



South Nation  
**Conservation**  
de la Nation Sud

## Appendix A

### BUDGET 2027





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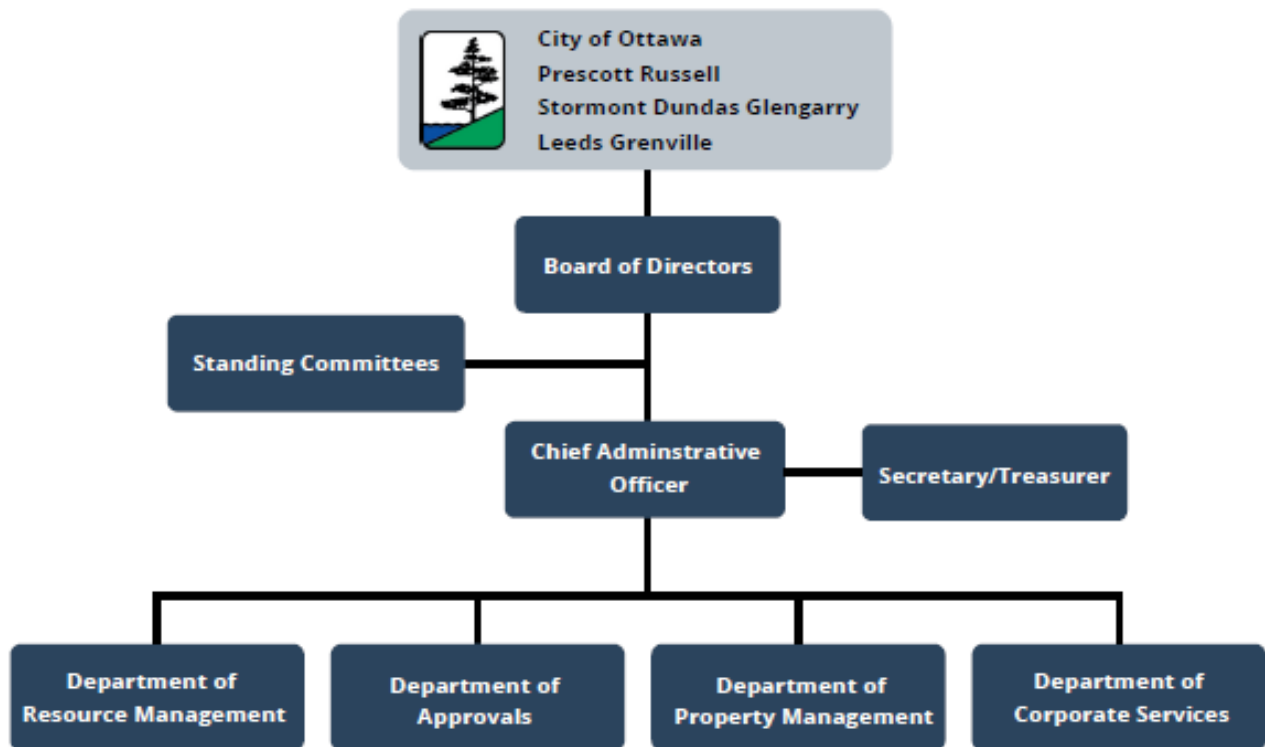


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## Budget Summary

| ESTIMATED STATEMENT OF OPERATION<br>AS OF August 31, 2026 | Final<br>Budget 2026 | Forecast<br>Dec 31 2026 | Draft Budget<br>2027 | Increase/<br>(Decrease)<br>% |
|-----------------------------------------------------------|----------------------|-------------------------|----------------------|------------------------------|
| <b>EXPENDITURES</b>                                       |                      |                         |                      |                              |
| <b>OPERATING EXPENSE</b>                                  |                      |                         |                      |                              |
| <b>Resource Management</b>                                |                      |                         |                      |                              |
| Water Response Programs                                   | 187,598              | 256,714                 | (21,274)             | (108.29%)                    |
| Partner Programs                                          | 851,137              | 1,356,781               | 651,619              | (51.97%)                     |
| Landowner Stewardship & Outreach                          | 661,992              | 1,059,764               | 2,130,807            | 101.06%                      |
| <b>Total Resource Management</b>                          | <b>1,700,726</b>     | <b>2,673,258</b>        | <b>2,761,152</b>     | <b>3.29%</b>                 |
| <b>Property &amp; Approvals</b>                           |                      |                         |                      |                              |
| Property                                                  | 1,740,775            | 2,410,000               | 1,778,598            | (26.20%)                     |
| Approvals                                                 | 1,642,487            | 1,669,728               | 1,599,391            | (4.21%)                      |
| <b>Total Property &amp; Approvals</b>                     | <b>3,383,262</b>     | <b>4,079,728</b>        | <b>3,377,989</b>     | <b>(17.20%)</b>              |
| <b>Corporate Services</b>                                 |                      |                         |                      |                              |
| Corporate Services                                        | 1,618,658            | 1,628,423               | 1,737,232            | 6.68%                        |
| Communications                                            | 345,477              | 280,723                 | 239,947              | (14.53%)                     |
| <b>Total Corporate Services</b>                           | <b>1,964,135</b>     | <b>1,909,146</b>        | <b>1,977,179</b>     | <b>3.56%</b>                 |
| <b>TOTAL OPERATING EXPENSE</b>                            | <b>7,048,124</b>     | <b>8,662,132</b>        | <b>8,116,320</b>     | <b>(6.30%)</b>               |
| <b>CAPITAL and PROJECT EXPENSE</b>                        |                      |                         |                      |                              |
| <b>Resource Management</b>                                |                      |                         |                      |                              |
| Capital                                                   | 100,610              | 120,547                 | 62,500               | (48.15%)                     |
| Projects                                                  | 2,294,094            | 1,817,659               | 2,489,937            | 36.99%                       |
| <b>Total Resource Management</b>                          | <b>2,394,705</b>     | <b>1,938,205</b>        | <b>2,552,437</b>     | <b>31.69%</b>                |
| <b>Property &amp; Approvals</b>                           |                      |                         |                      |                              |
| Capital                                                   | 883,741              | 3,962,256               | 818,458              | (79.34%)                     |
| Projects                                                  | -                    | -                       | -                    | -                            |
| <b>Total Property &amp; Approvals</b>                     | <b>883,741</b>       | <b>3,962,256</b>        | <b>818,458</b>       | <b>(79.34%)</b>              |
| <b>Corporate Services</b>                                 |                      |                         |                      |                              |
| Capital                                                   | 25,000               | 25,000                  | 150,000              | 500.00%                      |
| Projects                                                  | -                    | -                       | -                    | -                            |
| <b>Total Corporate Services</b>                           | <b>25,000</b>        | <b>25,000</b>           | <b>150,000</b>       | <b>500.00%</b>               |
| <b>TOTAL CAPITAL AND PROJECT EXPENSE</b>                  | <b>3,303,446</b>     | <b>5,925,462</b>        | <b>3,520,895</b>     | <b>(40.58%)</b>              |
| <b>TOTAL OVERALL EXPENSE</b>                              | <b>10,351,569</b>    | <b>14,587,594</b>       | <b>11,637,215</b>    | <b>(20.23%)</b>              |
| <b>REVENUE</b>                                            |                      |                         |                      |                              |
| Other Sources                                             | 4,447,278            | 8,150,773               | 5,497,449            | (32.55%)                     |
| General Levy                                              | 4,847,480            | 4,847,480               | 5,097,793            | 5.164%                       |
| Capital Levy                                              | 209,093              | 209,093                 | 219,891              | 5.164%                       |
| Special Levy                                              | 497,000              | 823,288                 | 497,000              | (39.63%)                     |
| Source Protection                                         | 153,221              | 153,221                 | 157,507              | 2.80%                        |
| Ministry of Natural Resources (Regular)                   | 91,070               | 91,070                  | 91,070               | -                            |
| <b>TOTAL REVENUE</b>                                      | <b>10,245,142</b>    | <b>14,274,925</b>       | <b>11,560,710</b>    | <b>(19.01%)</b>              |
| <b>NET OVERALL</b>                                        | <b>106,427</b>       | <b>312,669</b>          | <b>76,506</b>        |                              |
| Transfer To / (From) Reserve                              | (106,427)            | (255,250)               | (76,506)             |                              |
| Cash (Surplus) Beginning of Year                          |                      |                         |                      |                              |
| Cash Deficit / (Surplus) End of Year                      | -                    | 57,419                  | -                    |                              |

**Estimated Reserve**

|                                 | 2025                                    | 2026                                                |                                              |                                             | 2027                                              |                                            |                                              |
|---------------------------------|-----------------------------------------|-----------------------------------------------------|----------------------------------------------|---------------------------------------------|---------------------------------------------------|--------------------------------------------|----------------------------------------------|
| Reserves                        | Audited Balance<br>December<br>31, 2025 | Forecast<br>Transfers<br>(From)<br>2026<br>Reserves | Forecast<br>Transfers<br>To 2026<br>Reserves | Forecast<br>Balance<br>December<br>31, 2026 | Budget<br>Transfers<br>(From)<br>2027<br>Reserves | Budget<br>Transfers<br>To 2027<br>Reserves | Estimated<br>Balance<br>December<br>31, 2027 |
| Operating                       | 1,635,435                               | (292,897)                                           | 57,196                                       | 1,399,734                                   | (100,109)                                         | 34,720                                     | 1,334,345                                    |
| Capital Projects                | 1,538,012                               | (133,624)                                           | 39,682                                       | 1,444,070                                   | (65,135)                                          | 35,819                                     | 1,414,754                                    |
| Water Control Structures        | 128,716                                 | -                                                   | 13,321                                       | 142,037                                     | (15,000)                                          | 13,523                                     | 140,560                                      |
| Sewage Systems Inspections      | 317,490                                 | -                                                   | 60,462                                       | 377,952                                     | -                                                 | 18,113                                     | 396,065                                      |
| Dr. Jackson - Forestry Programs | 12,519                                  | -                                                   | 323                                          | 12,842                                      | -                                                 | 319                                        | 13,161                                       |
| School Programs                 | 2,718                                   | -                                                   | 70                                           | 2,788                                       | -                                                 | 69                                         | 2,857                                        |
| Memorial Fund                   | 47,168                                  | (1,000)                                             | 1,217                                        | 47,385                                      | -                                                 | 1,175                                      | 48,560                                       |
| <b>Grand Total</b>              | <b>3,682,058</b>                        | <b>(427,521)</b>                                    | <b>172,271</b>                               | <b>3,426,808</b>                            | <b>(180,244)</b>                                  | <b>103,738</b>                             | <b>3,350,302</b>                             |

