling assets, and the accuracy of the Financial Estimated Useful Life.

2. Develop an Asset Management Policy. At a minimum the Policy should formally recognize the importance of Asset Management, identify roles and responsibility for Asset Management Stewardship, and establish how Asset Management information will be considered by SNC and its Board of Directors.
3. Expand the Asset Management Plan to include:
 - Computers and other Information Technology;
 - Land Acquisition;
 - Signage, Parking Lots, and other Land Improvements, and
 - Natural Assets.

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