Board of Directors - Notice of Meeting

December 12, 2024 Time: 10:00 am

SCRCA Administration Office (Remote available)
205 Millpond Cres., ON N7G 3P9

Tentative Agenda

Additional Items:

- News Clippings — Pg. 232-242

**Please be advised that electronic participation is dependent upon the use of compatible equipment and consistent internet connection, which is outside of the control of SCRCA staff members. Meeting locations and available technology may hinder full participation of those joining remotely; therefore, it is strongly recommended that you attend meetings in person, where possible. Every effort will be made to accommodate those who cannot.*

Festive lunch to follow. Please inform Ashley Fletcher *in advance* if you are unable to attend in person.
Afletcher@scrca.on.ca, 519 245 3710 x 200

December 12, 2024

Disclaimer: Board members, staff, guests and members of the public are advised that the SCRCA Board meeting is being video/audio recorded, and will be posted to the Authority's Facebook/ web site along with the official written minutes. As such, comments and opinions expressed may be published and any comments expressed by individual Board members, guests and the general public are their own, and do not represent the opinions or comments of the Full Authority and/or the SCRCA Board of Directors. The recorded video of the Full Authority meeting is not considered the official record of that meeting. The official record of the Authority meeting shall consist solely of the Minutes approved by the Board of Directors.

Board of Directors Proposed Resolutions

1. Land Acknowledgement

2. Chair's Remarks

3. Adoption of Agenda

3.1 **Moved by:** **Seconded by:**
That the Board of Directors adopts the agenda for the meeting as presented.

4. Declaration of Pecuniary Interest

4.1 It is requested that each Director declare a conflict of interest at the appropriate time, on any item within this agenda in that a Director may have pecuniary interest.

5. Minutes

5.1 **Moved by:** **Seconded by:**
That the minutes of the Board of Directors meeting, held October 24, 2024, be approved as distributed.

6. Presentations

6.1 **Moved by:** **Seconded by:**
That the Board of Directors acknowledge the presentation from General Manager, Ken Phillips regarding hearing meeting guidelines and procedures.

7. Reports

7.1 **Moved by:** **Seconded by:**
That the Board of Directors acknowledges the General Manager's report, dated December 4, 2024.

7.2(a) **Moved by:** **Seconded by:**

That the Board of Directors approves the 2025 General Levy of $1,675,950 with all member municipalities deemed as benefitting and further that the levy be apportioned using the modified current value assessment of each municipality within the Authority's area of jurisdiction.

(Weighted Motion)

7.2(b) **Moved by:** **Seconded by:**

That the Board of Directors approves the 2025 Budget of $11,179,180 including finalized general levy, updates to specific projects and municipal agreements and comments received to date.

7.3 **Moved by:** **Seconded by:**

That the Board of Directors acknowledges the report dated December 2, 2024 and approves the draft SCRCA Asset Management Plan, as presented, and;

That the Board endorses in principle, the recommendation for a dedicated capital levy increase by $16,691(1.04%) annually over 5-year phase-in period for Mandatory and General Capital Programs and Services except for Water Control Structures, to be apportioned to all member municipalities by the latest CVA, and that staff be directed to engage the Municipality of Chatham-Kent to consider an increase to a maximum of $51,050 (24.29%) annually over 25-year period for Water Control Structures (McKeough Dam), to be apportioned beginning in 2026,and

That the Board directs staff to circulate the plan to member municipalities for information and consultation to determine financial capacity for establishing a capital levy in 2026, and;

That the Board directs staff to implement recommendations within the plan, as practically feasible.

7.4 **Moved by:** **Seconded by:**

That the Board of Directors acknowledges the report dated November 20, 2024 regarding document retention and approves the destruction of the identified documents as per the SCRCA Document Retention Policy.

7.5 **Moved by:** **Seconded by:**

That the Board of Directors acknowledges this report dated November 14, 2024, and approves entering into the attached lease agreement with the Tenant (Municipality of Chatham-Kent) and the Sub-Tenant (Olde Czech Hall Committee).

7.6 **Moved by:** **Seconded by:**
That the Board of Directors acknowledges the report dated November 21, 2024 regarding the Conservation Lands Strategy and further approves the final draft document, developed as part of the recent changes to the Mandatory Programs and Services regulation under the Conservation Authorities Act, with integration of comments from Indigenous engagement and public consultations.

7.7 **Moved by:** **Seconded by:**
That the board of directors acknowledge the report dated December 2, 2024 on the Watershed Based Resource Management Strategy and approves the final document, developed to comply with the changes to the Mandatory Programs and Services regulation under the Conservation Authorities Act, with integration of comments from Indigenous engagement and public consultations.

8. Consent Agenda

8.1 **Moved by:** **Seconded by:**
That the Board of Directors approves the consent agenda and endorses the recommendations accompanying Items 8.1 a - 7.1 i.

9. Correspondence

10. In-Camera

10.1 **Moved by:** **Seconded by:**
That the Board of Directors move in-camera at ____ a.m. to discuss conservation awards and personnel information with the General Manager, Manager of Communications, Director of Finance, Manager of IT and Administrative Assistant/ Board Coordinator remaining.

10.2 **Moved by:** **Seconded by:**
That the Board of Directors rise and report at ____a.m.

11. New Business

12. Adjournment

12.1 **Moved by:** **Seconded by:**
That the meeting be adjourned.

Board of Directors Meeting Minutes

Date: October 24, 2024 Time: 10:00 a.m.
SCRCA Administration Office
205 Millpond Cres., Strathroy, ON N7G 3P9

Directors Present: John Brennan, Pat Brown, Chair; Terry Burrell, Greg Grimes, Sue Cates, Betty Ann MacKinnon, Don McCabe, Don McCallum, Mary Lynne McCallum, Ross O'Hara, Kristen Rodrigues, Jerry Westgate

Directors Remote: Anne Marie Gillis, Aaron Hall, Rhonda Jubenville, Adam Kilner, Steve Miller

Directors Regrets: Al Broad, Frank Kennes, Emery Huszka, Lorie Scott, Vice-Chair;

Staff Present: Donna Blue, Manager of Communications; Melissa Deisley, Director of Planning and Regulations; Nicole Drumm, Watershed Biologist; Chris Durand, Manager of IT and GIS; Emily Febrey, Communication and Education Technician; Ashley Fletcher, Administrative Assistant and Board Coordinator; Chunning Li, Director of Corporate Services; Tim Payne, Manager of Forestry; Ken Phillips, General Manager; Girish Sankar, Director of Water Resources; Kelli Smith, Lands Technician; Jessica Van Zwol, Healthy Watersheds Coordinator; Greg Wilcox, Manager of Lands;

1. Land Acknowledgement

A land acknowledgment was read by Chair, Pat Brown which recognized the St. Clair Region Conservation Authority watershed as part of the traditional territories of the Anishinaabeg, Haudenosaunee, Lūnaapéewak and Chonnonton Nations, who have a sacred responsibility to preserve the land and water of southwestern Ontario. Also acknowledged are the Treaties that allow the SCRCA to work alongside the First Nation Communities of Kettle and Stony Point, Aamjiwnaang and Bkejwanong to ensure we share the responsibility of preserving the land and water.

2. Call to Order and Chair's Remarks

The meeting was called to order by the Chair, Pat Brown, who welcomed everyone to the meeting.

Director of Water Resources, Girish Sankar was thanked for his 15 years of service to the St. Clair Region Conservation Authority (SCRCA) and several of his achievements were highlighted. Girish was wished farewell and best of luck in his new role at the Credit Valley Conservation Authority.

A letter from Emery Huszka, who's appointment with the Ministry of Environment, Conservation and Parks (MECP) as the SCRCA Agricultural Representative has ended, was read aloud. Mr. Huszka thanked the Board of Directors for their support and governance of the organization.

General Manager (GM), Ken Phillips provided further explanation regarding Mr. Huszka's status with MECP as SCRCA's Agricultural Representative. Mr. Huszka was informed of the conclusion of his appointment, effective late August 2024; however, SCRCA has not received formal notification regarding this to date.

3. Adoption of Agenda

BD-24-68
Burrell – O'Hara
"That the Board of Directors adopts the agenda for the meeting, as presented."
CARRIED

4. Declaration of Pecuniary Interests

The Chair requested that each Director declare a conflict of interest at the appropriate time, on any item within this agenda in that a Director may have pecuniary interest.

Anne Marie Gillis declared a conflict of interest regarding consent agenda item 8.1 (c) regarding the Enbridge Fuelling Futures grant funding.

5. Minutes

5.1 Board of Directors September 19, 2024 Minutes

BD-24-69
Grimes – Gillis
"That the minutes of the Board of Directors meeting, held September 19, 2024, be approved as distributed."
CARRIED

5.2 Executive Committee October 4, 2024 Minutes

BD-24-70
Miller – MacKinnon
"That the minutes of the Executive Committee meeting, held October 4, 2024, be approved as distributed."
CARRIED

6. Presentation

6.1 Biology Department: Sydenham Phosphorus Reduction Initiative

BD-24-71
McCallum, Mary-Lynne – Westgate
"That the Board of Directors acknowledges the presentation from the Biology department regarding the Sydenham Phosphorus Reduction Initiative."
CARRIED

7. Reports

7.1 General Manager's Report

Comments: A verbal update was provided by GM, Ken Phillips regarding his recent attendance at a Sarnia Lambton Chamber of Commerce green breakfast. Aamjiwnaang First Nation staff shared news of the first sighting in 30 years of the spiny softshell turtle in a local creek. This information is positive testament to the efforts of the species at risk hatch and release programming.

BD-24-72
Kilner – Brennan
"That the Board of Directors acknowledges the General Manager's report, dated October 16, 2024."
CARRIED

7.2 Watershed-Based Resource Management Strategy

Comments: Directors request the addition of the following subjects within the draft Watershed-Based Resource Management Strategy:

- Great Lakes Water Quality Agreement
- The St. Clair River Area of Concern (AOC) and Remedial Action Plan (RAP)
- The need for greater monitoring network systems and baseline data

BD-24-73
Burrell – Kilner
"That the Board of Directors acknowledges the reported dated October 16, 2024 regarding the draft Watershed-Based Resource Management Strategy, developed as part of the recent changes to the Mandatory Programs and Services regulation under the Conservation Authorities Act and further, that the Board of Directors direct staff to proceed with a 30-day public and Indigenous consultation period."
CARRIED

7.3 2025 Nominating Committee

BD-24-74
McCallum, Don – Gillis
"That the 2025 Nominating Committee consisting of the following four directors representing the four districts of the Authority being Sarnia, Lambton, Chatham-Kent, and Middlesex be: Terry Burrell, Rhonda Jubenville, Frank Kennes, Pat Brown and further that the Nominating Committee's recommendation for the 2025 committee membership be presented at the Annual General Meeting.
CARRIED

7.4 2025 Tentative Schedule of Meetings

BD-24-75
MacKinnon – Westgate
"That the Board of Directors approves the 2025 tentative schedule of meetings for the Board of Directors and Committees, dated October 6, 2024."
CARRIED

7.5 2025 Draft Budget

Comments: GM, Ken Phillips highlighted the major areas of cost-saving adjustments staff were able to make to the draft budget, lowering the increase to the 2025 general levy from 5.9% to 4%:

- Cost of compensation review consultant will be shared in agreement with Lower Thames Valley Conservation Authority.
- Tendering of cyber security/IT contract was adjusted to reflect the hiring of a consultant to assess SCRCA needs.

BD-24-76
Burrell – Miller
"That the Board of Directors acknowledges the 2025 Draft Budget of $11,179,180 with a proposed municipal general levy of $1,675,950, and further that the Board of Directors direct staff to circulate the draft budget booklet to member municipalities for information and input, and to post on the Governance section of the SCRCA's website in accordance with Ontario Regulation."
CARRIED

7.6 Seasonal Trailer Age Restriction

Comments: A friendly amendment from Director John Brennan was accepted to alter the proposed change to rules to include the following language:

- Trailers must be 20 years of age or newer to remain in the campground, this can be extended to a maximum of 25 years old at the discretion of the Superintendent,

based on the condition/appearance of the trailer *and with provision of documentation of appropriate maintenance and/or renovations.*

BD-24-77
Gillis – McCallum, Mary-Lynne
"That the Board of Directors acknowledge the report, dated October 2, 2024 regarding seasonal trailer age restrictions and further, approve the proposed changes to the rules regulating the age of seasonal campsite trailers."
CARRIED

7.7 Agricultural Lands Strategy

Comments: Director Don McCabe brought forth several points of concern with the document and the flexibility of guidelines. Manager of Forestry, Tim Payne clarified that the document is intended as a guideline and that conditions and circumstances, necessitating exceptions, will be considered.