|                                       | 2026                                                |                                              |          | 2027                                              |                                            |  |
|---------------------------------------|-----------------------------------------------------|----------------------------------------------|----------|---------------------------------------------------|--------------------------------------------|--|
| Above Includes                        | Forecast<br>Transfers<br>(From)<br>2026<br>Reserves | Forecast<br>Transfers<br>To 2026<br>Reserves |          | Budget<br>Transfers<br>(From)<br>2027<br>Reserves | Budget<br>Transfers<br>To 2027<br>Reserves |  |
| Interest                              |                                                     | 95,000                                       |          |                                                   | 85,000                                     |  |
| Municipal Tree Giveaway               | (4,500)                                             |                                              |          |                                                   |                                            |  |
| 2026 Projects Carried Forward to 2027 |                                                     | 15,000                                       |          | (15,000)                                          |                                            |  |
| 2025 Projects Carried Forward to 2027 |                                                     |                                              |          | (25,000)                                          |                                            |  |
| Land Legal                            | (135,000)                                           |                                              |          |                                                   |                                            |  |
| Springhill Partnership                | (21,883)                                            |                                              |          | (45,000)                                          |                                            |  |
| Oschmann Forest Capital Projects      | (6,500)                                             |                                              |          |                                                   |                                            |  |
| Vehicle Purchase                      | (85,014)                                            |                                              |          | (30,109)                                          |                                            |  |
| Casselman Dam Restoration             | (133,624)                                           |                                              |          | (65,135)                                          |                                            |  |
| Weather Monitoring Equipment          | (40,000)                                            |                                              |          |                                                   |                                            |  |
| Water Control Structures              |                                                     | 10,000                                       |          |                                                   | 10,000                                     |  |
| Sewage System Inspections             |                                                     | 52,271                                       |          |                                                   | 8,738                                      |  |
| Memorial Fund - Oak Valley Park       | (1,000)                                             |                                              |          |                                                   |                                            |  |
| <b>Total</b>                          | <b>(427,521)</b>                                    | <b>172,271</b>                               | <b>-</b> | <b>(180,244)</b>                                  | <b>103,738</b>                             |  |

***Municipal Levy Comparison 2026/2027***

| <b>Municipality</b>    | <b>Total 2026<br/>General Levy</b> | <b>Total 2027<br/>General Levy</b> | <b>Total Dollar<br/>Change</b> | <b>Apportionment<br/>%</b> |
|------------------------|------------------------------------|------------------------------------|--------------------------------|----------------------------|
| Ottawa                 | 3,705,352                          | 3,891,539                          | 186,187                        | 76.34%                     |
| Clarence-Rockland      | 220,503                            | 231,099                            | 10,596                         | 4.53%                      |
| Russell                | 210,760                            | 228,957                            | 18,197                         | 4.49%                      |
| The Nation             | 121,917                            | 128,356                            | 6,439                          | 2.52%                      |
| North Dundas           | 115,657                            | 120,957                            | 5,300                          | 2.37%                      |
| South Dundas           | 97,987                             | 103,567                            | 5,580                          | 2.03%                      |
| Alfred and Plantagenet | 75,386                             | 79,354                             | 3,968                          | 1.56%                      |
| North Grenville        | 64,649                             | 68,172                             | 3,523                          | 1.34%                      |
| Edwardsburgh/Cardinal  | 65,458                             | 67,882                             | 2,424                          | 1.33%                      |
| North Stormont         | 51,805                             | 54,293                             | 2,488                          | 1.07%                      |
| Augusta                | 44,715                             | 47,042                             | 2,327                          | 0.92%                      |
| Casselman              | 44,258                             | 46,384                             | 2,126                          | 0.91%                      |
| North Glengarry        | 17,592                             | 18,226                             | 634                            | 0.36%                      |
| South Stormont         | 9,950                              | 10,417                             | 467                            | 0.20%                      |
| Elizabethtown - Kitley | 762                                | 790                                | 28                             | 0.02%                      |
| Champlain              | 729                                | 758                                | 29                             | 0.01%                      |
| <b>Total</b>           | <b>4,847,480</b>                   | <b>5,097,793</b>                   | <b>250,313</b>                 | <b>100.00%</b>             |

| <b>Municipality</b>    | <b>Total 2026<br/>Capital Levy</b> | <b>Total 2027<br/>Capital Levy</b> | <b>Total Dollar<br/>Change</b> | <b>Apportionment<br/>%</b> |
|------------------------|------------------------------------|------------------------------------|--------------------------------|----------------------------|
| Ottawa                 | 159,827                            | 167,860                            | 8,032                          | 76.34%                     |
| Clarence-Rockland      | 9,511                              | 9,968                              | 457                            | 4.53%                      |
| Russell                | 9,091                              | 9,876                              | 785                            | 4.49%                      |
| The Nation             | 5,259                              | 5,537                              | 278                            | 2.52%                      |
| North Dundas           | 4,989                              | 5,217                              | 228                            | 2.37%                      |
| South Dundas           | 4,227                              | 4,467                              | 240                            | 2.03%                      |
| Alfred and Plantagenet | 3,252                              | 3,423                              | 171                            | 1.56%                      |
| North Grenville        | 2,789                              | 2,941                              | 152                            | 1.34%                      |
| Edwardsburgh/Cardinal  | 2,823                              | 2,928                              | 105                            | 1.33%                      |
| North Stormont         | 2,235                              | 2,342                              | 107                            | 1.06%                      |
| Augusta                | 1,929                              | 2,029                              | 100                            | 0.92%                      |
| Casselman              | 1,909                              | 2,001                              | 92                             | 0.91%                      |
| North Glengarry        | 759                                | 786                                | 27                             | 0.36%                      |
| South Stormont         | 429                                | 449                                | 20                             | 0.20%                      |
| Elizabethtown - Kitley | 33                                 | 34                                 | 1                              | 0.02%                      |
| Champlain              | 31                                 | 33                                 | 2                              | 0.02%                      |
| <b>Total</b>           | <b>209,093</b>                     | <b>219,891</b>                     | <b>10,797</b>                  | <b>100.00%</b>             |

**PowerPoint Slide: #7-8*****Special Levy Summary***

|                                         |                       |
|-----------------------------------------|-----------------------|
| Ottawa Rural Clean Water Program        | 200,000               |
| Ottawa Tree Replacement Program         | 200,000               |
| Eastern Ontario Water Resources Program | 50,000                |
| Baseline Monitory Program               | 47,000                |
| <b>Total Special Levies</b>             | <b><u>497,000</u></b> |

|                   |                         |
|-------------------|-------------------------|
| <b>TOTAL LEVY</b> | <b><u>5,814,684</u></b> |
|-------------------|-------------------------|

***Category 1, 2, and 3 Summary***

| Category           | Operations              |                         | Capital                 |                         | Total                   |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
|                    | Total Budgeted Expenses | Budgeted Municipal Levy | Total Budgeted Expenses | Budgeted Municipal Levy | Total Budgeted Expenses | Budgeted Municipal Levy |
| Category 1         | 5,141,808               | 2,413,982               | 630,885                 | 339,750                 | 5,772,693               | 2,753,732               |
| Category 2         | 1,352,905               | 10,936                  | 36,000                  | -                       | 1,388,905               | 10,936                  |
| Category 3         | 2,177,207               | 189,312                 | 139,073                 | 139,073                 | 2,316,280               | 328,385                 |
| General Operations | 1,934,337               | 1,857,740               | 225,000                 | 147,000                 | 2,159,337               | 2,004,740               |
| <b>Total</b>       | <b>10,606,257</b>       | <b>4,471,970</b>        | <b>1,030,958</b>        | <b>625,823</b>          | <b>11,637,215</b>       | <b>5,097,793</b>        |

Category 1 - Mandatory Programs and Services delegated by the Province to conservation authorities.

Category 2 - Municipal Programs and Services provided through an agreement between the municipalities and the conservation authorities.

Category 3 - Other Programs and Services that the conservation authorities determine are advisable for the benefit of the watershed.

General Operations are expenses related to the operation of the Authority, and not specifically related to program delivery, such as, corporate governance, financial management, IT, insurance, and utilities.



## PowerPoint Slide: #9

**Other Sources****PARTNERS**

|                                                                       |           |                  |
|-----------------------------------------------------------------------|-----------|------------------|
| Resilient Agricultural Landscape Program (RALP)                       | 1,542,000 |                  |
| City of Ottawa (Floodplain Mapping)                                   | 628,525   |                  |
| United Counties of Prescott-Russell (Floodplain Mapping)              | 163,330   |                  |
| United Counties of Stormont Dundas and Glengarry (Floodplain Mapping) | 150,560   |                  |
| City of Ottawa (Bear Brook Watershed Study and Hazard Mapping)        | 106,118   |                  |
| Other Partner Programs                                                | 98,850    |                  |
| Forests Canada                                                        | 95,000    |                  |
| Township of Russell (East York Creek Project)                         | 55,000    |                  |
| Growing Canada's Community Canopies                                   | 52,760    |                  |
| Municipal Tree Programs                                               | 44,161    |                  |
| City of Ottawa (Tree Programs)                                        | 42,000    |                  |
| United Counties of Prescott-Russell (Forestry Services)               | 25,000    |                  |
| Municipal Unstable Slopes                                             | 25,000    |                  |
| Lindsay Solar (Species at Risk Benefit Exchange)                      | 17,300    |                  |
| United Counties of Stormont Dundas and Glengarry (Forestry Services)  | 15,000    |                  |
| Municipal Stormwater Facilities                                       | 7,967     |                  |
| <b>Sub-Total</b>                                                      |           | <b>3,068,570</b> |

**USER FEES**

|                                            |         |                  |
|--------------------------------------------|---------|------------------|
| Septic Permits                             | 525,000 |                  |
| Development Permits                        | 415,000 |                  |
| Regulations                                | 150,000 |                  |
| Landowner Stewardship Program              | 77,500  |                  |
| Other User Fees (variety of small amounts) | 24,230  |                  |
| Forest Timber Revenue                      | 37,000  |                  |
| Parks Revenue                              | 23,500  |                  |
| Data Requests                              | 15,000  |                  |
| Participation Fees (Fish Camps)            | 15,000  |                  |
| Casselman Water Power Station              | 7,000   |                  |
| <b>Sub-Total</b>                           |         | <b>1,289,230</b> |