The following edits are requested the following edits:

- Removal of repetitious wording under fences and buffers and windbreaks

Directors are encouraged to forward any further recommendations to Manager of Forestry, Tim Payne.

BD-24-78
Burrell – Brennan
"That the Board of Directors acknowledge the report, dated October 2, 2024 regarding the Agricultural Strategy for the Operation and Management of Authority-Owned Agricultural Lands, adopting the Agricultural Strategy, supporting the balanced approach between revenue generation and environmental sustainability, and further, approves the recommendations within."
CARRIED

7.8 Community Sport and Recreational Infrastructure Grant

BD-24-79
Cates – Grimes
"That the Board of Directors acknowledges the report dated October 2, 2024 regarding the Community Sport and Recreation Infrastructure Fund and further, direct staff to submit an application for funding with a total estimated project cost of up to $600,000.

CARRIED

7.9 Pavilion Rentals

Comments: Director Adam Kilner requested that the minutes reflect that pavilion use at unstaffed Conservation Areas is still available on a first come, first served basis.

BD-24-80
Kilner – Cates
"That the Board of Directors acknowledge the report dated October 4, 2024 regarding pavilion rentals at day-use Conservation Areas and further, approve the use of pavilions located at Coldstream Conservation Area and Wawanosh Wetlands Conservation Area on a first come first served basis and no longer support group rentals or use by large groups."

CARRIED

7.10 Regulation Policy Updates

BD-24-81
McCallum, Mary-Lynne – Kilner
"That the Board of Directors acknowledge the report dated October 4, 2024 regarding the draft policy updates as per the changes to the Conservation Authorities Act and Ontario Regulation 41/24 and further, that the updated policies be approved for implementation, as received, effective immediately."

CARRIED

7.11 Equipment Disposals

BD-24-82
Grimes – Burrell
"That the Board of Directors acknowledges the report dated October 16, 2024 regarding the disposal of surplus, non-functional and/or obsolete equipment and approves the disposal method as outlined."

CARRIED

8. Consent Items

8.1 (a) Business Arising
(b) Current Watershed Conditions
(c) Sydenham Phosphorus Reduction Initiative
(d) Enbridge Fuelling Futures Grant
(e) Regulations Report

(f) Planning Report
(g) Revenue and Expenditure Report
(h) Disbursements
(i) 2024 General Levy Update
(j) Communications Update
(k) St. Clair River AOC
(l) Education Update
(m) Upcoming Events

BD-24-83
Miller – Burrell
"That the Board of Directors approves the consent agenda and receives the accompanying items 8.1 (a) through 8.1 (m) as information."
CARRIED

9. Correspondence

9.1 Letter from the Kent Agricultural Hall of Fame

BD-24-84
Burrell – Cates
"That the Board of Directors acknowledge the correspondence, dated September 22, 2024 from the Kent Agricultural Hall of Fame regarding the annual Kent Agricultural Hall of Fame Induction Ceremony and Dinner on November 19, 2024, celebrating the induction of Stephen Denys, the late Harry Lawson and the late Keith McLean into the Kent Agricultural Hall of Fame."
CARRIED

9.2 Letter from the Town of Bradford West Gwillimbury to MECP

BD-24-85
Burrell – McCallum, Mary-Lynne
"That the Board of Directors acknowledge the correspondence, dated September 20, 2024 from the Town of Bradford West Gwillimbury addressed to the Minister of Environment, Conservation and Parks regarding the Ontario deposit return program."
CARRIED

9.3 Letter from the Town of Plympton-Wyoming

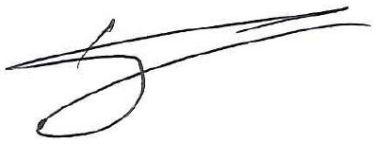
BD-24-86
Burrell – Miller
"That the Board of Directors acknowledge the correspondence, dated October 7, 2024 from the Town of Plympton-Wyoming regarding the 2025 proposed budget."
CARRIED

10. New Business

Director Kristen Rodrigues communicated the availability of surplus Kentucky coffee trees through the Municipality of Plympton-Wyoming in partnership with Trees for Life. The program is intended to repopulate the species at risk within 7 jurisdictions. Staff have agreed to circulate to forestry contacts.

11. Adjournment

BD-24-87
Grimes – Rodrigues
"That the Board of Directors Meeting be adjourned."
CARRIED



Pat Brown	**Ken Phillips**
Chair	**General Manager**

Staff Report

Meeting Date: December 12, 2024 **Item 7.1**
Report Date: December 4, 2024
Submitted by: Ken Phillips

Subject: General Manager's Report

Recommendation:

That the Board of Directors receive for information the General Managers Report dated December 4, 2024

Report:

Operations

- The General Manager attended a virtual meeting with Trees Canada/Conservation Ontario(CO)/Conservation Authorities(CA) partnership. Trees Canada is committed to making 600,000 trees available to CAs in 2025 and 2026. The SCRCA uses this program to assist in Conservation Services tree planting activities.
- On November 14, the General Manager and 5 staff from the Biology department attended the Binational Lake St. Clair Conference in MacRay Harbour, Michigan. The SCRCA was a sponsor for the event and staff did a presentation on the phosphorous reduction initiative that will be occurring over the next 4 years. Presenters from the US Environmental Protection Agency, Michigan state environmental departments, Canadian Water Agency and the Ministry of the Environment, Conservation and Parks provided details on a wide variety of challenges effecting Lake St. Clair.
- On November 22, the General Manager attended a Source Water Protection Committee meeting hosted by the Upper Thames CA. Of note in the meeting was a presentation regarding lithium battery storage facilities, in particular, a proposal to use an abandoned quarry. Questions were raised regarding the nature and safety of long-term storage and the potential impacts of a fire in one of the containers.
- On December 2, the General Manager attended a CO online session with the main topic of discussion being the freezing of planning and regulations fees. Conservation Ontario has been lobbying for an inflationary increase to fees. At this time, it is not expected that the Minster of Natural Resources will permit any increases as per recent Provincial directives.

Federal/Provincial/Municipal Meetings

- On November 5, the General Manager attended the Mayor's Breakfast in Middlesex Centre and was updated on the changes occurring in the municipality. He had an opportunity to converse with Mayor DeViet about the challenges CAs are continuing to experience with the Provincial government.

- On November 19, the General Manager hosted a budget overview meeting for member municipalities. No major concerns were raised during the presentation of the 2025 draft budget.

Staff Report

Meeting Date: December 12, 2024 **Item 7.3**
Report Date: December 2, 2024
Submitted by: Chunning Li

Subject: Asset Management Plan

Recommendation:

That the Board of Directors approves the Asset Management Plan, and;

That the Board endorses in principle, the recommendation for a dedicated capital levy increase by $16,691(1.04%) annually over 5-year phase-in period for Mandatory and General Capital Programs and Services except for Water Control Structures, to be apportioned to all member municipalities by the latest CVA, and that staff be directed to engage the Municipality of Chatham-Kent to consider an increase to a maximum of $51,050 (24.29%) annually over 25-year period for Water Control Structures (McKeough Dam), to be apportioned beginning in 2026,and

That the Board directs staff to circulate the plan to member municipalities for information and consultation to determine financial capacity for establishing a capital levy in 2026, and;

That the Board directs staff to implement recommendations within the plan, as practically feasible.

Background:

Under Ontario Regulation 686/21, Conservation Authorities are required to develop and implement an asset management plan for water and erosion control infrastructure on or before December 31, 2024. The St. Clair Region Conservation Authority (SCRCA) Board approved in 2020 the implementation of an asset management plan for all assets as a proactive measure to be in line with the municipalities.

Staff has worked with PSD Citywide to:

- Complete a data gap analysis.
- Determine the state of assets through conditions assessments, determining replacement costs and inventory verifications.
- Determine risk models (probability and consequence of failure) for different asset categories.
- Identify assets into their appropriate legislative categories.
- Develop a financial strategy to quantify annual capital asset funding deficits and develop a plan to gradually eliminate shortfalls through a sustainable and feasible approach.

The attached Asset Management Plan provides further details on the outcome of the above activities. Within the AMP, there are several recommendations provided from PSD Citywide to guide the future improvements of the program. Staff will prioritize them based on resources and financial capacity, and provide the Board with updates as we move through this process.

Financial Impact:

Historically, SCRCA hasn't had a dedicated capital budget and has instead used operational funding, reserve, and one-time grant funding for capital projects. As a result, the calculated funding gap is $83,457 annual average capital requirement for General and Mandatory Program capital assets except for water control structures and $2,042,000 for Mandatory Program water control structures. It is recommended:

- 5-year phase in with $16,691 (1.04% increase based on 2024 general levy) dedicated for General and Mandatory Programs capital levy increase annually, excluding annual inflationary indexing as may be required. This is to be apportioned to all member municipalities by the latest CVA.

- 25-year phase in with $51,050 (24.29% increase based on 2024 Chatham-Kent general levy) dedicated for McKeough Dam capital levy increase annually, excluding annual inflationary indexing as may be required. This is to be apportioned to benefiting municipality Chatham-Kent.

In recognition that the 2025 budget process is underway for municipalities and targets have already been developed, we anticipate that this would be implemented in the 2026 budget.

Asset Management Plan 2024

St. Clair Region Conservation Authority

November 2024

This Asset Management Plan was prepared by:

Empowering your organization through advanced asset management, budgeting & GIS solutions

Key Statistics

$123.6 m	2023 Replacement Cost of Asset Portfolio
97%	Percentage of Assets in Fair or Better Condition
100%	Percentage of Assets with Assessed Condition Data
$83.5 k	CA Act General Programs & Services and Category 1 Annual Capital Infrastructure Deficit (Excluding Water Control Structures)
$2.0 m	CA Act General Programs & Services and Category 1 Annual Capital Infrastructure Deficit (Water Control Structures)
$114.2 k	CA Act Category 2 & 3 Annual Capital Infrastructure Deficit (Excluding Water Control Structures)
$890 k	CA Act Category 2 & 3 Annual Capital Infrastructure Deficit (Water Control Structures)

Table of Contents

1. Executive Summary

In Ontario, conservation authorities are local organizations that manage and protect natural resources, like water, soil, and forests, within a specific area. Their main goal is to ensure these resources are used responsibly, preserved for the future, and not harmed by human activities. They focus on areas such as flood prevention, water quality, protecting wildlife habitats, and promoting recreation in nature.

Conservation authorities work with municipalities, governments, and community groups to:

- Prevent flooding and erosion by managing water systems like rivers and wetlands.
- Protect drinking water sources and improve water quality.
- Preserve natural areas like forests, wetlands, and green spaces.
- Educate the public about the environment and how to protect it.

By balancing development and nature conservation, they help keep Ontario's environment healthy and safe for both people and wildlife.

The goal of asset management is to enable infrastructure to deliver an adequate level of service in the most cost-effective manner. This involves the ongoing review and update of infrastructure information and data alongside the development and implementation of asset management strategies and long-term financial planning.

1.1 Scope

This Asset Management Plan (AMP) identifies the current practices and strategies that are in place to manage infrastructure and makes recommendations where they can be further refined. Through the implementation of sound asset management strategies, the St. Clair Region Conservation Authority (SCRCA) can ensure that public infrastructure is managed to support the sustainable delivery of their services.

This AMP includes the following asset categories:

Asset Categories

- Buildings
- Furniture & Fixtures
- IT Equipment
- Land Improvements
- Machinery & Equipment
- Motor Vehicles
- Water Control Structures

Figure 1 – Asset Categories

1.2 Compliance

With the development of this AMP, the St. Clair Region Conservation Authority has achieved compliance with December 31, 2024 requirements under O. Reg. 686/21.