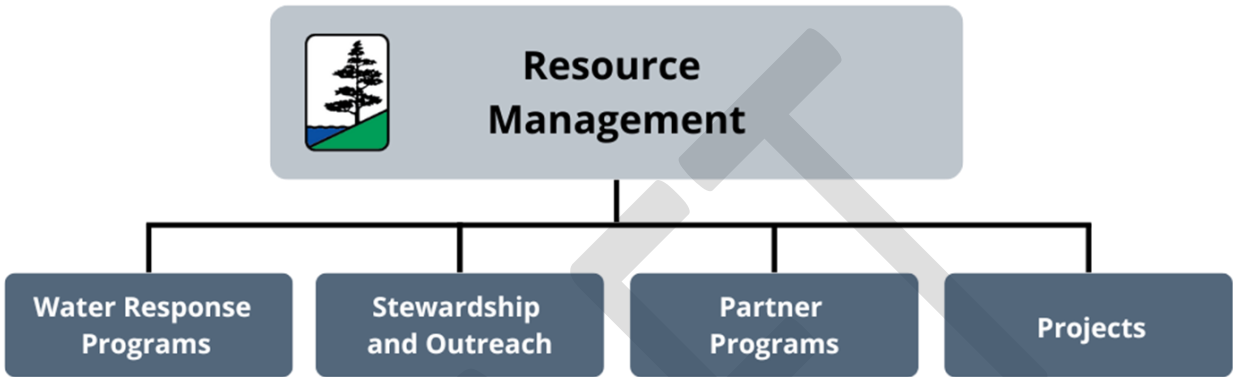
**OTHER GRANTS**

|                                                                              |         |                |
|------------------------------------------------------------------------------|---------|----------------|
| Flood Hazard Identification and Mapping Program                              | 639,257 |                |
| Ministry of the Environment, Conservation, and Parks (Great Lakes Education) | 101,066 |                |
| Federal Funding Programs                                                     | 100,000 |                |
| Ministry of Natural Resources (Water and Erosion Control Infrastructure)     | 50,000  |                |
| Various Employment Grants                                                    | 40,000  |                |
| Other Provincial Grants                                                      | 4,900   |                |
| <b>Sub-Total</b>                                                             |         | <b>935,222</b> |

**MISCELLANEOUS**

|                                                      |         |                |
|------------------------------------------------------|---------|----------------|
| Interest                                             | 155,597 |                |
| Hunting Fees and Land Leasing, etc.                  | 21,000  |                |
| Donations                                            | 14,330  |                |
| Sale of Capital Asset                                | 8,000   |                |
| Other (variety of smaller amounts less than \$5,000) | 5,500   |                |
| <b>Sub-Total</b>                                     |         | <b>204,427</b> |

**TOTAL REVENUES** **5,497,449**





## ***Resource Management***

### **Water Response Programs**

#### **Purpose:**

- Collect and analyze weather, surface and ground water quantity and quality, and stream health to establish trends in our jurisdiction.
- Provide watershed information and GIS products to support policy development, decision-making, public consultations, and external communications.
- Develop tools to enhance flood prediction and warning systems such as flood depth mapping and models.
- Provide flood and drought forecasting to SNC member municipalities, residents, and partners.
- Assist the Ministry of Natural Resources with program implementation and provide input on strategic planning.
- Seek new opportunities to ensure continued innovation and organizational growth.
- Mapping and analysis of natural features, hazards, and regulatory lines.
- Maintenance of a public and internal Geoportal tool.
- Maintain natural hazards mapping in digital format to be integrated into municipal planning documents and Geographic Information Systems.
- Development and maintenance of the drone program.
- Complete Technical Reviews – applications under the Planning and Conservation Authorities Acts.
- Assist Ministry of Environment, Conservation, and Parks in the review of Permits to Take Water.
- Assist Ministry of Natural Resources in the review of aggregate applications.
- Assist municipalities in the review of proposals under the Drainage Act.
- Capital: monitoring station and surveying unit.

#### **2027 Deliverables:**

- Provide scientific data to partners and consultants through data requests.
- Collection of surface and groundwater quality data to maintain long-term period of record and support trend analysis and reporting.
- Manage the Flood Forecasting and Warning and Low Water Response Programs for the watershed, and St. Lawrence and Ottawa Rivers.
- Manage the Low Water Response program for the South Nation jurisdiction.
- Represent Eastern Ontario on Provincial committees.
- Assess potential climate change adaptation strategies.
- Host a flood emergency management workshop.
- Provide technical advice on drainage, erosion, unstable slopes, stream health, wastewater discharge, and floodplain mapping.
- Improvements to the Geoportal and watershed model. Development of tools to assist SNC's work.
- Finalize SNC's development guidelines. Assist the City of Ottawa with their stormwater stream erosion strategies.
- Seek funding opportunities to develop a climate strategy for the jurisdiction in partnership with member municipalities and counties.
- Drone program standard operating procedures development. Offer services to member municipalities.
- Develop a jurisdiction monitoring strategy, working with partners municipalities and neighboring CAs.



## Resource Management

### Water Response Programs

| Description                              | Budget 2026     | Forecast 2026   | Draft Budget 2027 | Increase/ (Decrease) 2027 | Notes                                         |
|------------------------------------------|-----------------|-----------------|-------------------|---------------------------|-----------------------------------------------|
| <b>Operating Expenses:</b>               |                 |                 |                   |                           |                                               |
| Salaries and Benefits                    | 1,936,229       | 1,925,898       | 2,120,041         | 194,143                   | Anticipated payroll and staff charge in 2027  |
| Salary Recovery to Projects and Programs | (1,847,432)     | (1,762,641)     | (2,243,815)       | (481,174)                 | Anticipated staff recovery in 2027            |
| Board and Committee                      | 2,000           | -               | 2,000             | 2,000                     |                                               |
| Travel and Training                      | 26,650          | 30,677          | 27,900            | (2,777)                   |                                               |
| Equipment Repairs & Maintenance          | 25,000          | 15,648          | 25,000            | 9,352                     |                                               |
| Professional Fees                        | 4,750           | 500             | 5,500             | 5,000                     |                                               |
| Professional Services                    | 20,700          | 20,700          | 20,700            | -                         |                                               |
| Telephone & Internet                     | 2,000           | 2,000           | 2,000             | -                         |                                               |
| Contracted Services & Technical Services | 16,500          | 18,903          | 17,700            | (1,203)                   |                                               |
| Supplies and Materials                   | 18,000          | 18,960          | 18,500            | (460)                     |                                               |
| Program Support                          | -               | 619             | -                 | (619)                     |                                               |
| <b>Total Operating Expenses</b>          | <b>204,398</b>  | <b>271,264</b>  | <b>(4,474)</b>    | <b>(275,738)</b>          |                                               |
| <b>Revenue:</b>                          |                 |                 |                   |                           |                                               |
| Fees                                     | 12,000          | 15,000          | 15,000            | -                         |                                               |
| Provincial                               | 15,300          | 15,390          | 15,300            | (90)                      |                                               |
| Federal                                  | 8,800           | -               | -                 | -                         |                                               |
| Partners                                 | -               | 5,000           | -                 | (5,000)                   |                                               |
| Other                                    | 5,000           | 5,000           | 5,000             | -                         |                                               |
| Grant                                    | 15,000          | 12,750          | 15,000            | 2,250                     |                                               |
| Project Recovery                         | 1,800           | 1,800           | 1,800             | -                         |                                               |
| <b>Total Revenue</b>                     | <b>57,900</b>   | <b>54,940</b>   | <b>52,100</b>     | <b>(2,840)</b>            |                                               |
| <b>Net Operating Cost</b>                | <b>146,498</b>  | <b>216,324</b>  | <b>(56,574)</b>   | <b>(272,898)</b>          |                                               |
| <b>Capital</b>                           |                 |                 |                   |                           |                                               |
| Capital Expense                          | 87,500          | 96,171          | 47,500            | (48,671)                  | 2026 included purchase of surveying equipment |
| <b>Overall Net</b>                       | <b>233,998</b>  | <b>312,495</b>  | <b>(9,074)</b>    | <b>(321,569)</b>          |                                               |
| <b>Transfer To/(From) Reserve</b>        | <b>(40,000)</b> | <b>(40,000)</b> | <b>-</b>          | <b>40,000</b>             | 2026 includes project carry forward from 2025 |
| <b>Net Requirement</b>                   | <b>193,998</b>  | <b>272,495</b>  | <b>(9,074)</b>    | <b>(281,569)</b>          |                                               |
| <b>Total Depreciation</b>                | <b>50,452</b>   | <b>50,452</b>   | <b>51,294</b>     | <b>842</b>                |                                               |



## **Resource Management**

### **Landowner Stewardship and Outreach**

#### **Purpose:**

- Provide an incentive-based tree planting program for residents and municipalities in SNC's jurisdiction.
- Provide support towards woodlot recovery efforts in response to the May 2022 derecho storm with federal funding through the 2 Billion Tree Program.
- Partner with member municipalities to provide residents with free tree seedlings.
- Provide cost-share incentives to property owners to implement water quality protection projects.
- Partner with agricultural producers to provide cost-share grants for projects that support carbon sequestration on marginal lands through the Resilient Agricultural Landscape Program – Marginal Lands Initiative.
- Through supporting public events and delivering educational programming SNC promotes the protection and proper management of natural resources.
- SNC awards grants to community groups to support environmental initiatives throughout the SNC jurisdiction. These grants provide high profile for SNC at a low cost and encourage the use of our watercourses for recreation.
- Staff actively seek funding partnerships, liaise with existing partner organizations, and provide support to SNC teams in developing and submitting funding applications and securing donations.

#### **2027 Deliverables:**

- Tree Planting
  - Plant 50,000 seedlings.
  - Conduct 30 site visits and provide site preparation as required.
  - Supervise tree planting and tree tending contracts.
  - Complete site preparation.
  - Conduct 60 seedling survival assessments.
  - Host 18 tree giveaway activities with municipal partners.
- Woodlot Storm Recovery Program
  - Provide forest recovery assistance to woodlot owners including site plans and coordination of site preparation and reforestation.
  - Plant 50,000 trees.
- Clean Water Program
  - 20 water quality improvement grants.
- Resilient Agricultural Landscape Program – Marginal Lands Initiative
  - Lead coordination of the initiative for Eastern Ontario.
  - Complete 30 site visits and prepare project plans.
  - Complete 20 projects.
  - Coordinate promotion of the initiative with all partners.
- Education and Outreach
  - Deliver Great Lakes Education Project.
  - Deliver maple syrup education program and loan out education kits.
  - Deliver 6 Youth Fish Camps (150 youth) and support Youth Hunt.
  - Coordinate high school stewardship certification training events.
  - Deliver Stream of Dreams Education.
  - Deliver the Community Environmental Grants Program awarding 30 grants for community events that promote environmental stewardship.