1.3 Findings

The overall replacement cost of the asset categories included in this AMP totals $123,566,505. 97% of all assets analyzed in this AMP are in fair or better condition and assessed condition data was available for 100% of assets. If assessed condition had been unavailable, asset age would be used to approximate condition. However, age generally misstates the true condition of assets, making assessments essential to accurate asset management planning.

The development of a long-term, sustainable financial plan requires an analysis of whole lifecycle costs. To meet capital replacement and rehabilitation needs for existing infrastructure, prevent infrastructure backlogs, and achieve long-term sustainability, the Conservation Authority's average annual capital requirement totals $3,223,358. Based on a historical analysis of sustainable capital funding sources, SCRCA is committing approximately $93,734 towards capital projects. As a result, there is currently an annual funding gap of $3,129,625.

It is important to note that this AMP represents a snapshot in time and is based on the best available processes, data, and information at the Conservation Authority. Strategic asset management planning is an ongoing and dynamic process that requires continuous improvement and dedicated resources.

1.4 Recommendations

A financial strategy was developed to address the annual capital funding gap. The following graphics shows annual funding changes required to eliminate SCRCA's

General Programs & Services and Category 1 capital asset (as defined in the Conservation Authority Act) deficit based on a 20-year plan for water control structures and a 5-year plan for the remaining asset categories:

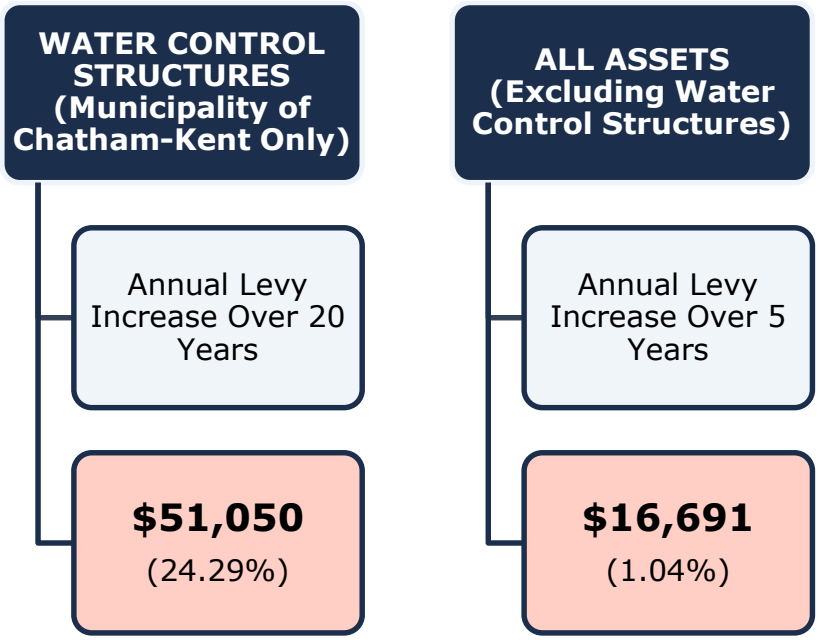


Figure 2 Proposed Funding Changes

Recommendations guide continuous refinement of SCRCA's asset management program. These include:

- Review data to update and maintain a complete and accurate dataset
- Develop a condition assessment strategy with a regular schedule
- Review and update lifecycle management strategies
- Development and regularly review short- and long-term plans to meet capital requirements
- Measure current levels of service and identify sustainable proposed levels of service

2. Introduction & Context

2.1 Asset Management Overview

Conservation Authorities are responsible for managing and maintaining a broad portfolio of infrastructure assets to deliver services to the community. The goal of asset management is to minimize the lifecycle costs of delivering infrastructure services, manage the associated risks, while maximizing the value received from the asset portfolio.

The acquisition of capital assets accounts for only 10-20% of their total cost of ownership. The remaining 80-90% comes from operations and maintenance. This AMP focuses its analysis on the capital costs to maintain, rehabilitate and replace existing infrastructure assets.

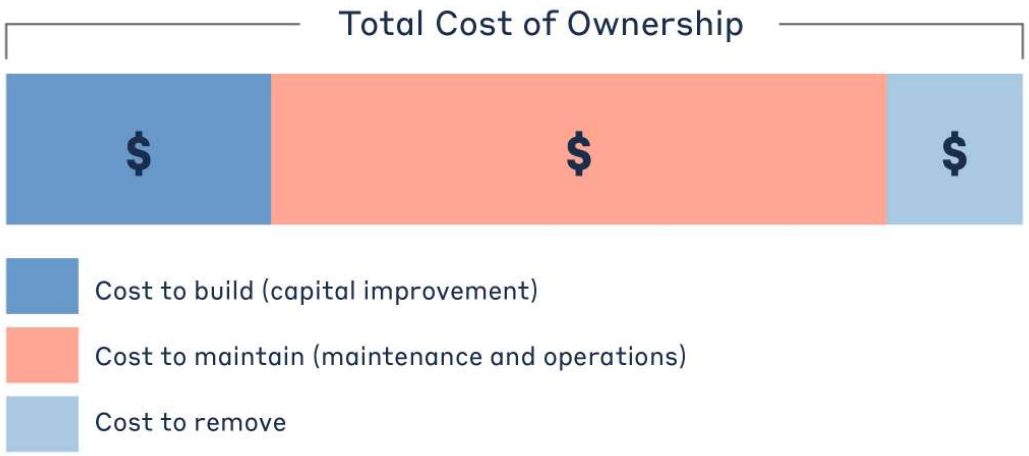


Figure 3 Total Cost of Asset Ownership

These costs can span decades, requiring planning and foresight to ensure financial responsibility is spread equitably across generations. An asset management plan is critical to this planning, and an essential element of broader asset management program. The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

This industry standard, defined by the Institute of Asset Management (IAM), emphasizes the alignment between the corporate strategic plan and various asset

management documents. The strategic plan has a direct, and cascading impact on asset management planning and reporting.

2.1.1 Foundational Asset Management Documentation

The industry-standard approach and sequence to developing a practical asset management program begins with a Strategic Plan, followed by an Asset Management Policy and an Asset Management Strategy, concluding with an Asset Management Plan.

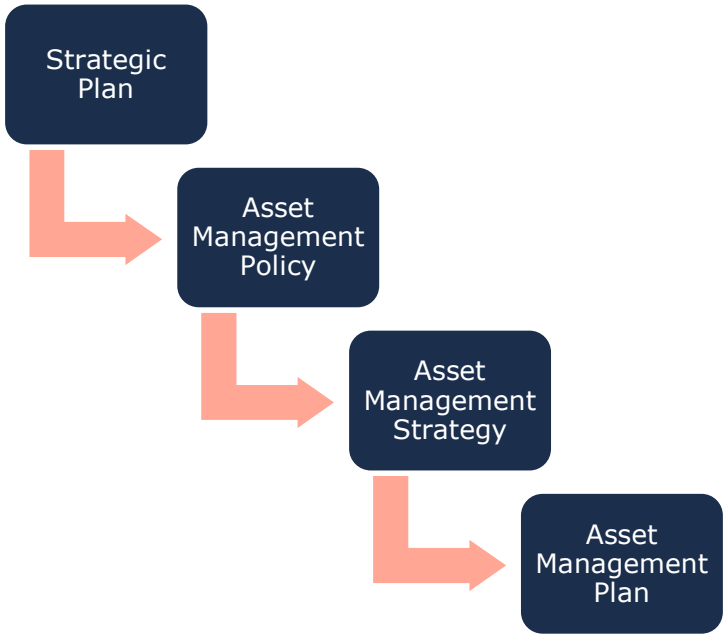


Figure 4 Foundational Asset Management Documents

This industry standard, defined by the Institute of Asset Management (IAM), emphasizes the alignment between the corporate strategic plan and various asset management documents. The strategic plan has a direct, and cascading impact on asset management planning and reporting.

Asset Management Policy

An asset management policy would represent a statement of the principles guiding SCRCA's approach to asset management activities. It would align with the organizational strategic plan and provide clear direction to staff on their roles and responsibilities as part of the asset management program.

Asset Management Strategy

An asset management strategy outlines the translation of organizational objectives into asset management objectives and provides a strategic overview of the

activities required to meet these aims. It would provide greater detail than the policy on how SCRCA plans to achieve asset management objectives through planned activities and decision-making criteria.

Several of the recommendations throughout this report highlight specific actions and practices that are expected to improve SCRCA's Asset management practices, internal capacity, cognizance, and asset decisions. Thus, these recommendations serve informally as an Asset Management Strategy and provide a framework of planned activities to operationalize and support the delivery of the asset management objectives.

Asset Management Plan

The asset management plan (AMP) presents the outcomes of the Conservation Authority's asset management program and identifies the resource requirements needed to achieve a defined level of service. The AMP typically includes the following content:

- State of Infrastructure
- Asset Management Strategies
- Levels of Service
- Financial Strategies

The AMP is a living document that should be updated regularly as additional asset and financial data becomes available. This will allow SCRCA to re-evaluate the state of infrastructure and identify how the organization's asset management and financial strategies are progressing.

2.1.2 Key Concepts in Asset Management

Effective asset management integrates several key components, including lifecycle management, risk & criticality, and levels of service. These concepts are applied throughout this asset management plan and are described below in greater detail.

Lifecycle Management Strategies

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment. Asset deterioration has a negative effect on the ability of an asset to fulfill its intended function, and may be characterized by increased cost, risk and even service disruption.

To ensure that assets are performing as expected and meeting the needs of SCRCA, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

There are several field intervention activities that are available to extend the life of an asset. These activities can be generally placed into one of three categories: maintenance, rehabilitation, and replacement. The following table provides a description of each type of activity and the general difference in cost.

Depending on initial lifecycle management strategies, asset performance can be sustained through a combination of maintenance and rehabilitation, but at some point, replacement is required. Understanding what effect these activities will have on the lifecycle of an asset, and their cost, will enable staff to make better recommendations.

Lifecycle Activity	Cost	Typical Associated Risks
Maintenance *Activities that prevent defects or deteriorations from occurring*	**$**	• Balancing limited resources between planned maintenance and reactive, emergency repairs and interventions; • Diminishing returns associated with excessive maintenance activities, despite added costs; • Intervention selected may not be optimal and may not extend the useful life as expected, leading to lower payoff and potential premature asset failure;
Rehabilitation/ Renewal *Activities that rectify defects or deficiencies that are already present and may be affecting asset performance*	**$$$**	• Useful life may not be extended as expected; • May be costlier in the long run when assessed against full reconstruction or replacement; • Loss or disruption of service, particularly for underground assets;
Replacement/ Reconstruction *Asset end-of-life activities that often involve the complete replacement of assets*	**$$$$$**	• Incorrect or unsafe disposal of existing asset; • Costs associated with asset retirement obligations; • Substantial exposure to high inflation and cost overruns; • Replacements may not meet capacity needs for a larger population; • Loss or disruption of service, particularly for underground assets;

Table 1 Lifecycle Management: Typical Lifecycle Interventions

SCRCA's approach to lifecycle management is described within each asset category outlined in this AMP. Staff will continue to evolve and innovate current practices for developing and implementing proactive lifecycle strategies to determine which activities to perform on an asset and when they should be performed to maximize useful life at the lowest total cost of ownership.

Risk & Criticality

Asset risk and criticality are essential building blocks of asset management, integral in prioritizing projects and distributing funds where they are needed most based on a variety of factors. Assets in disrepair may fail to perform their intended function, pose substantial risk to the community, lead to unplanned expenditures, and create liability for the Conservation Authority. In addition, some assets are simply more important to the community than others, based on their financial significance, their role in delivering essential services, the impact of their failure on public health and safety, and the extent to which they support a high quality of life for community stakeholders.

Risk is a product of two variables: the probability that an asset will fail, and the resulting consequences of that failure event. It can be a qualitative measurement, (i.e. low, medium, high) or quantitative measurement (i.e. 1-5), that can be used to rank assets and projects, identify appropriate lifecycle strategies, optimize short- and long-term budgets, minimize service disruptions, and maintain public health and safety.

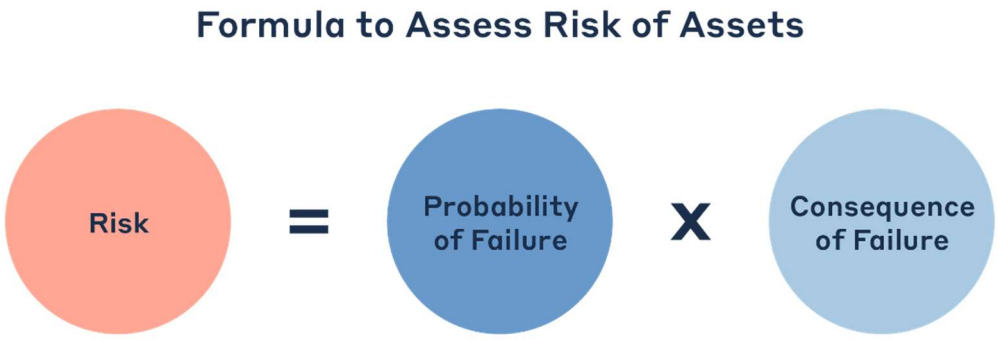


Figure 5 Risk Equations

The approach used in this AMP relies on a quantitative measurement of risk associated with each asset. The probability and consequence of failure are each scored from 1 to 5, producing a minimum risk index of 1 for the lowest risk assets, and a maximum risk index of 25 for the highest risk assets.

Probability of Failure

Several factors can help decision-makers estimate the probability or likelihood of an asset's failure, including its condition, age, previous performance history, and exposure to extreme weather events, such as flooding and ice jams—both a growing concern for municipalities in Canada.

Consequence of Failure

Estimating criticality also requires identifying the types of consequences that the organization and community may face from an asset's failure, and the magnitude of those consequences. Consequences of asset failure will vary across the infrastructure portfolio; the failure of some assets may result primarily in high direct financial cost but may pose limited risk to the community. Other assets may have a relatively minor financial value, but any downtime may pose significant health and safety hazards to residents.

Table 2 illustrates the various types of consequences that can be integrated in developing risk and criticality models for each asset category and segments within. We note that these consequences are common, but not exhaustive.

Type of Consequence	Description
Direct Financial	Direct financial consequences are typically measured as the replacement costs of the asset(s) affected by the failure event, including interdependent infrastructure.
Economic	Economic impacts of asset failure may include disruption to local economic activity and commerce, business closures, service disruptions, etc. Whereas direct financial impacts can be seen immediately or estimated within hours or days, economic impacts can take weeks, months and years to emerge, and may persist for even longer.
Socio-political	Socio-political impacts are more difficult to quantify and may include inconvenience to the public and key community stakeholders, adverse media coverage, and reputational damage to the community and the Conservation Authority.
Environmental	Environmental consequences can include pollution, erosion, sedimentation, habitat damage, etc.

Type of Consequence	Description
Public Health and Safety	Adverse health and safety impacts may include injury or death, or impeded access to critical services.
Strategic	These include the effects of an asset's failure on the community's long-term strategic objectives, including economic development, business attraction, etc.

Table 2 Risk Analysis: Types of Consequences of Failure

This AMP includes a preliminary evaluation of asset risk and criticality. Each asset has been assigned a probability of failure score and consequence of failure score based on available asset data. These risk scores can be used to prioritize maintenance, rehabilitation, and replacement strategies for critical assets.

These models have been built in Citywide for continued review, updates, and refinements.

Levels of Service

A level of service (LOS) is a measure of the services that the Conservation Authority is providing to the community and the nature and quality of those services. Within each asset category in this AMP, technical metrics and qualitative descriptions that measure both technical and community levels of service have been established and measured as data is available.

The Conservation Authority measures the level of service provided at two levels: Community Levels of Service, and Technical Levels of Service.

Community Levels of Service

Community levels of service are a simple, plain language description or measure of the service that the community receives.

Technical Levels of Service

Technical levels of service are a measure of key technical attributes of the service being provided to the community. These include mostly quantitative measures and tend to reflect the impact of the Conservation Authority's asset management strategies on the physical condition of assets or the quality/capacity of the services they provide.

Current and Proposed Levels of Service

This AMP focuses on measuring the current level of service provided to the community. Once current levels of service have been measured, SCRCA may plan to establish proposed levels of service over a 10-year period.

Proposed levels of service should be realistic and achievable within the timeframe outlined by SCRCA. They should also be determined with consideration of a variety of community expectations, fiscal capacity, regulatory requirements, corporate goals and long-term sustainability. Once proposed levels of service have been established, the Conservation Authority would identify a lifecycle management and financial strategy which allows these targets to be achieved.

2.2 Scope & Methodology

2.2.1 Asset Categories for this AMP

This asset management plan for the St. Clair Region Conservation Authority is produced in compliance with O. Reg. 686/21.

The AMP summarizes the state of the infrastructure for the Conservation Authority's asset portfolio, establishes current levels of service and the associated technical and customer oriented key metrics, outlines lifecycle strategies for optimal asset management and performance, and provides financial strategies to reach sustainability for the asset categories included in this AMP.

2.2.2 Data Effective Date

It is important to note that this plan is based on data as of **December 2023**; therefore, it represents a snapshot in time using the best available processes, data, and information at the Conservation Authority. Strategic asset management planning is an ongoing and dynamic process that requires continuous data updates and dedicated data management resources.

2.2.3 Deriving Replacement Costs

There are a range of methods to determine the replacement cost of an asset, and some are more accurate and reliable than others. This AMP relies on two methodologies:

User-Defined Cost and Cost Per Unit

Based on costs provided by municipal staff which could include average costs from recent contracts; data from engineering reports and assessments; staff estimates based on knowledge and experience.

Cost Inflation / CPI Tables

Historical costs of the assets are inflated based on Consumer Price Index or Non-Residential Building Construction Price Index.

User-defined costs based on reliable sources are a reasonably accurate and reliable way to determine asset replacement costs. Cost inflation is typically used in the absence of reliable replacement cost data. It is a reliable method for recently purchased and/or constructed assets where the total cost is reflective of the actual costs that the Conservation Authority incurred. As assets age, and new products and technologies become available, cost inflation becomes a less reliable method.

2.2.4 Estimated Service Life & Service Life Remaining

The estimated useful life (EUL) of an asset is the period over which SCRCA expects the asset to be available for use and remain in service before requiring replacement or disposal. The EUL for each asset in this AMP was assigned according to the knowledge and expertise of municipal staff and supplemented by existing industry standards when necessary.

By using an asset's in-service data and its EUL, the Conservation Authority can determine the service life remaining (SLR) for each asset. Using condition data and the asset's SLR, the Conservation Authority can more accurately forecast when it will require replacement. The SLR is calculated as follows:

Figure 6 Service Life Remaining Calculation

2.2.5 Reinvestment Rate

As assets age and deteriorate they require additional investment to maintain a state of good repair. The reinvestment of capital funds, through asset renewal or replacement, is necessary to sustain an adequate level of service. The reinvestment rate is a measurement of available or required funding relative to the total replacement cost.

By comparing the actual vs. target reinvestment rate the Conservation Authority can determine the extent of any existing funding gap. The reinvestment rate is calculated as follows:

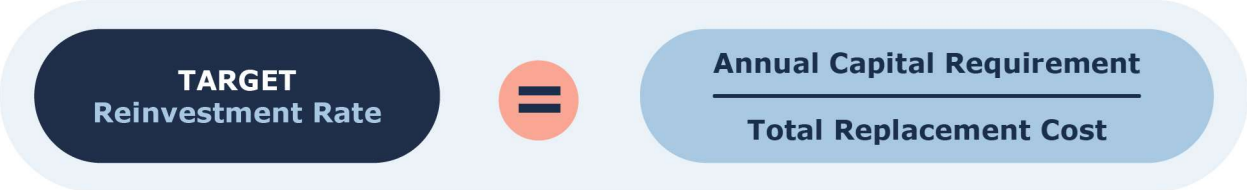


Figure 7 Target Reinvestment Rate Calculation

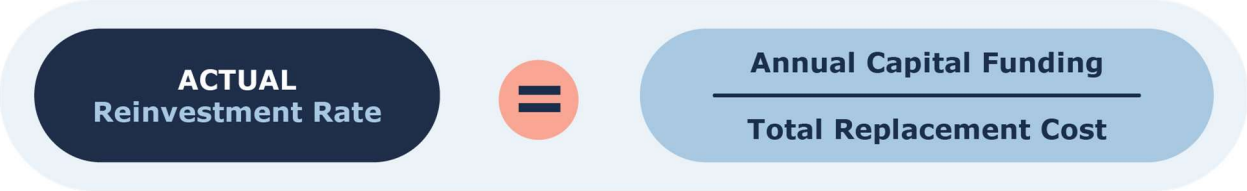


Figure 8 Actual Reinvestment Rate Calculation

2.2.6 Deriving Asset Condition

An incomplete or limited understanding of asset condition can mislead long-term planning and decision-making. Accurate and reliable condition data helps to prevent premature and costly rehabilitation or replacement and ensures that lifecycle activities occur at the right time to maximize asset value and useful life.

A condition assessment rating system provides a standardized descriptive framework that allows comparative benchmarking across the Conservation Authority's asset portfolio. The table below outlines the condition rating system used in this AMP to determine asset condition. This rating system is aligned with the Canadian Core Public Infrastructure Survey which is used to develop the Canadian Infrastructure Report Card. When assessed condition data is not available, service life remaining is used to approximate asset condition.

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

Table 3 Standard Condition Rating Scale

The analysis in this AMP is based on assessed condition data only as available. In the absence of assessed condition data, asset age is used as a proxy to determine asset condition.

2.3 Ontario Regulation 686/21

Ontario Regulation 686/21 is a regulation under the Conservation Authorities Act that provides rules for conservation authorities (CAs) in Ontario. Its purpose is to provide clear guidelines and standards for the operations of conservation authorities in Ontario, ensuring their activities align with provincial priorities and demonstrate transparency and accountability.

The regulation establishes the core programs and services conservation authorities must deliver, focusing on critical areas such as flood management, source water protection, and the management of conservation lands to safeguard people, property, and the environment. It also seeks to standardize operations across conservation authorities by requiring an inventory of all programs and services, categorized into mandatory, municipal, and other locally funded activities.

Additionally, the regulation promotes collaboration between conservation authorities, municipalities, and the province through formal agreements for non-mandatory programs, ensuring clarity in roles and responsibilities. By mandating transition plans, regular reporting, and compliance with governance standards, the regulation enhances operational efficiency and accountability while ensuring conservation authorities remain focused on their primary mission of protecting natural resources and public safety.

2.3.1 Requirements Under the Regulation

Inventory of Programs and Services

Conservation authorities must prepare an inventory of all programs and services they provide, categorized as:

- Mandatory: Required by the regulation or provincial laws.
- Municipal: Delivered on behalf of municipalities through agreements.
- Other: Locally determined programs funded by sources such as self-generated revenue.

Agreements with Municipalities

For any non-mandatory programs delivered on behalf of municipalities, formal agreements must be in place to define the scope, funding, and expectations.

Governance and Oversight

Boards of conservation authorities must ensure compliance with the regulation and maintain financial accountability.

Transition Plans

Conservation authorities must create and implement transition plans to phase in compliance with the new requirements, including reviewing programs, services, and agreements.

Reporting and Deadlines

Regular reporting on progress, program inventories, and agreements is required to maintain compliance and ensure transparency.

2.3.2 O. Reg. 686/21 Compliance Review

Requirement	AMP Section Reference	Status
Summary of assets in each category	4.0 – 10.0	Complete
Condition of assets in each category	4.1 – 10.1	Complete
Description of Conservation Authority's approach to assessing the condition of assets in each category	4.1 – 10.1	Complete
Description of municipality's approach to assessing the risk of assets in each category	4.4 – 10.4	Complete
Any ongoing issues impacting the asset's functionality or safety	4.4.1 – 10.4.1	Complete
Lifecycle activities needed to maintain current levels of service for 10 years	4.2 – 10.2	Complete
Costs of providing lifecycle activities for 10 years	Appendix B	Complete
Financial Strategy	11	Complete

3. Portfolio Overview – State of the Infrastructure

The state of the infrastructure (SOTI) summarizes the inventory, condition, age profiles, and other key performance indicators for the Conservation Authority's infrastructure portfolio.