## Resource Management

### Landowner Stewardship and Outreach

| Description                              | Budget 2026    | Forecast 2026    | Draft Budget 2027 | Increase/ (Decrease) 2027 | Notes                                                                      |
|------------------------------------------|----------------|------------------|-------------------|---------------------------|----------------------------------------------------------------------------|
| <b>Operating Expenses:</b>               |                |                  |                   |                           |                                                                            |
| Salaries and Benefits                    | 192,742        | 267,399          | 362,403           | 95,004                    | Anticipated payroll and staff charge in 2027                               |
| Salary Recovery to Projects and Programs | -              | (4,500)          | -                 | 4,500                     |                                                                            |
| Travel and Training                      | 2,000          | 1,314            | 1,000             | (314)                     |                                                                            |
| Equipment Repairs & Maintenance          | 500            | -                | 500               | 500                       |                                                                            |
| Advertising and Promotion                | 5,500          | 5,000            | 8,250             | 3,250                     |                                                                            |
| Professional Services                    | -              | 2,000            | 10,000            | 8,000                     |                                                                            |
| Contracted Services & Technical Services | 197,000        | 395,921          | 1,184,750         | 788,829                   | Increase in Resilient Agricultural Landscape Program projects in 2027      |
| Vehicles                                 | 2,500          | -                | 2,500             | 2,500                     |                                                                            |
| Supplies and Materials                   | 35,750         | 112,261          | 370,355           | 258,093                   | Increase in Resilient Agricultural Landscape Program projects in 2027      |
| Tree Planting Materials & Services       | 166,000        | 220,368          | 131,000           | (89,368)                  | Decrease in trees planted under the Woodlot Storm Recovery Program in 2027 |
| Grants                                   | 60,000         | 60,000           | 60,000            | -                         |                                                                            |
| <b>Total Operating Expenses</b>          | <b>661,992</b> | <b>1,059,764</b> | <b>2,130,807</b>  | <b>1,071,044</b>          |                                                                            |
| <b>Revenue:</b>                          |                |                  |                   |                           |                                                                            |
| Fees                                     | 176,930        | 115,925          | 198,930           | 83,005                    | Lower than anticipated tree planting numbers in 2026                       |
| Provincial                               | -              | 13,935           | 101,066           | 87,131                    | Great Lakes Stewardship/Education                                          |
| Federal                                  | 122,500        | 125,375          | 100,000           | (25,375)                  | Decrease in projects under the Woodlot Storm Recovery Program in 2027      |
| Partners                                 | 177,500        | 460,692          | 1,554,500         | 1,093,808                 | Increase in Resilient Agricultural Landscape Program projects in 2027      |
| Municipal                                | 2,500          | 233              | 2,000             | 1,768                     |                                                                            |
| Other                                    | 28,000         | 145,973          | 13,000            | (132,973)                 | 2026 tree planting in Ottawa under the Woodlot Storm Recovery Program      |
| <b>Total Revenue</b>                     | <b>507,430</b> | <b>862,132</b>   | <b>1,969,496</b>  | <b>1,107,364</b>          |                                                                            |
| <b>Net Operating Cost</b>                | <b>154,562</b> | <b>197,632</b>   | <b>161,312</b>    | <b>(36,320)</b>           |                                                                            |
| <b>Capital</b>                           |                |                  |                   |                           |                                                                            |
| Capital Expense                          | -              | -                | -                 | -                         |                                                                            |
| <b>Overall Net</b>                       | <b>154,562</b> | <b>197,632</b>   | <b>161,312</b>    | <b>(36,320)</b>           |                                                                            |
| <b>Transfer To/(From) Reserve</b>        | <b>(4,500)</b> | <b>(4,500)</b>   | <b>-</b>          | <b>4,500</b>              |                                                                            |
| <b>Net Requirement</b>                   | <b>150,062</b> | <b>193,132</b>   | <b>161,312</b>    | <b>(31,820)</b>           |                                                                            |
| <b>Total Depreciation</b>                | <b>-</b>       | <b>-</b>         | <b>-</b>          | <b>-</b>                  |                                                                            |



## **Resource Management**

### **Partner Programs**

#### **Purpose:**

- Provide incentives for Ottawa property owners to replace trees infected with the Emerald Ash Borer and/or damaged by severe weather events.
- Provide support for woodlot management plans.
- Provide forestry services to the United Counties of Stormont, Dundas, and Glengarry, United Counties of Prescott and Russell, and various municipalities.
- Partner with nine municipalities to maintain trees planted through the Growing Canada's Community Canopies program.
- Provide cost-share incentives to Ottawa property owners to implement water quality improvement projects.
- Provide incentives to adopt technology and activities that improve water resources in Eastern Ontario.
- Support City of Ottawa with monitoring water quality at key long-term sites.

#### **2027 Deliverables:**

- Ottawa Tree Replacement Program
  - Replace 500 infected ash and/or storm damaged trees with native trees.
- Woodlot Advisory Service
  - Provide 70 \$500-grants to eligible woodlot owners to develop forest management plans.

- Municipal Forestry Services
  - Coordinate management of the Warwick Forest Conservation Area and provide professional forestry services as requested in annual workplans to the United Counties of Stormont, Dundas and Glengarry.
  - Provide forest services to support tree management and planting in municipal parks and community spaces.
- Municipal Tree Planting Partnership
  - Partner with 9 municipalities to maintain planted trees in public spaces.
  - Final reporting to Growing Canada's Community Canopies program.
- Ottawa Rural Clean Water Program
  - Liaise with City of Ottawa and partner Conservation Authorities.
  - An interim report and a final report.
  - 60 grants between the three Ottawa Conservation Authorities.
- Eastern Ontario Water Resources Program
  - Administrative support and delivery, including grants review and approval by the Grants Sub-Committee.
  - Liaise with Eastern Ontario Water Resources Program funding partners.
- Ottawa Baseline Monitoring
  - Monthly water quality monitoring at 12 sites within the City of Ottawa during ice-free conditions.
  - Annual benthic sampling and analysis at the 12 monitoring sites.



## Resource Management

### Partner Programs

| Description                              | Budget 2026    | Forecast 2026    | Draft Budget 2027 | Increase/ (Decrease) 2027 | Notes                                                               |
|------------------------------------------|----------------|------------------|-------------------|---------------------------|---------------------------------------------------------------------|
| <b>Operating Expenses:</b>               |                |                  |                   |                           |                                                                     |
| Salaries and Benefits                    | 119,624        | 157,560          | 127,619           | (29,941)                  | Anticipated payroll and staff charge in 2027                        |
| Equipment Repairs & Maintenance          | 1,800          | 1,800            | 1,800             | -                         |                                                                     |
| Advertising and Promotion                | 16,000         | 10,000           | 15,000            | 5,000                     |                                                                     |
| Contracted Services & Technical Services | 100,550        | 198,693          | 50,550            | (148,143)                 | Growing Canada's Community Canopies tree planting in 2026           |
| Vehicles                                 | 2,900          | 2,900            | 1,400             | (1,500)                   |                                                                     |
| Supplies and Materials                   | 18,300         | 8,039            | 43,000            | 34,961                    | Growing Canada's Community Canopies tree planting in 2026           |
| Tree Planting Materials & Services       | 180,463        | 234,251          | -                 | (234,251)                 | Growing Canada's Community Canopies tree planting in 2026           |
| Program Support                          | -              | 250              | 250               | -                         |                                                                     |
| Grants                                   | 411,500        | 743,288          | 412,000           | (331,288)                 | 2025 carry over of funds for approved grants for completion in 2026 |
| <b>Total Operating Expenses</b>          | <b>851,137</b> | <b>1,356,781</b> | <b>651,619</b>    | <b>(705,162)</b>          |                                                                     |
| <b>Revenue:</b>                          |                |                  |                   |                           |                                                                     |
| Federal                                  | 130,069        | 227,222          | 52,760            | (174,463)                 | Growing Canada's Community Canopies tree planting in 2026           |
| Partners                                 | -              | 22,734           | 1,100             | (21,634)                  |                                                                     |
| Municipal                                | 700,500        | 1,063,494        | 587,161           | (476,333)                 | 2025 carry over of funds for approved grants for completion in 2026 |
| <b>Total Revenue</b>                     | <b>830,569</b> | <b>1,313,449</b> | <b>641,020</b>    | <b>(672,430)</b>          |                                                                     |
| <b>Net Operating Cost</b>                | <b>20,568</b>  | <b>43,331</b>    | <b>10,599</b>     | <b>(32,732)</b>           |                                                                     |
| <b>Capital</b>                           |                |                  |                   |                           |                                                                     |
| Capital Expense                          | -              | -                | -                 | -                         |                                                                     |
| <b>Overall Net</b>                       | <b>20,568</b>  | <b>43,331</b>    | <b>10,599</b>     | <b>(32,732)</b>           |                                                                     |
| <b>Transfer To/(From) Reserve</b>        | <b>-</b>       | <b>-</b>         | <b>-</b>          | <b>-</b>                  |                                                                     |
| <b>Net Requirement</b>                   | <b>20,568</b>  | <b>43,331</b>    | <b>10,599</b>     | <b>(32,732)</b>           |                                                                     |
| <b>Total Depreciation</b>                | <b>-</b>       | <b>-</b>         | <b>-</b>          | <b>-</b>                  |                                                                     |



## ***Resource Management***

### **Projects**

#### **Purpose:**

- Provide technical expertise and project management to support partner initiatives.
- Continue promoting the stormwater management facilities inspection and assessment program to partner municipalities.
- Provide professional services to complete floodplain and erosion hazards mapping in priority areas within SNC's jurisdiction.
- Plan and carry out targeted projects identified through past monitoring activities that restore and enhance important habitats and mitigate the effects of climate change.
- Projects are supported through Subwatershed, Management, or Stewardship Plans.
- Work with municipalities to manage potential retrogressive landslide risk.
- Engage residents in the Casselman to Lemieux Potential Retrogressive Landslide Area.
- Explore a variety of federal, provincial, and municipal, and other grant programs for projects.

#### **2027 Deliverables:**

- Assist municipal partners with Low Impact Development and shoreline erosion projects.
- Complete stormwater management facilities inspection, assessment, and vegetation control for partner municipalities.
- Host 2 Leitrim Wetland Advisory Committee meetings and support community stewardship projects in the Findlay Creek Community.
- Monitor and maintain grasslands on SNC properties through the Species at Risk Benefits Exchange and Grassland Stewardship Initiative.
- In partnership with the City of Ottawa completed projects started in 2025: South Castor River and Tributaries and Lepage Creek, including open houses.
- In partnership with United Counties of Prescott and Russell, and Stormont, Dundas and Glengarry and the City of Ottawa: complete the South Nation River Hazards Mapping, including 3 open houses.
- Work with landowners to negotiate property transfer on a willing buyer – willing seller basis, within the Casselman to Lemieux area.
- Unstable soils: work with the City of Ottawa, United Counties of Prescott and Russell, and partner CAs in the development of guidelines to map risk areas. New Project with United Counties of Prescott and Russell, and the City of Clarence Rockland.
- Bear Brook Watershed Plan – complete the year 3 deliverables, including Class Environmental Assessment consultation.
- Phase 2 of South Nation River Characterization Report (Water Budget).