3.1 Asset Hierarchy & Data Classification

Asset hierarchy explains the relationship between individual assets and their components, and a wider, more expansive network and system. How assets are grouped in a hierarchy structure can impact how data is interpreted. Assets were structured to support meaningful, efficient reporting and analysis. Key category details are summarized at asset segment level.

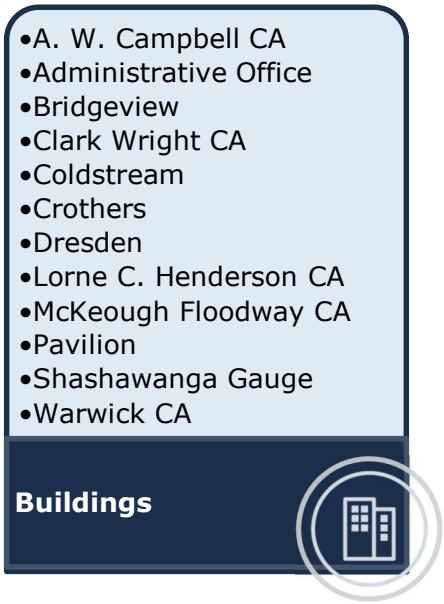


Figure 9 Asset Hierarchy and Data Classification

3.2 Portfolio Overview

3.2.1 Total Replacement Cost of Asset Portfolio

The seven asset categories analyzed in this Asset Management Plan have a total current replacement cost of $123.6 million. This estimate was calculated using user-defined costing, as well as inflation of historical or original costs to current date. This estimate reflects replacement of historical assets with similar, not necessarily identical, assets available for procurement today. Figure 10 illustrates the replacement cost of each asset category; at 92% of the total portfolio, water control structures form the largest share of SCRCA's asset portfolio, followed by buildings at 6%.

Category	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Buildings	21	Assets	CPI	$7,891,800	$137,203
Furniture & Fixtures	8	Assets	CPI	$103,902	$5,195
IT Equipment	33	Assets	User-Defined	$157,764	$15,691
Land Improvements	2	Assets	CPI	$310,513	$5,175
Machinery & Equipment	24	Assets	User-Defined	$215,363	$15,070
Motor Vehicles	45	Assets	User-Defined	$1,137,163	$113,025
Water Control Structures	15	Assets	User-Defined	$113,750,000	$2,932,000
TOTAL			**User-Defined**	**$123,566,505**	**$3,223,358**

Table 4 Replacement Costs & Average Annual Capital Requirements: Portfolio Overview

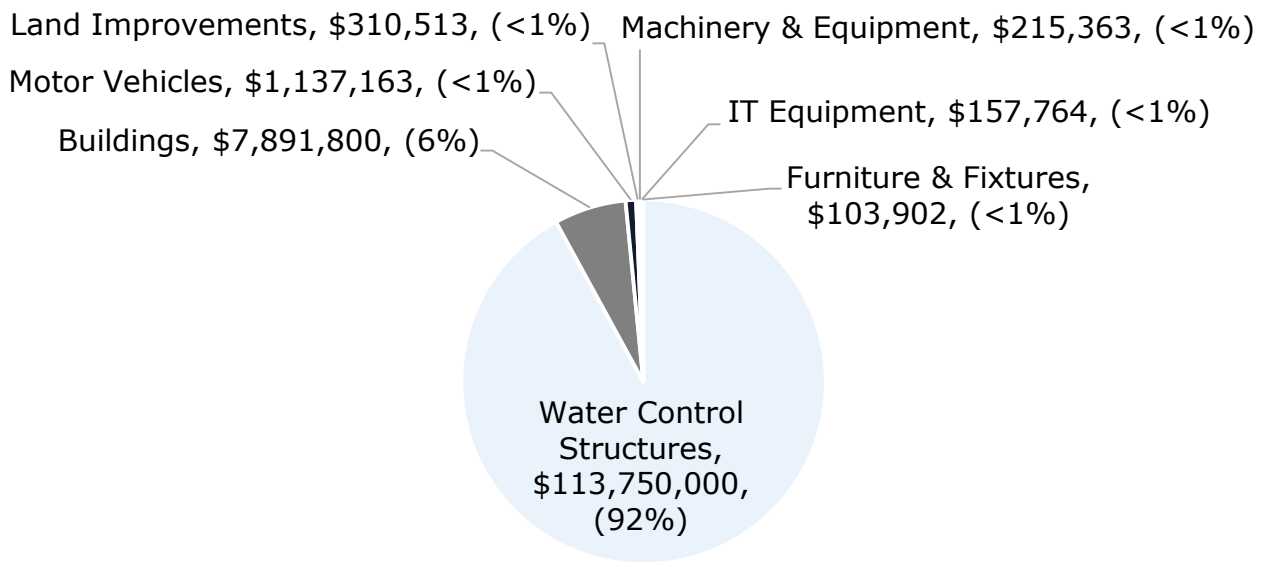
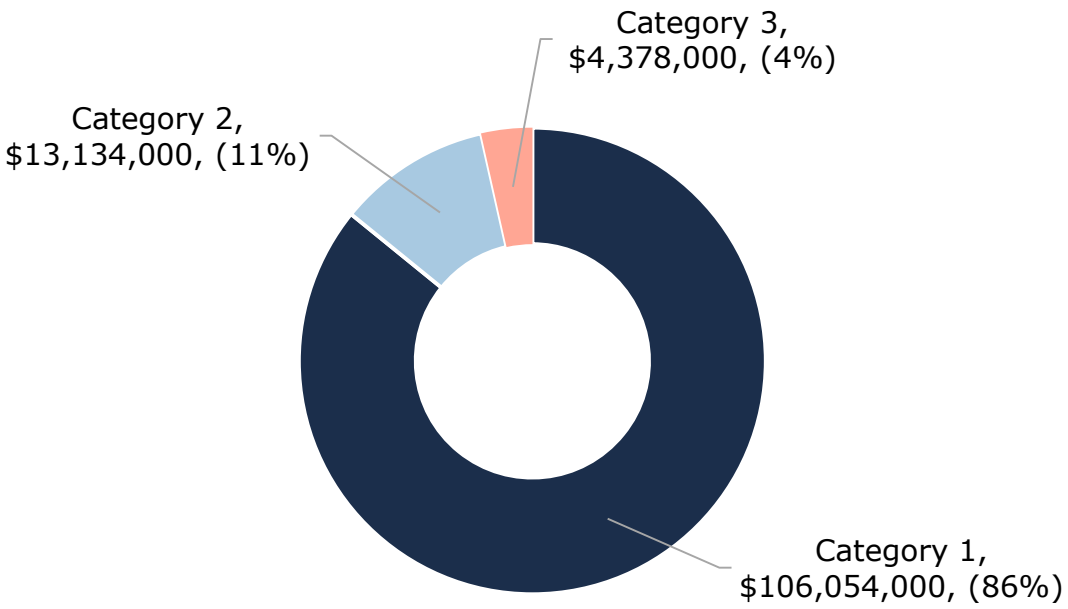


Figure 10 Current Replacement Cost by Asset Category

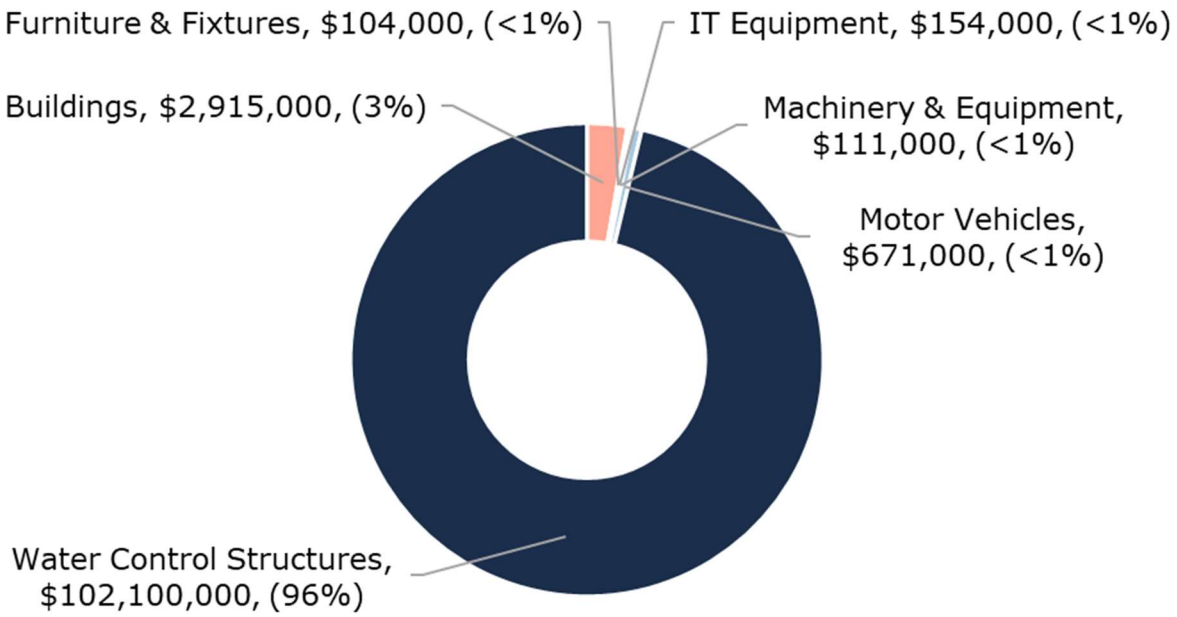
3.2.2 Portfolio Replacement Cost by Conservation Authority Act Categories

AMP Category	CA Act Category 1	CA Act Category 2	CA Act Category 3
Buildings	$2,915,000	$1,365,874	$3,610,926
Furniture & Fixtures	$103,902	-	-
IT Equipment	$153,764	-	$4,000
Land Improvements	-	$118,388	$192,125
Machinery & Equipment	$110,500	-	$104,863
Motor Vehicles	$671,000	-	$466,163
Water Control Structures	$102,100,000	$11,650,000	-
TOTAL	**$106,054,166**	**$13,134,262**	**$4,378,077**

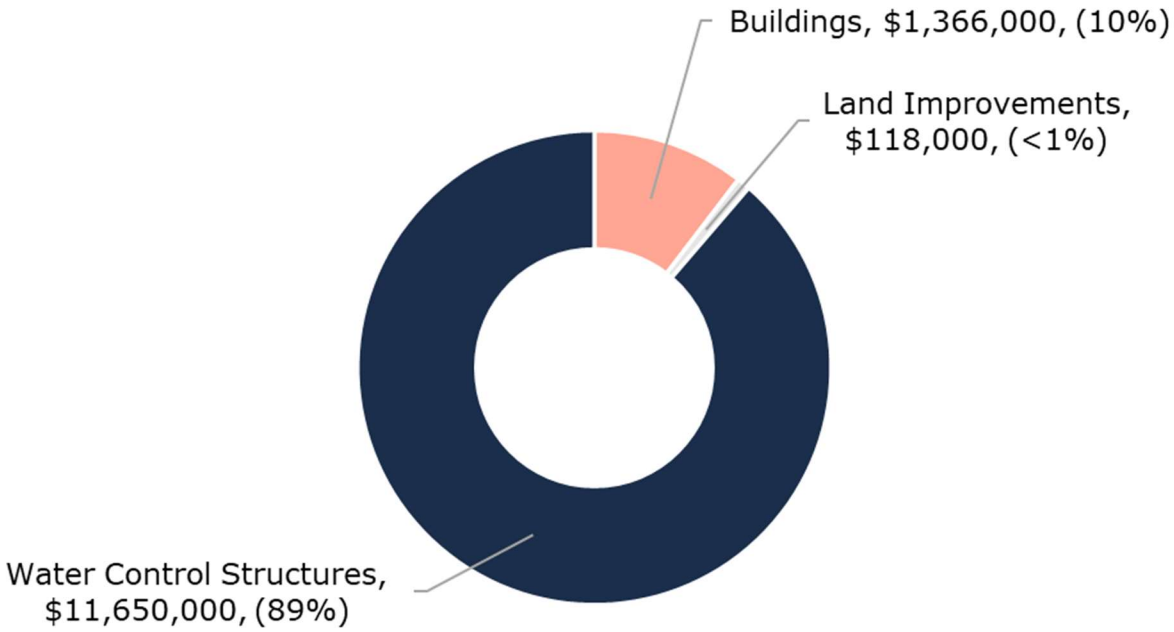
Overall Replacement Cost by CA Act Category

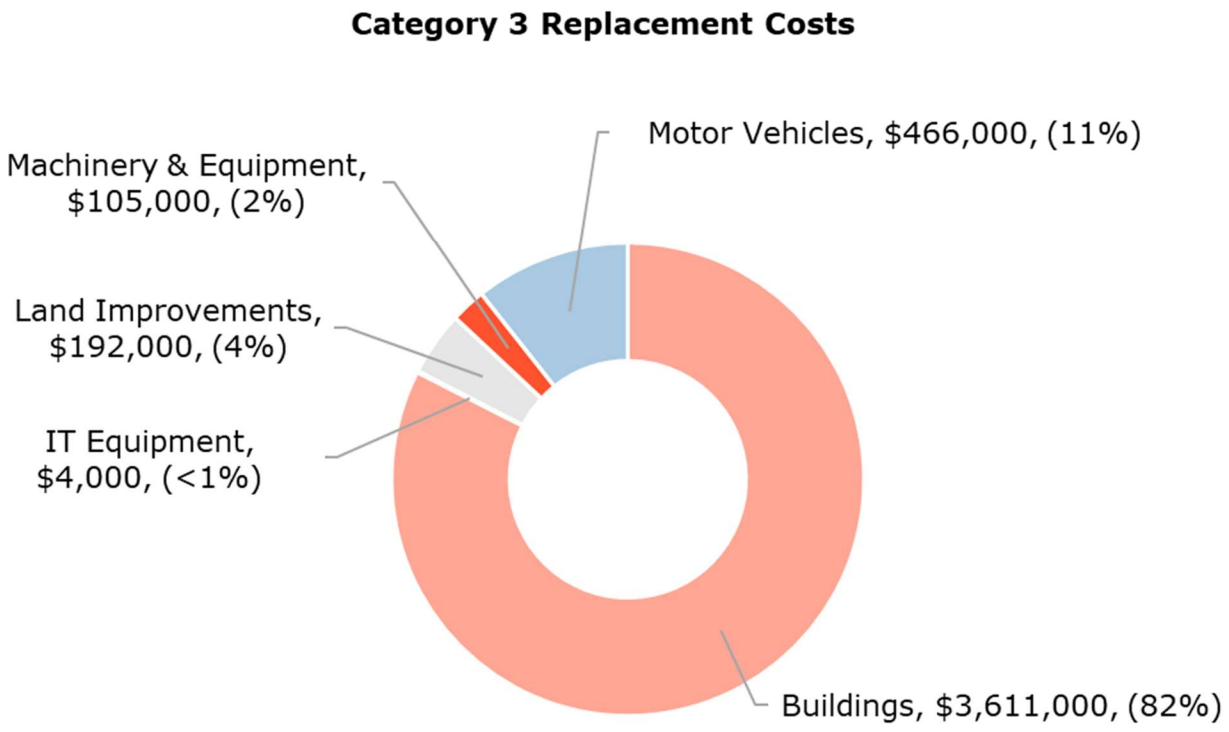


Category 1 Replacement Costs



Category 2 Replacement Costs

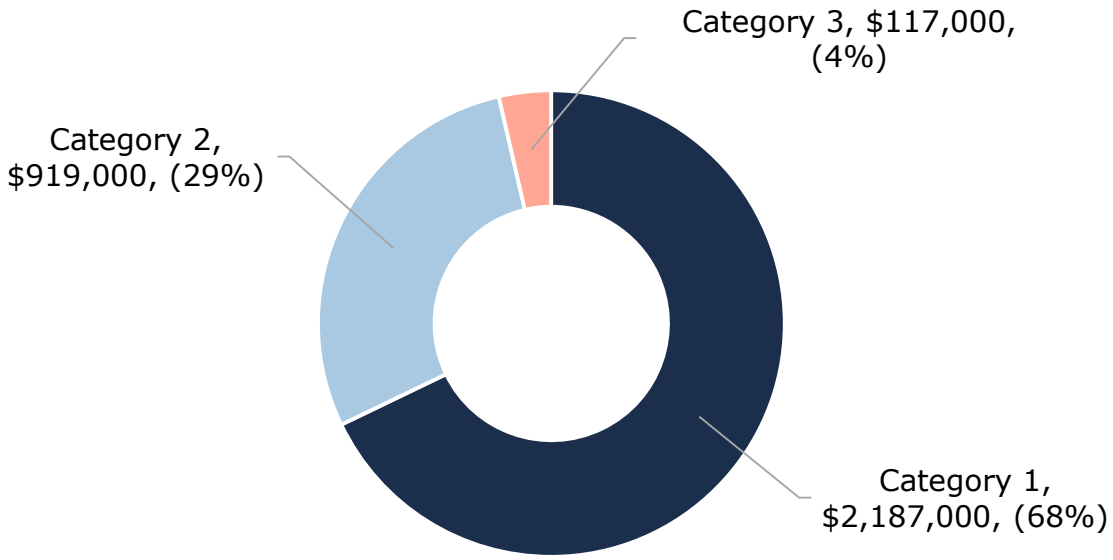




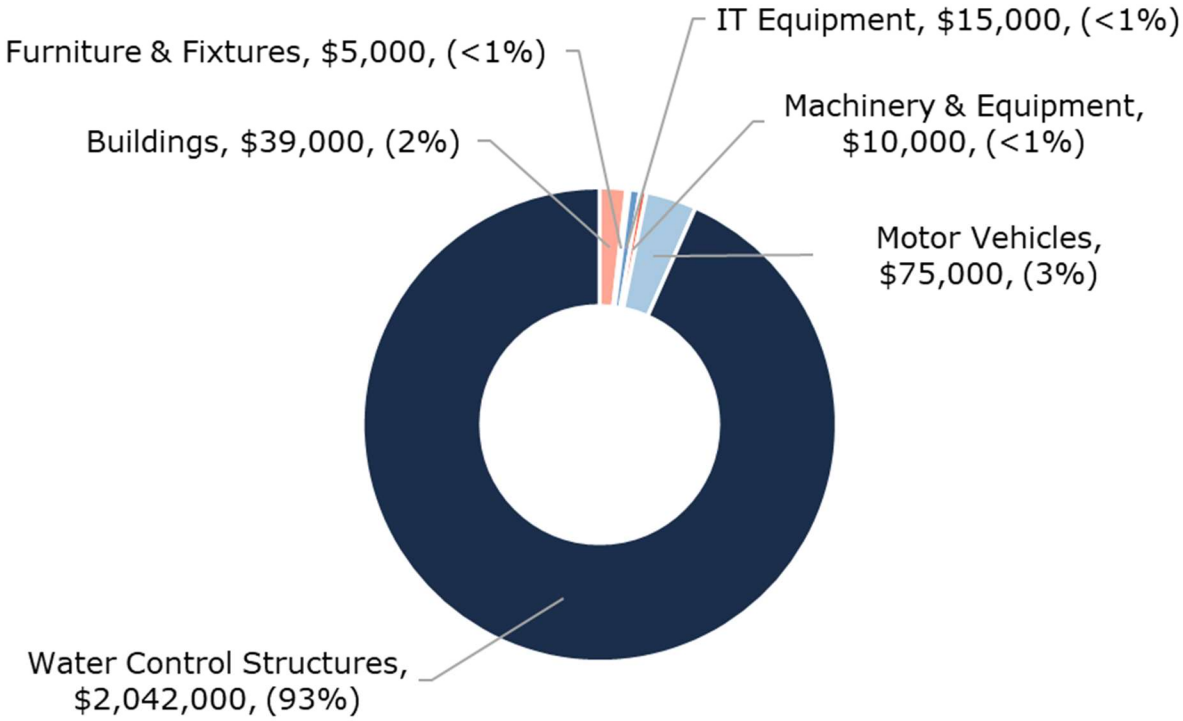
3.2.3 Portfolio Average Annual Capital Requirements by Conservation Authority Act Categories

AMP Category	CA Act Category 1	CA Act Category 2	CA Act Category 3
Buildings	$39,333	$27,317	$70,552
Furniture & Fixtures	$5,195	-	-
IT Equipment	$15,280	-	$411
Land Improvements	-	$1,973	$3,202
Machinery & Equipment	$9,833	-	$5,236
Motor Vehicles	$75,392	-	$37,633
Water Control Structures	$2,042,000	$890,000	-
TOTAL	**$2,187,033**	**$919,291**	**$117,035**

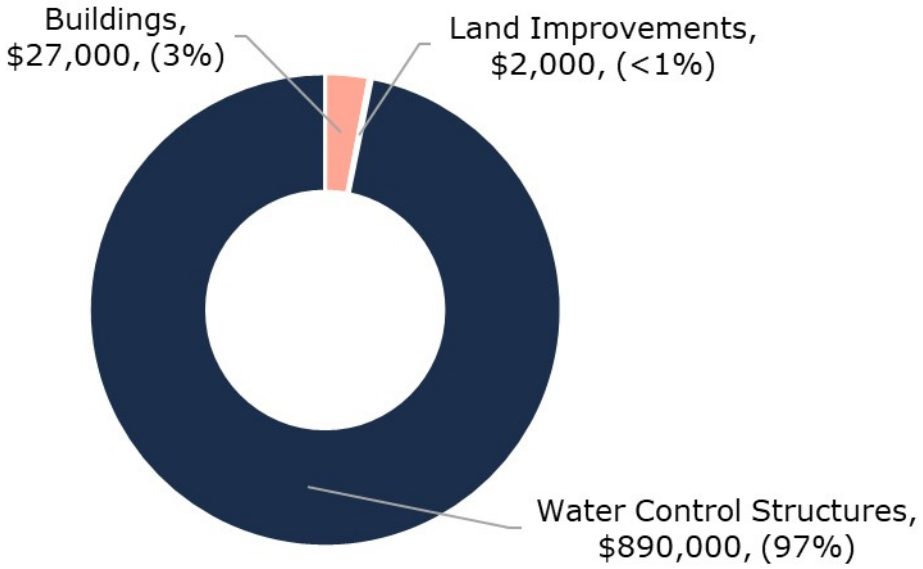
Overall Average Annual Capital Requirements by CA Act Category



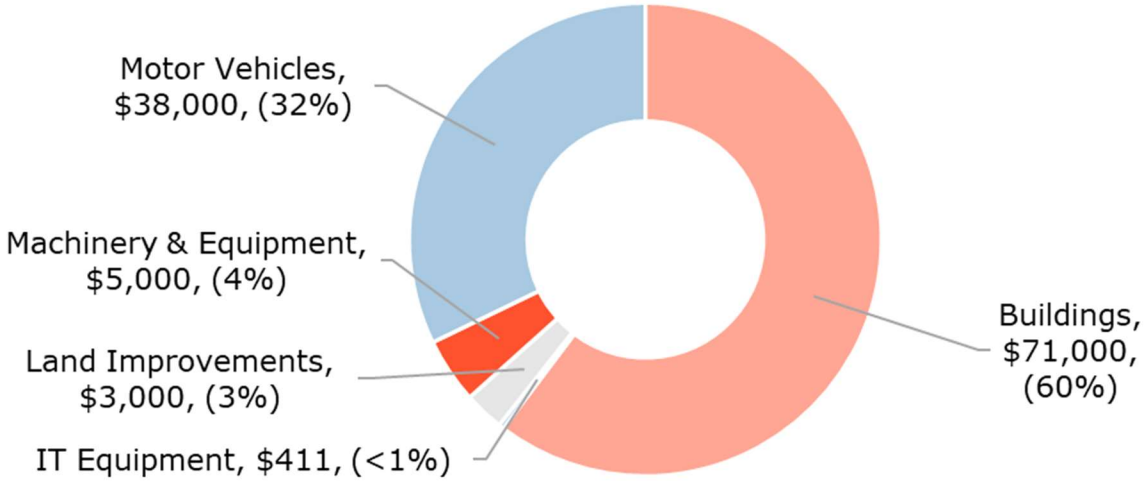
Category 1 Average Annual Capital Requirements



Category 2 Average Annual Capital Requirements



Category 3 Average Annual Capital Requirements



3.2.4 Condition of Asset Portfolio

Figure 11 and Figure 12 summarize asset condition at the portfolio and category levels, respectively. Based on assessed condition, 97% of the Conservation Authority's infrastructure portfolio is in fair or better condition, with the remaining 3% in poor or worse condition. Typically, assets in poor or worse condition may require replacement or major rehabilitation in the immediate or short-term.