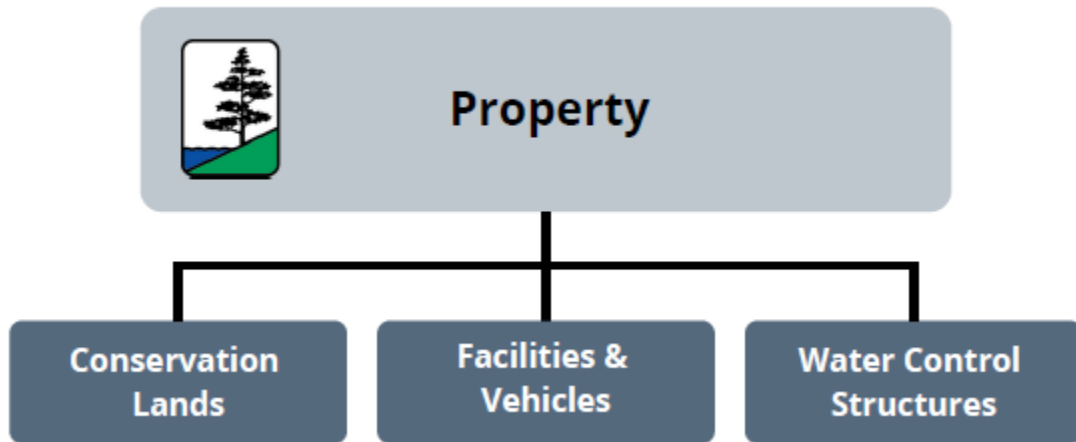
## Resource Management Projects

| Description                              | Budget 2026      | Forecast 2026    | Draft Budget 2027 | Increase/ (Decrease) 2027 | Notes                                                                                      |
|------------------------------------------|------------------|------------------|-------------------|---------------------------|--------------------------------------------------------------------------------------------|
| <b>Operating Expenses:</b>               |                  |                  |                   |                           |                                                                                            |
| Salaries and Benefits                    | 1,371,066        | 1,075,663        | 1,709,715         | 634,052                   | Anticipated payroll and staff charge in 2027                                               |
| Equipment Repairs & Maintenance          | 21,056           | 20,871           | 22,356            | 1,485                     |                                                                                            |
| Professional Fees                        | -                | 185              | 500               | 315                       |                                                                                            |
| Professional Services                    | 324,218          | 339,389          | 464,150           | 124,761                   | South Nation Hazard Mapping and Regional Flood Model projects                              |
| Contracted Services & Technical Services | 525,305          | 300,857          | 273,950           | (26,907)                  | Change in project scopes for South Nation Hazard Mapping and Regional Flood Model projects |
| Vehicles                                 | 240              | 250              | 250               | -                         |                                                                                            |
| Leases and Rentals                       | 2,010            | 5,050            | 5,050             | -                         |                                                                                            |
| Supplies and Materials                   | 75,200           | 100,394          | 38,966            | (61,427)                  | South Nation and South Castor Hazard Mapping projects                                      |
| <b>Total Operating Expenses</b>          | <b>2,319,094</b> | <b>1,842,659</b> | <b>2,514,937</b>  | <b>672,279</b>            |                                                                                            |
| <b>Revenue:</b>                          |                  |                  |                   |                           |                                                                                            |
| Fees                                     | 200,800          | 800              | -                 | (800)                     |                                                                                            |
| Provincial                               | -                | 68,220           | -                 | (68,220)                  | Bear Brook Watershed Study                                                                 |
| Federal                                  | 129,606          | 373,770          | 639,257           | 265,486                   | South Nation Hazard Mapping and Regional Flood Model projects                              |
| Partners                                 | 52,500           | 55,550           | 66,050            | 10,500                    |                                                                                            |
| Municipal                                | 1,346,796        | 1,079,088        | 1,136,500         | 57,411                    | Projected grant revenue                                                                    |
| Grant                                    | 25,000           | 25,000           | 25,000            | -                         |                                                                                            |
| <b>Total Revenue</b>                     | <b>1,754,702</b> | <b>1,602,429</b> | <b>1,866,806</b>  | <b>264,377</b>            |                                                                                            |
| <b>Net Operating Cost</b>                | <b>564,392</b>   | <b>240,230</b>   | <b>648,131</b>    | <b>407,902</b>            |                                                                                            |
| <b>Capital</b>                           |                  |                  |                   |                           |                                                                                            |
| Capital Expense                          | 13,110           | 24,376           | 15,000            | (9,376)                   |                                                                                            |
| <b>Overall Net</b>                       | <b>577,502</b>   | <b>264,605</b>   | <b>663,131</b>    | <b>398,526</b>            |                                                                                            |
| <b>Transfer To/(From) Reserve</b>        | <b>(25,000)</b>  | <b>-</b>         | <b>(25,000)</b>   | <b>(25,000)</b>           | 2025 Carry forward project                                                                 |
| <b>Net Requirement</b>                   | <b>552,502</b>   | <b>264,605</b>   | <b>638,131</b>    | <b>373,526</b>            |                                                                                            |
| <b>Total Depreciation</b>                | <b>-</b>         | <b>-</b>         | <b>-</b>          | <b>-</b>                  |                                                                                            |



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## ***Property Management***

### **Conservation Lands**

#### **Purpose:**

- Manage properties for current and future residents and land uses.
- Own nearly 14,000 acres including: forests, wetlands, grasslands, and hazard properties.
- Provide access to natural areas for conservation, recreation, education, public use, and economic contributions including timber harvest, maple syrup, honey, and agricultural production.
- Facilitate land operations and public access following asset management plan.
- Implement management plans that assess and improve forest health, prescribe harvests that improve growth, regenerate forests, and identify recreational and economic opportunities.
- Implement forestry operations under:
  - SNC 20-Year Forest Management Plan (2018-2037).
  - SNC 5-Year Forest Operations Plan (2024-2029).
- Comply with SNC Forest Policy.
- Comply with Forest Stewardship Council and Sustainable Forestry Initiative Certification.
- Engage volunteer Forest Stewards to monitor land holdings.
- Develop and maintain Conservation Areas as natural spaces for the public to safely step outdoors and into nature.
- Provide passive recreational opportunities, nature trails, and docks which provide access to the South Nation, Castor, Ottawa, and St. Lawrence Rivers.
- Support conservation efforts and provide protection for significant natural heritage and natural hazards.
- Implement Land Securement Strategy to acquire land to support the objects of the Authority, provide public access to the natural environment, and ensure a living natural legacy for property donors.

#### **2027 Deliverables:**

- Actively maintain conservation lands.
- Mark boundaries and add property signage.
- Manage lease and partner agreements.
- Update land inventory and strategies.
- Map and manage invasive species and noxious vegetation control.
- Manage property damage and vandalism.
- Facilitate operations and property access.
- Complete wetland, habitat, and shoreline restoration.
- Complete tree and trail management.
- Maintain 14 parks, 35 kilometres of trails, and 10 docks and river access sites.
- Create new public dock and river access site in Casselman and support municipal partners in improving recreational access to waterways.
- Complete asset repairs and improvements.
- Welcome approximately 300,000 park visitors and monitor visitation.
- Acquire conservation lands, promote land donations, and celebrate donor activity.
- Monitor and evaluate completed habitat restoration projects.
- Complete a hydrology study of the Leitrim Wetland.



## Property Management Conservation Lands

| Description                              | Budget<br>2026   | Forecast<br>2026   | Draft<br>Budget<br>2027 | Increase/<br>(Decrease)<br>2027 | Notes                                                                                                      |
|------------------------------------------|------------------|--------------------|-------------------------|---------------------------------|------------------------------------------------------------------------------------------------------------|
| <b>Operating Expenses:</b>               |                  |                    |                         |                                 |                                                                                                            |
| Salaries and Benefits                    | 1,229,622        | 1,595,977          | 1,437,671               | (158,307)                       | Anticipated payroll and staff charge in 2027                                                               |
| Salary Recovery to Projects and Programs | (565,124)        | (732,894)          | (709,019)               | 23,875                          |                                                                                                            |
| Travel and Training                      | 14,550           | 13,887             | 14,800                  | 913                             |                                                                                                            |
| Equipment Repairs & Maintenance          | 3,800            | 3,922              | 3,800                   | (122)                           |                                                                                                            |
| Professional Fees                        | 2,100            | 2,100              | 2,100                   | -                               |                                                                                                            |
| Professional Services                    | 40,500           | 170,500            | 40,750                  | (129,750)                       | 2026 forecast: legal fees (SNC 18)                                                                         |
| Contracted Services & Technical Services | 225,617          | 516,773            | 213,250                 | (303,523)                       | 2026 restoration projects: (Navan Forest, Two Creeks Forest, Leitrim Wetland)                              |
| Utilities                                | 500              | 1,000              | 500                     | (500)                           |                                                                                                            |
| Leases and Rentals                       | -                | 777                | 1,000                   | 223                             |                                                                                                            |
| Supplies and Materials                   | 89,750           | 171,901            | 84,947                  | (86,954)                        | 2026 restoration projects ending                                                                           |
| Tree Planting Materials & Services       | 25,000           | 25,000             | 35,000                  | 10,000                          |                                                                                                            |
| Property taxes, Drainage Assessment      | 110,000          | 110,000            | 110,000                 | -                               |                                                                                                            |
| <b>Total Operating Expenses</b>          | <b>1,176,315</b> | <b>1,878,944</b>   | <b>1,234,798</b>        | <b>(644,145)</b>                |                                                                                                            |
| <b>Revenue:</b>                          |                  |                    |                         |                                 |                                                                                                            |
| Fees                                     | 79,800           | 83,942             | 16,800                  | (67,142)                        | Staff Secondment: Tree Planting Services                                                                   |
| Provincial                               | -                | 201,005            | -                       | (201,005)                       | Wetland Conservation Partners Funding                                                                      |
| Federal                                  | 10,000           | 89,742             | -                       | (89,742)                        | 2 Billion Trees Program (Navan Forest)                                                                     |
| Partners                                 | 125,367          | 186,365            | 5,000                   | (181,365)                       | Wetland Restoration Funding and Invasive Species Mapping Program                                           |
| Municipal                                | 22,000           | 425,783            | 65,500                  | (360,283)                       | Land Securement, City of Ottawa (Navan), and Casselman Waterfront                                          |
| Other                                    | 85,724           | 2,518,719          | 47,830                  | (2,470,889)                     | Decreased land securement projected, Warwick Forest Project ending, and projected decrease in sale of wood |
| Grant                                    | 600              | 600                | 600                     | -                               |                                                                                                            |
| <b>Total Revenue</b>                     | <b>323,491</b>   | <b>3,506,155</b>   | <b>135,730</b>          | <b>(3,370,426)</b>              |                                                                                                            |
| <b>Net Operating Cost</b>                | <b>852,824</b>   | <b>(1,627,211)</b> | <b>1,099,068</b>        | <b>2,726,281</b>                |                                                                                                            |
| <b>Capital</b>                           |                  |                    |                         |                                 |                                                                                                            |
| Capital Expense                          | 368,741          | 3,160,872          | 196,323                 | (2,964,549)                     | Land securement (2026/27) and Casselman Waterfront (2026)                                                  |
| <b>Overall Net</b>                       | <b>1,221,565</b> | <b>1,533,661</b>   | <b>1,295,391</b>        | <b>(238,268)</b>                |                                                                                                            |
| <b>Transfer To/(From) Reserve</b>        | <b>(3,300)</b>   | <b>(164,383)</b>   | <b>(45,000)</b>         | <b>119,383</b>                  | Support for 2026 legal fees (SNC 18), Springhill property partnership (continues in 2027)                  |
| <b>Net Requirement</b>                   | <b>1,218,265</b> | <b>1,369,278</b>   | <b>1,250,391</b>        | <b>(118,885)</b>                |                                                                                                            |
| <b>Total Depreciation</b>                | <b>102,326</b>   | <b>102,326</b>     | <b>136,833</b>          | <b>34,507</b>                   |                                                                                                            |



***Property Management***  
**Facilities and Vehicles**

**Purpose:**

- Provide a productive environment for Authority staff, board, and committee members, and visitors.
- Provide a safe, economical, and practical fleet of vehicles and equipment.
- Maintain, service, and acquire replacement vehicles and equipment, including trucks, passenger vehicles, ATVs, boats, trailers, chainsaws, mowers, trimmers, etc.
- Total Buildings Owned: 2
  - Administrative building, Finch
  - Building and Shop, Berwick
- Total Facilities Leased: 1
  - Storage, Finch

**2027 Deliverables:**

- Total vehicles in fleet: 14.
- Comfortable, safe, and clean office.
- Ongoing facility maintenance.
- Building repairs and upgrades.
- Fleet replacement schedule.



**Property Management  
Facilities and Vehicles**

| Description                              | Budget<br>2026  | Forecast<br>2026 | Draft<br>Budget<br>2027 | Increase/<br>(Decrease)<br>2027 | Notes                                                                          |
|------------------------------------------|-----------------|------------------|-------------------------|---------------------------------|--------------------------------------------------------------------------------|
| <b>Operating Expenses:</b>               |                 |                  |                         |                                 |                                                                                |
| Salaries and Benefits                    | 85,000          | 85,000           | 85,000                  | -                               |                                                                                |
| Equipment Repairs & Maintenance          | 2,000           | 2,000            | 2,000                   | -                               |                                                                                |
| Contracted Services & Technical Services | 65,000          | 70,000           | 65,000                  | (5,000)                         |                                                                                |
| Insurance                                | 7,500           | 7,500            | 7,500                   | -                               |                                                                                |
| Utilities                                | 44,200          | 45,500           | 46,000                  | 500                             |                                                                                |
| Vehicles                                 | 87,500          | 79,300           | 79,750                  | 450                             |                                                                                |
| Leases and Rentals                       | 6,800           | 7,500            | -                       | (7,500)                         |                                                                                |
| Supplies and Materials                   | 22,500          | 26,000           | 22,500                  | (3,500)                         |                                                                                |
| <b>Total Operating Expenses</b>          | <b>320,500</b>  | <b>322,800</b>   | <b>307,750</b>          | <b>(15,050)</b>                 |                                                                                |
| <b>Revenue:</b>                          |                 |                  |                         |                                 |                                                                                |
| Partners                                 | -               | 100              | -                       | (100)                           |                                                                                |
| Municipal                                | 97,000          | 97,000           | 44,891                  | (52,109)                        | Capital levy allocation                                                        |
| Other                                    | -               | 500              | 3,000                   | 2,500                           |                                                                                |
| Project Recovery                         | 12,140          | 10,650           | 9,150                   | (1,500)                         |                                                                                |
| <b>Total Revenue</b>                     | <b>109,140</b>  | <b>108,250</b>   | <b>57,041</b>           | <b>(51,209)</b>                 |                                                                                |
| <b>Net Operating Cost</b>                | <b>211,360</b>  | <b>214,550</b>   | <b>250,709</b>          | <b>36,159</b>                   |                                                                                |
| <b>Capital</b>                           |                 |                  |                         |                                 |                                                                                |
| Capital Expense                          | 194,000         | 199,014          | 75,000                  | (124,014)                       | Office HVAC (2026) and Berwick Office Fence (2026), Vehicle Purchase (2026-27) |
| <b>Overall Net</b>                       | <b>405,360</b>  | <b>413,564</b>   | <b>325,709</b>          | <b>(87,855)</b>                 |                                                                                |
| <b>Transfer To/(From) Reserve</b>        | <b>(97,000)</b> | <b>(85,014)</b>  | <b>(30,109)</b>         | <b>54,905</b>                   | Vehicle Purchase                                                               |
| <b>Net Requirement</b>                   | <b>308,360</b>  | <b>328,550</b>   | <b>295,600</b>          | <b>(32,950)</b>                 |                                                                                |
| <b>Total Depreciation</b>                | <b>100,043</b>  | <b>100,043</b>   | <b>106,271</b>          | <b>6,228</b>                    |                                                                                |



## ***Property Management***

### **Erosion and Water Control Structures**

#### **Purpose:**

- Reduce and prevent flood damages and loss of life by operating water control structures throughout the SNC jurisdiction.
- Enhance water levels for recreational use of the South Nation River by maintaining and operating water control structures.

#### **2027 Deliverables:**

- Dyke and berm vegetation control.
- Annual water control structure inspections and maintenance.
- Chrysler and Chesterville Dams, and Russell, Casselman, and Plantagenet Weirs maintenance and repairs.
- Chesterville Dam spring and fall operation.
- Updates to operations manuals and Asset Management Plan.
- Capital Project: Continue with the Casselman Dam restoration project. Chrysler Dam concrete crack repair. Both projects are included in the 10-year workplan and Asset Management Plan.
- Seek funding to complete capital projects: Water and Erosion Control Infrastructure program and any other available grants.



## Property Management

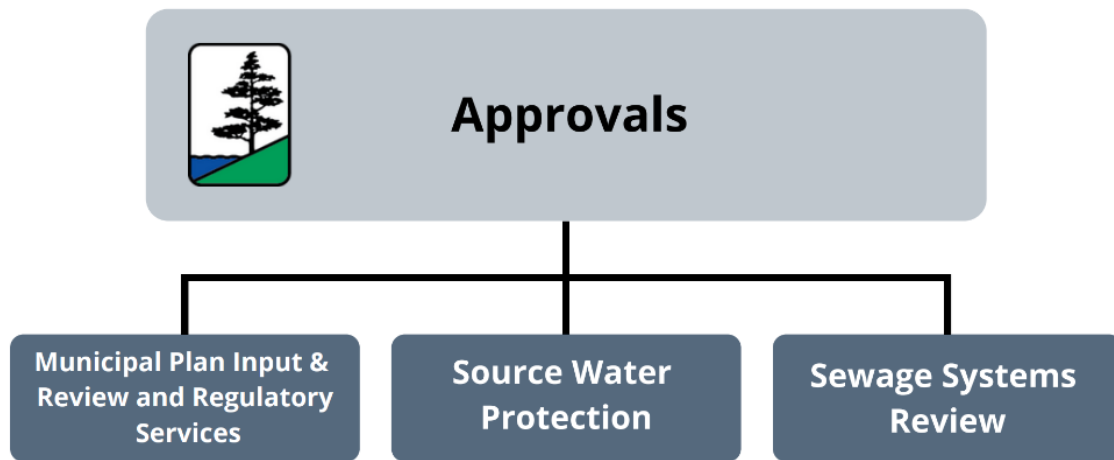
### Erosion and Water Control Structures

| Description                              | Budget 2026     | Forecast 2026    | Draft Budget 2027 | Increase/ (Decrease) 2027 | Notes                     |
|------------------------------------------|-----------------|------------------|-------------------|---------------------------|---------------------------|
| <b>Operating Expenses:</b>               |                 |                  |                   |                           |                           |
| Salaries and Benefits                    | 184,500         | 157,279          | 157,000           | (279)                     |                           |
| Professional Fees                        | -               | 127              | 200               | 73                        |                           |
| Professional Services                    | 9,000           | 9,000            | 9,000             | -                         |                           |
| Telephone & Internet                     | 2,500           | 2,500            | 2,500             | -                         |                           |
| Contracted Services & Technical Services | 35,000          | 19,368           | 49,500            | 30,132                    | Crysler Dam crack repair  |
| Utilities                                | 8,900           | 8,900            | 8,900             | -                         |                           |
| Vehicles                                 | 700             | 700              | 700               | -                         |                           |
| Supplies and Materials                   | 16,100          | 21,632           | 18,000            | (3,632)                   |                           |
| Grants                                   | -               | -                | -                 | -                         |                           |
| <b>Total Operating Expenses</b>          | <b>256,700</b>  | <b>219,506</b>   | <b>245,800</b>    | <b>26,294</b>             |                           |
| <b>Revenue:</b>                          |                 |                  |                   |                           |                           |
| Provincial                               | 209,000         | 83,205           | 70,000            | (13,205)                  |                           |
| Municipal                                | 112,093         | 362,093          | 175,000           | (187,093)                 | Capital levy allocation   |
| Other                                    | 6,000           | 8,540            | 7,000             | (1,540)                   |                           |
| <b>Total Revenue</b>                     | <b>327,093</b>  | <b>453,838</b>   | <b>252,000</b>    | <b>(201,838)</b>          |                           |
| <b>Net Operating Cost</b>                | <b>(70,393)</b> | <b>(234,332)</b> | <b>(6,200)</b>    | <b>228,132</b>            |                           |
| <b>Capital</b>                           |                 |                  |                   |                           |                           |
| Capital Expense                          | 321,000         | 602,370          | 511,135           | (91,235)                  | Casselman Dam restoration |
| <b>Overall Net</b>                       | <b>250,607</b>  | <b>368,038</b>   | <b>504,935</b>    | <b>136,897</b>            |                           |
| <b>Transfer To/(From) Reserve</b>        | <b>(71,907)</b> | <b>(108,624)</b> | <b>(70,135)</b>   | <b>38,489</b>             | Casselman Dam restoration |
| <b>Net Requirement</b>                   | <b>178,700</b>  | <b>259,414</b>   | <b>434,800</b>    | <b>175,386</b>            |                           |
| <b>Total Depreciation</b>                | <b>99,575</b>   | <b>99,575</b>    | <b>99,121</b>     | <b>(454)</b>              |                           |



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## Approvals

### Municipal Plan Input and Review and Regulatory Services

#### Purpose:

#### • Municipal Plan Input and Review

- Mandatory Category 1 Program to protect people and property from natural hazards under Section 28.1 of the *Conservation Authorities Act*, and Section 5.1 of the Provincial Planning Statement.
- Provide planning advisory services on behalf of 16 municipalities.
- Provide information and technical advice to Municipal Councils and Committees regarding development applications to assist in making wise land use decisions regarding protection of people and property from natural hazards.
- Work on special municipal projects through service agreements such as watershed planning, policy review and mapping.
- Budget and revenue from user fees from planning applications and regulatory permits; Provincial transfer payments and municipal funding; levy percentage for staff and overhead.
- Budget, staffing, and revenue generation through User Fees and transfer payments expected to be similar in 2027.