Targeted condition assessments may help further refine the list of assets that may be candidates for immediate intervention, including potential replacement or reconstruction.

Similarly, assets in fair condition should be monitored for disrepair over the medium term. Keeping assets in fair or better condition is typically more cost-effective than addressing assets needs when they enter the latter stages of their lifecycle or decline to a lower condition rating, e.g., poor or worse.

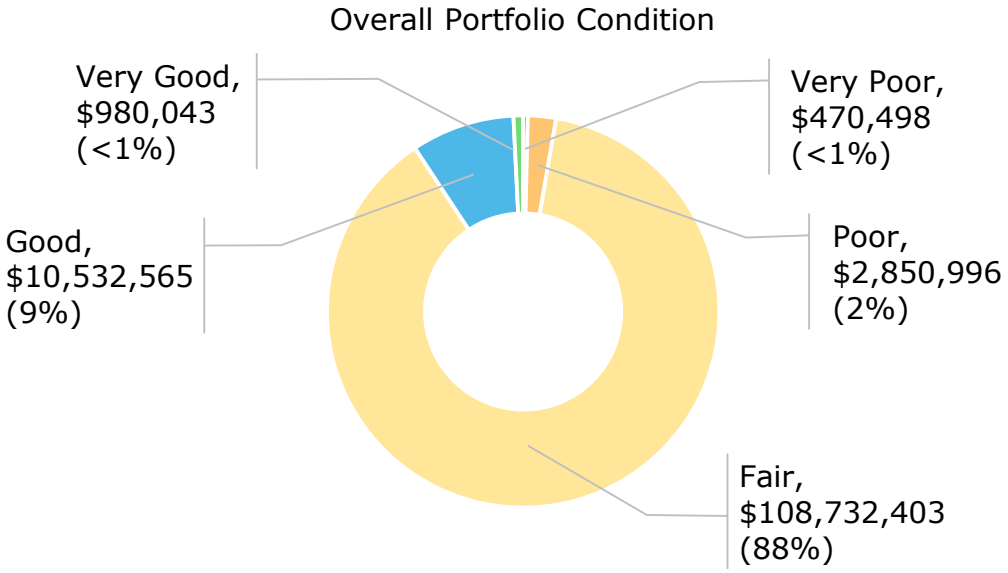


Figure 11 Asset Condition: Portfolio Overview

Category	≤ Poor ($)	≤ Poor (%)	≥ Fair ($)	≥ Fair (%)	Average Condition
Buildings	$2,835,554	36%	$5,056,246	64%	Fair (45%)
Furniture & Fixtures	$12,813	12%	$91,089	88%	Fair (46%)
IT Equipment	$2,350	1%	$155,414	99%	Good (76%)
Land Improvements	-	0%	$310,513	100%	Very Good (91%)
Machinery & Equipment	$23,993	11%	$191,370	89%	Fair (59%)
Motor Vehicles	$446,784	39%	$690,379	61%	Fair (50%)
Water Control Structures	-	0%	$113,750,000	100%	Fair (60%)
TOTAL	**$3,321,494**	**3%**	**$120,245,011**	**97%**	**Fair (59%)**

Table 5 Average Condition: Portfolio Overview Weighted by Replacement Cost

As further illustrated in Figure 12, all asset categories are in fair or better condition, based on in-field condition assessment data.

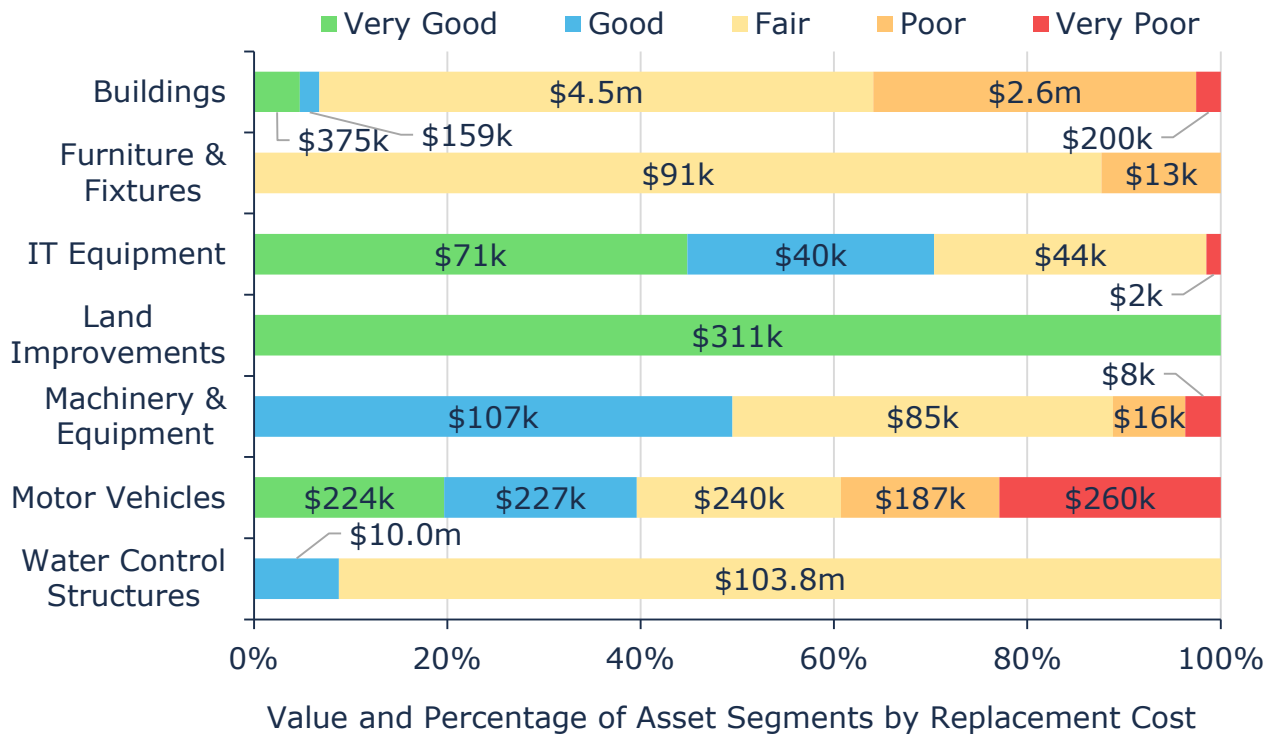


Figure 12 Asset Condition by Asset Category

As outlined previously, buildings are not componentized into their individual major elements and components. This limits the validity of current condition estimates as they are presented only at the 'parent' asset level, such as 'Administration Office', or 'McKeough Floodway CA.

Source of Condition Data

This AMP relies on assessed condition for 100% of assets, based on and weighted by replacement cost. Assessed condition data is invaluable in asset management planning as it reflects the true condition of the asset and its ability to perform its functions.

3.2.5 Service Life Remaining

Based on asset age, available assessed condition data and estimated useful life, 4% of SCRCA's assets will require replacement within the next 10 years. Refer to Appendix B – 10-Year Capital Requirements.

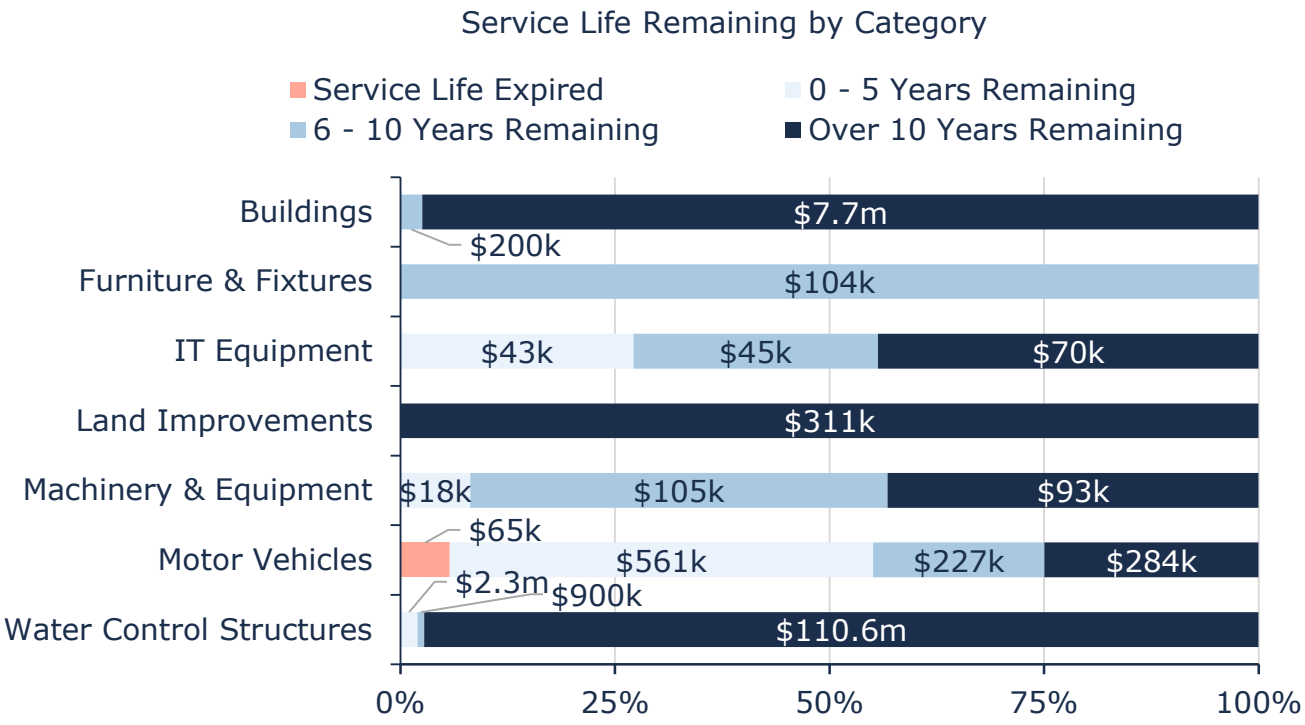


Figure 13 Service Life Remaining by Asset Category

3.2.6 Risk Analysis

Risk ratings are generated using available asset data, including condition and replacement costs. The risk profile framework criteria used to determine these ratings are illustrated in Appendix C – Risk Rating Criteria.

Category	Probability of Failure	Consequence of Failure	Risk Rating	Risk Range
Buildings	3.27 / 5	3.77 / 5	12.39 / 25	High
Furniture & Fixtures	3.12 / 5	4.54 / 5	14.07 / 25	High
IT Equipment	1.88 / 5	3.87 / 5	6.84 / 25	Low
Land Improvements	1 / 5	2.42 / 5	2.42 / 25	Very Low
Machinery & Equipment	2.65 / 5	4.46 / 5	11.49 / 25	High
Motor Vehicles	3.03 / 5	3.95 / 5	12.22 / 25	High
Water Control Structures	2.91 / 5	3.21 / 5	9.33 / 25	Moderate
TOTAL	**2.93 / 5**	**3.25 / 5**	**9.54 / 25**	**Moderate**

Table 6 Risk Breakdown: Portfolio Overview

Using the risk equation and preliminary risk models, Figure 14 shows how assets across the different asset categories are stratified within a risk rating framework.

1 - 4 Very Low	5 - 7 Low	8 - 9 Moderate	10 - 14 High	15 - 25 Very High
$1,353,303 (1%)	$10,417,259 (8%)	$103,736,961 (84%)	$3,622,759 (3%)	$4,436,223 (4%)

Figure 14 Risk Matrix: All Assets

The analysis shows that based on current risk models, approximately 4% of the Conservation Authority's assets, with a current replacement cost of approximately $4.4 million, carry a risk rating of 15 or higher (red) out of 25. Assets in this group may have a high probability of failure based on available condition data and age-based estimates and were considered to be most essential to the operation of SCRCA.