#### • Source Water Protection

- The *Clean Water Act* protects the sources of municipal drinking water. This work helps municipalities in our Source Protection Region address the policy review and implementation of the Source Protection Plans.
- South Nation Conservation and the Raisin Region Conservation Authority are partners in the Raisin-South Nation Source Protection Region and receive Transfer Payments from the Province.
- We administer the Risk Management Office on behalf of 13 municipalities through Memorandum of Understanding.
- Prepare risk management plans and issue Section 59 notices.

#### • Technical Reviews:

- Continue to advise and collaborate with municipalities on natural hazard management with expertise in engineering, hydrology, floodplain analysis, geotechnical review, and computer modeling.
- Technical review and engineering services provided internally by SNC staff, rather than reliance and budget for external consultants.
- Facilitate collaboration between stakeholders, developers, and consultants.

#### • Regulatory Services:

- Protect people and property from natural hazards in our jurisdiction through our Regulation under Section 28.1 of the *Conservation Authorities Act*.
- Process approximately 250 on time permits each year related to development, alteration or activities that may interfere with floodplain and natural hazards under Ont. Reg. 41/24.
- Services also include processing property inquiries, compliance inspections and enforcement.
- Maintain policies and guidelines to assist in the protection of people and property.
- Enforcement of the Prohibited Activities, Exemptions and Permits Regulation and maintain compliance policies and procedures.



## Approvals

### Municipal Plan Input and Review and Regulatory Services

| Description                              | Budget 2026      | Forecast 2026    | Draft Budget 2027 | Increase/ (Decrease) 2027 | Notes                              |
|------------------------------------------|------------------|------------------|-------------------|---------------------------|------------------------------------|
| <b>Operating Expenses:</b>               |                  |                  |                   |                           |                                    |
| Salaries and Benefits                    | 1,347,095        | 1,343,662        | 1,318,909         | (24,753)                  |                                    |
| Salary Recovery to Projects and Programs | (254,414)        | (246,914)        | (304,732)         | (57,818)                  | Anticipated staff recovery in 2027 |
| Travel and Training                      | 18,000           | 25,300           | 23,500            | (1,800)                   |                                    |
| Equipment Repairs & Maintenance          | 300              | 300              | 300               | -                         |                                    |
| Professional Fees                        | 3,350            | 3,350            | 3,200             | (150)                     |                                    |
| Professional Services                    | 15,000           | 39,000           | 35,000            | (4,000)                   |                                    |
| Contracted Services & Technical Services | 3,830            | 3,830            | 8,938             | 5,108                     |                                    |
| Vehicles                                 | 5,000            | 5,000            | 5,000             | -                         |                                    |
| Leases and Rentals                       | 8,938            | 8,938            | 9,188             | 250                       |                                    |
| Supplies and Materials                   | 15,468           | 14,268           | 14,626            | 358                       |                                    |
| Program Support                          | 200              | 200              | 200               | -                         |                                    |
| <b>Total Operating Expenses</b>          | <b>1,162,767</b> | <b>1,196,934</b> | <b>1,114,129</b>  | <b>(82,805)</b>           |                                    |
| <b>Revenue:</b>                          |                  |                  |                   |                           |                                    |
| Fees                                     | 590,300          | 548,000          | 526,500           | (21,500)                  |                                    |
| Provincial                               | 213,891          | 213,891          | 218,177           | 4,286                     |                                    |
| Partners                                 | -                | 23,000           | 23,000            | -                         |                                    |
| Municipal                                | 40,000           | 40,000           | 40,000            | -                         |                                    |
| <b>Total Revenue</b>                     | <b>844,191</b>   | <b>824,891</b>   | <b>807,677</b>    | <b>(17,214)</b>           |                                    |
| <b>Net Operating Cost</b>                | <b>318,576</b>   | <b>372,043</b>   | <b>306,452</b>    | <b>(65,591)</b>           |                                    |
| <b>Capital</b>                           |                  |                  |                   |                           |                                    |
| Capital Expense                          | -                | -                | -                 | -                         |                                    |
| <b>Overall Net</b>                       | <b>318,576</b>   | <b>372,043</b>   | <b>306,452</b>    | <b>(65,591)</b>           |                                    |
| <b>Transfer To/(From) Reserve</b>        | <b>-</b>         | <b>-</b>         | <b>-</b>          | <b>-</b>                  |                                    |
| <b>Net Requirement</b>                   | <b>318,576</b>   | <b>372,043</b>   | <b>306,452</b>    | <b>(65,591)</b>           |                                    |
| <b>Total Depreciation</b>                | <b>-</b>         | <b>-</b>         | <b>1,239</b>      | <b>1,239</b>              |                                    |



## ***Approvals***

### **Part 8 Ontario Building Code - Sewage Systems Programme Review**

#### **Purpose:**

- Review and issue permits under Part 8 of the Ontario Building Code for sewage system construction, on behalf of 16 local municipalities within the United Counties of Leeds and Grenville; United Counties of Prescott and Russell; and United Counties of Stormont, Dundas and Glengarry.
- Inspect new construction, alteration, and maintenance and comply with provincial regulations and municipal by-laws.
- Provide training and expertise for local contractors and partners, including municipalities and the Eastern Ontario Health Unit.
- Provide property inquiry and information request services, along with compliance reviews to property owners and agents.

#### **2027 Deliverables:**

- Act as the Principal Authority on behalf of 16 municipalities for the review and approval of sewage system permits.
- Maintain same staffing contingent of Chief Building Official, two full-time inspectors, and administrative support.
- Support the Safe Septic maintenance program of the Ontario Building Code to protect local drinking water, next review in 2027.
- Permit numbers remain very high, over 500 for new permits, severance reviews, file searches and compliance reviews.
- In 2027, expecting a similar workload and number of applications, along with consistent overall budget.
- Due to strong revenue from user fees, the reserve fund is not planned to be used to support a planned fleet vehicle replacement.



## Approvals

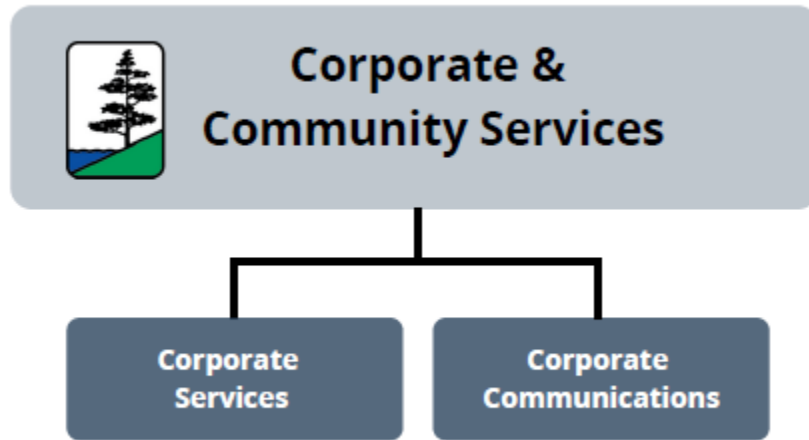
### Sewage Systems Review

| Description                              | Budget 2026     | Forecast 2026   | Draft Budget 2027 | Increase/ (Decrease) 2027 | Notes                                                                                   |
|------------------------------------------|-----------------|-----------------|-------------------|---------------------------|-----------------------------------------------------------------------------------------|
| <b>Operating Expenses:</b>               |                 |                 |                   |                           |                                                                                         |
| Salaries and Benefits                    | 430,620         | 429,794         | 440,662           | 10,868                    |                                                                                         |
| Salary Recovery to Projects and Programs | -               | (500)           | -                 | 500                       |                                                                                         |
| Travel and Training                      | 5,500           | 4,500           | 4,500             | -                         |                                                                                         |
| Equipment Repairs & Maintenance          | 1,000           | 1,000           | 1,000             | -                         |                                                                                         |
| Advertising and Promotion                | 1,500           | 1,500           | 1,500             | -                         |                                                                                         |
| Professional Fees                        | 1,350           | 850             | 850               | -                         |                                                                                         |
| Professional Services                    | 1,000           | 1,000           | 1,000             | -                         |                                                                                         |
| Telephone & Internet                     | 3,800           | 2,000           | 2,000             | -                         |                                                                                         |
| Insurance                                | 14,300          | 13,500          | 14,000            | 500                       |                                                                                         |
| Vehicles                                 | 17,000          | 18,000          | 18,600            | 600                       |                                                                                         |
| Supplies and Materials                   | 3,500           | 1,000           | 1,000             | -                         |                                                                                         |
| Program Support                          | 150             | 150             | 150               | -                         |                                                                                         |
| <b>Total Operating Expenses</b>          | <b>479,720</b>  | <b>472,794</b>  | <b>485,262</b>    | <b>12,468</b>             |                                                                                         |
| <b>Revenue:</b>                          |                 |                 |                   |                           |                                                                                         |
| Fees                                     | 490,000         | 525,065         | 525,000           | (65)                      |                                                                                         |
| Other                                    | 5,000           | -               | 5,000             | 5,000                     |                                                                                         |
| <b>Total Revenue</b>                     | <b>495,000</b>  | <b>525,065</b>  | <b>530,000</b>    | <b>4,935</b>              |                                                                                         |
| <b>Net Operating Cost</b>                | <b>(15,280)</b> | <b>(52,271)</b> | <b>(44,738)</b>   | <b>7,533</b>              |                                                                                         |
| <b>Capital</b>                           |                 |                 |                   |                           |                                                                                         |
| Capital Expense                          | -               | -               | 36,000            | 36,000                    | Vehicle Purchase                                                                        |
| <b>Overall Net</b>                       | <b>(15,280)</b> | <b>(52,271)</b> | <b>(8,738)</b>    | <b>43,533</b>             |                                                                                         |
| <b>Transfer To/(From) Reserve</b>        | 15,280          | 52,271          | 8,738             | (43,533)                  | To segregated OBC reserve fund. Vehicle purchase in 2027 - less funds to be transferred |
| <b>Net Requirement</b>                   | -               | -               | -                 | -                         |                                                                                         |
| <b>Total Depreciation</b>                | -               | -               | -                 | -                         |                                                                                         |



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## Corporate Services

### Corporate Services

#### Purpose:

- Provide administrative support for the Board of Directors, including coordination of information for monthly board meetings such as agenda packages, ensuring accuracy of the official minutes, and other supporting documentation.
- The Governance program includes funds for board meeting allowance, mileage and other expenses related to their function as a representative of SNC.
- Provide administrative support for the Watershed Advisory Committee, including coordination of information for quarterly meetings such as agenda packages, ensuring accuracy of the official minutes, and other supporting documentation.
- Our leadership team provides guidance, organization, and direction to the Authority to achieve consistent management, cohesive policies, guidance, and processes.
- Our administrative team provides corporate support for Authority programs, services, and staff.
- Our finance team provides the Board of Directors and staff with timely financial information needed for operational decisions.
- Implement and maintain SNC's technology infrastructure and manage corporate records and data.

#### 2027 Deliverables:

- Support the chair and 11 board members and facilitate monthly board meetings.
- 4 meetings of the Watershed Advisory Committee.
- 4 meetings of the grants sub-committee.
- Internal and external customer service, including:
  - Phone/front desk reception and general email (info@nation.on.ca).
  - Support for over 50 staff and students/interns.
  - Corporate materials and supplies management.
  - Financial reports and statements.
  - Year-end, annual budget, and audit.
  - Preparing and maintaining corporate wide contracts, personnel files and payroll, and benefits.
  - Maintaining information infrastructure and software, including:
    - 12 servers for data storage.
    - 11 network switches.
    - 8 Wireless access points.
    - 70 workstations, laptops, and printers.
    - Boardroom and meeting room audio-visual equipment.
    - Microsoft Teams platform.



**Corporate Services**  
**Corporate Services**

| Description                              | Budget 2026      | Forecast 2026    | Draft Budget 2027 | Increase/ (Decrease) 2027 | Notes                                        |
|------------------------------------------|------------------|------------------|-------------------|---------------------------|----------------------------------------------|
| <b>Operating Expenses:</b>               |                  |                  |                   |                           |                                              |
| Salaries and Benefits                    | 1,154,904        | 1,152,248        | 1,204,985         | 52,737                    | Anticipated payroll and staff charge in 2027 |
| Salary Recovery to Projects and Programs | (114,800)        | (127,310)        | (102,800)         | 24,510                    |                                              |
| Board and Committee                      | 53,850           | 52,052           | 53,850            | 1,798                     |                                              |
| Travel and Training                      | 54,600           | 59,550           | 56,100            | (3,450)                   |                                              |
| Equipment Repairs & Maintenance          | 51,500           | 54,000           | 51,500            | (2,500)                   |                                              |
| Advertising and Promotion                | -                | -                | -                 | -                         |                                              |
| Professional Services                    | 50,000           | 66,383           | 103,000           | 36,617                    | Consultants in 2027                          |
| Telephone & Internet                     | 40,149           | 36,605           | 40,149            | 3,544                     |                                              |
| Contracted Services & Technical Services | 102,500          | 118,536          | 112,500           | (6,036)                   |                                              |
| Insurance                                | 156,500          | 146,500          | 151,500           | 5,000                     |                                              |
| Supplies and Materials                   | 28,500           | 34,803           | 29,500            | (5,303)                   |                                              |
| Program Support                          | 20,100           | 14,200           | 14,500            | 300                       |                                              |
| Grants                                   | 47,692           | 47,692           | 50,000            | 2,308                     |                                              |
| <b>Total Operating Expenses</b>          | <b>1,645,495</b> | <b>1,655,260</b> | <b>1,764,784</b>  | <b>109,525</b>            |                                              |
| <b>Revenue:</b>                          |                  |                  |                   |                           |                                              |
| Fees                                     | 159,500          | 160,500          | 160,500           | -                         |                                              |
| Federal                                  | 40,000           | 40,000           | 40,000            | -                         |                                              |
| Municipal                                | 1,686            | 1,686            | 597               | (1,089)                   |                                              |
| Other                                    | 500              | 24,892           | 500               | (24,392)                  |                                              |
| Project Recovery                         | 26,837           | 26,837           | 27,552            | 715                       |                                              |
| <b>Total Revenue</b>                     | <b>228,523</b>   | <b>253,915</b>   | <b>229,149</b>    | <b>(24,766)</b>           |                                              |
| <b>Net Operating Cost</b>                | <b>1,416,972</b> | <b>1,401,345</b> | <b>1,535,635</b>  | <b>134,291</b>            |                                              |
| <b>Capital</b>                           |                  |                  |                   |                           |                                              |
| Capital Expense                          | 25,000           | 25,000           | 150,000           | 125,000                   | Network upgrades                             |
| <b>Overall Net</b>                       | <b>1,441,972</b> | <b>1,426,345</b> | <b>1,685,635</b>  | <b>259,291</b>            |                                              |
| <b>Transfer To/(From) Reserve</b>        | <b>120,000</b>   | <b>95,000</b>    | <b>85,000</b>     | <b>(10,000)</b>           |                                              |
| <b>Net Requirement</b>                   | <b>,561,972</b>  | <b>1,521,345</b> | <b>1,770,635</b>  | <b>249,291</b>            |                                              |
| <b>Total Depreciation</b>                | <b>26,993</b>    | <b>26,993</b>    | <b>16,428</b>     | <b>(10,565)</b>           |                                              |



## **Corporate Services**

### **Corporate Communications**

#### **Purpose:**

- Maintain SNC's corporate brand identity and provide support to all programs and services.
- Provide uniforms, clothing, business cards, and coordinate memberships and subscriptions for staff.
- Maintain historical archives and the Pat Coyne Library.
- Provide language services, document editing, translations, product development, and graphic design.
- Promote SNC programs and services through the distribution of various media products, including press releases, watershed updates, and advertising.
- Maintain online presence and support outreach through SNC's website and social media outlets (e.g., Facebook, X, YouTube, Instagram and LinkedIn).
- SNC's programs and services are marketed by developing, producing, and distributing various communication products including displays, postcards, publications, and interpretive signs.

#### **2027 Deliverables:**

- SNC staff and volunteer recognition.
- Purchase and distribute SNC uniforms and clothing for board, committees, and staff.
- Produce business cards, photography, name tags, and nameplates.
- Renew SNC subscriptions and memberships.
- Maintain historical archives.
- Issue 50 press releases.
- Email 12 SNC monthly updates (The SNC Current).
- SNC bilingual media liaison.
- Purchase paid advertisements to promote SNC programs, services, training opportunities, and recruitment.
- Provide communications services (editorial, translation, graphic design, printing, etc.):
  - Communication materials.
  - Products for media events.
  - Updates to program resources: fact sheets and postcards.
  - Watershed Report Cards.
  - Annual Report.
  - Various SNC reports and technical documents.
- Maintain and improve SNC's English and French websites.
- Maintain and increase followers on SNC's social media outlets.
- Implement SNC Sign Strategy and coordinate sign replacements on Conservation Lands.
- Facilitate translation of over 300 documents.
- Support SNC programs, services, and projects.
- Support funding applications and fundraising initiatives.

**Corporate Services****Corporate Communications**

| Description                              | Budget<br>2026 | Forecast<br>2026 | Draft<br>Budget<br>2027 | Increase/<br>(Decrease)<br>2027 | Notes                              |
|------------------------------------------|----------------|------------------|-------------------------|---------------------------------|------------------------------------|
| <b>Operating Expenses:</b>               |                |                  |                         |                                 |                                    |
| Salaries and Benefits                    | 378,511        | 369,155          | 392,111                 | 22,956                          |                                    |
| Salary Recovery to Projects and Programs | (155,534)      | (223,931)        | (284,664)               | (60,733)                        | Anticipated staff recovery in 2027 |
| Travel and Training                      | 8,000          | 8,000            | 8,000                   | -                               |                                    |
| Advertising and Promotion                | 40,000         | 49,000           | 42,000                  | (7,000)                         |                                    |
| Professional Fees                        | 16,000         | 16,000           | 16,000                  | -                               |                                    |
| Contracted Services & Technical Services | 42,000         | 49,000           | 50,000                  | 1,000                           |                                    |
| Supplies and Materials                   | 16,500         | 13,500           | 16,500                  | 3,000                           |                                    |
| <b>Total Operating Expenses</b>          | <b>345,477</b> | <b>280,723</b>   | <b>239,947</b>          | <b>(40,777)</b>                 |                                    |
| <b>Revenue:</b>                          |                |                  |                         |                                 |                                    |
| Other                                    | 1,000          | 18               | 1,000                   | 982                             |                                    |
| <b>Total Revenue</b>                     | <b>1,000</b>   | <b>18</b>        | <b>1,000</b>            | <b>982</b>                      |                                    |
| <b>Net Operating Cost</b>                | <b>344,477</b> | <b>280,706</b>   | <b>238,947</b>          | <b>(41,759)</b>                 |                                    |
| <b>Capital</b>                           |                |                  |                         |                                 |                                    |
| Capital Expense                          | -              | -                | -                       | -                               |                                    |
| <b>Overall Net</b>                       | <b>344,477</b> | <b>280,706</b>   | <b>238,947</b>          | <b>(41,759)</b>                 |                                    |
| <b>Transfer To/(From) Reserve</b>        | -              | -                | -                       | -                               |                                    |
| <b>Net Requirement</b>                   | <b>344,477</b> | <b>280,706</b>   | <b>238,947</b>          | <b>(41,759)</b>                 |                                    |
| <b>Total Depreciation</b>                | -              | -                | -                       | -                               |                                    |



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South Nation  
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