As new asset attribute information and condition assessment data are integrated with the asset register, asset risk ratings will evolve, resulting in a redistribution of assets within the risk ranges. Staff should also continue to calibrate risk models.

We caution that since risk ratings rely on many factors beyond an asset's physical condition or age, assets in a state of disrepair can sometimes be classified as low-risk, despite their poor condition rating. In such cases, although the probability of failure for these assets may be high, their consequence of failure ratings were determined to be low based on the attributes used and the data available.

Similarly, assets with very high condition ratings can receive a moderate to high-risk rating despite a low probability of failure. These assets may be deemed as highly critical to the Conservation Authority based on their costs, economic importance, social significance, and other factors. Continued calibration of an asset's criticality and regular data updates are needed to ensure these models more accurately reflect an asset's actual risk profile.

3.2.7 Forecasted Capital Requirements

Aging assets require maintenance, rehabilitation, and replacement. Figure 15 below illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for all asset categories analyzed in this AMP over an 80-year time horizon. On average, $3.2 million is required each year to remain current with capital replacement needs for the Conservation Authority's asset portfolio (red dotted line). Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise. This figure relies on age and available condition data.

The chart also illustrates a backlog of approximately $65,000, comprising assets that remain in service beyond their estimated useful life. It is unlikely that all such assets are in a state of disrepair, requiring immediate replacements. This makes continued and expanded targeted and consistent condition assessments integral. Risk frameworks, proactive lifecycle strategies, and levels of service targets can then be used to prioritize projects, continuously refine estimates for both backlogs and ongoing capital needs, and help select the right treatment for each asset. In addition, more effective componentization of buildings will improve these projections, including backlog estimates.

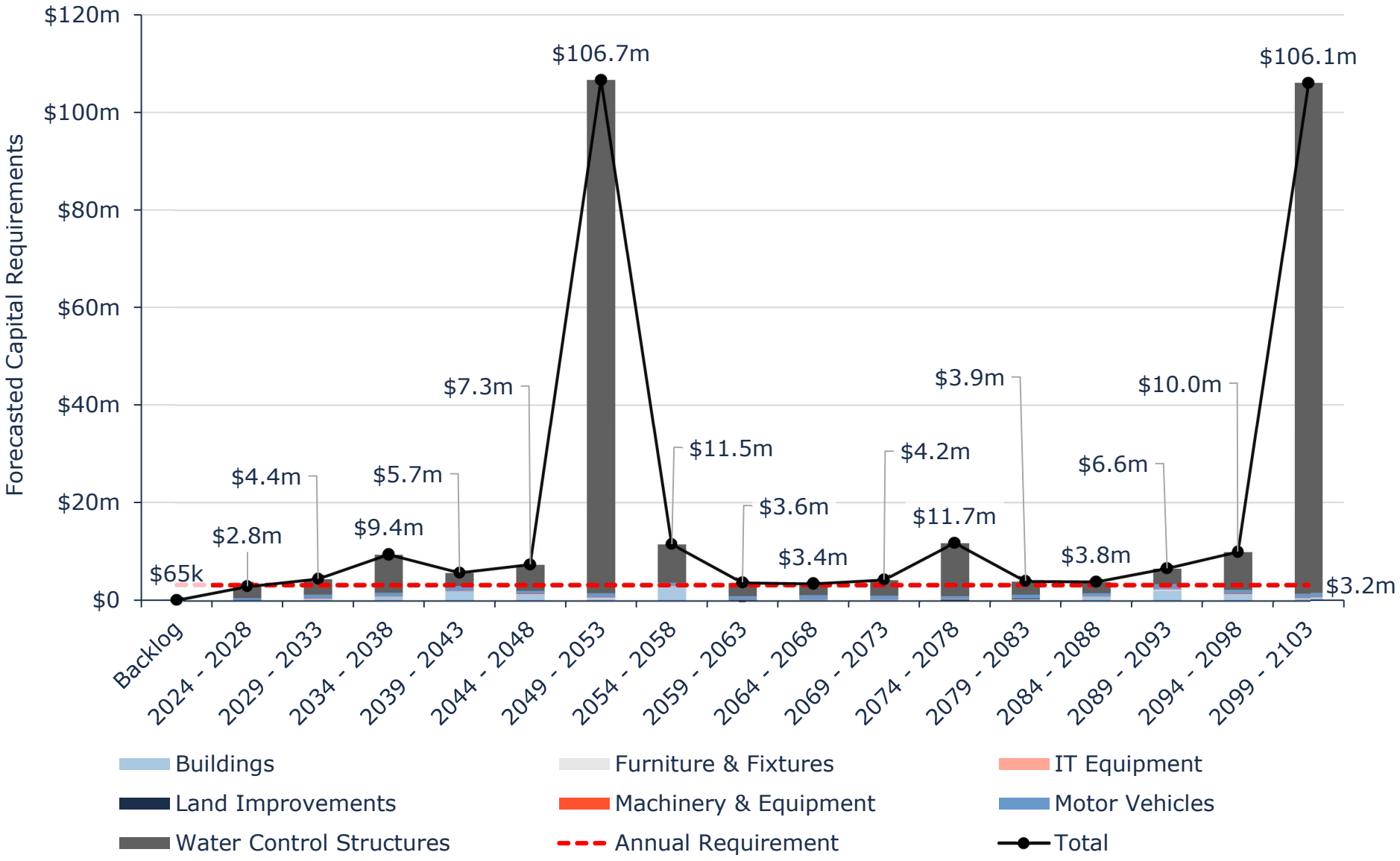


Figure 15 Capital Replacement Needs: Portfolio Overview 2024-2103

4. Buildings

SCRCA's buildings portfolio includes an administration office, visitor and education centers, workshops, washrooms, a pavilion, as well as a gate house and gauge house. The total current replacement of buildings is estimated at more than $7.9 million.

4.1 Inventory & Valuation

Table 7 summarizes the quantity and current replacement cost of all buildings assets available in the Conservation Authority's asset register. The buildings assets are not componentized, meaning that the average annual requirement is based on a full replacement of the asset. The buildings portfolio is comprised of assets that fall under Category 1, Category 2, and Category 3 under the CA Act.

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
A. W. Campbell CA	2	Assets	CPI	$575,493	$11,510
Administrative Office	1	Assets	User-Defined	$2,800,000	$37,333
Bridgeview	1	Assets	CPI	$405,437	$8,109
Clark Wright CA	1	Assets	User-Defined	$250,000	$3,333
Coldstream	1	Assets	User-Defined	$350,000	$7,000
Crothers	2	Assets	CPI	$327,592	$6,552
Dresden	1	Assets	CPI	$282,845	$5,657
Lorne C. Henderson CA	1	Assets	CPI	$1,114,947	$22,299
McKeough Floodway CA	3	Assets	User-Defined	$85,000	$1,700
Pavilion	1	Assets	CPI	$4,176	$84
Shashawanga Gauge	1	Assets	User-Defined	$30,000	$300
Warwick CA	6	Assets	CPI	$1,666,310	$33,326
TOTAL	**21**		**CPI**	**$7,891,800**	**$137,203**

Table 7 Detailed Asset Inventory: Buildings

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Administrative Office	1	Assets	User-Defined	$2,800,000	$37,333
McKeough Floodway CA	3	Assets	User-Defined	$85,000	$1,700
Shashawanga Gauge	1	Assets	User-Defined	$30,000	$300
TOTAL	**5**		**User-Defined**	**$2,915,000**	**$39,333**

Table 8 Detailed Asset Inventory: Buildings – Category 1

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Bridgeview	1	Assets	CPI	$405,437	$8,109
Coldstream	1	Assets	User-Defined	$350,000	$7,000
Crothers	2	Assets	CPI	$327,592	$6,552
Dresden	1	Assets	CPI	$282,845	$5,657
TOTAL	**5**		**CPI**	**$1,365,874**	**$27,317**

Table 9 Detailed Asset Inventory: Buildings – Category 2

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
A. W. Campbell CA	2	Assets	CPI	$575,493	$11,510
Clark Wright CA	1	Assets	User-Defined	$250,000	$3,333
Lorne C. Henderson CA	1	Assets	CPI	$1,114,947	$22,299
Pavilion	1	Assets	CPI	$4,176	$84
Warwick CA	6	Assets	CPI	$1,666,310	$33,326
TOTAL	**21**		**CPI**	**$7,891,800**	**$137,203**

Table 10 Detailed Asset Inventory: Buildings – Category 3

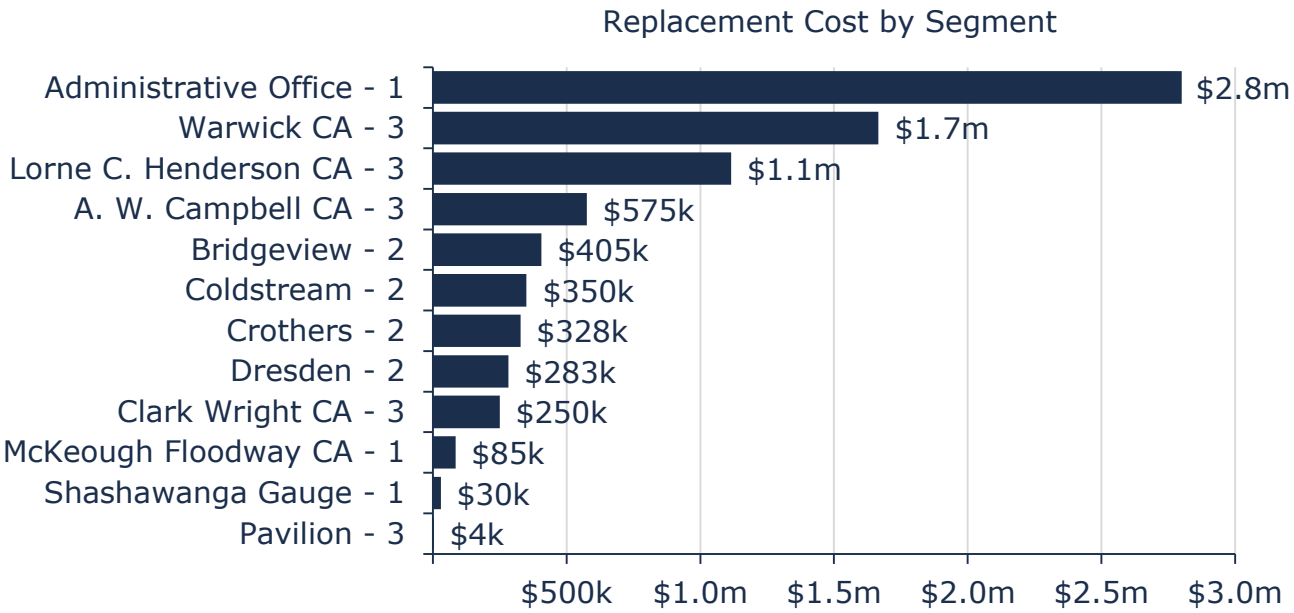


Figure 16 Portfolio Valuation: Buildings

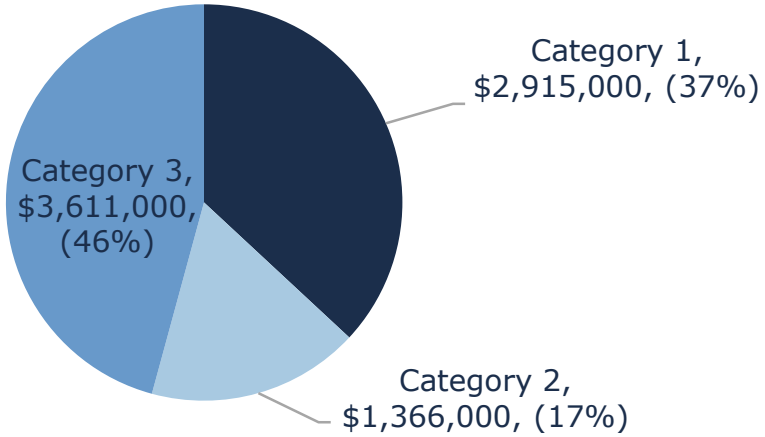


Figure 17 Portfolio Valuation: Buildings Replacement Costs by CA Act Category

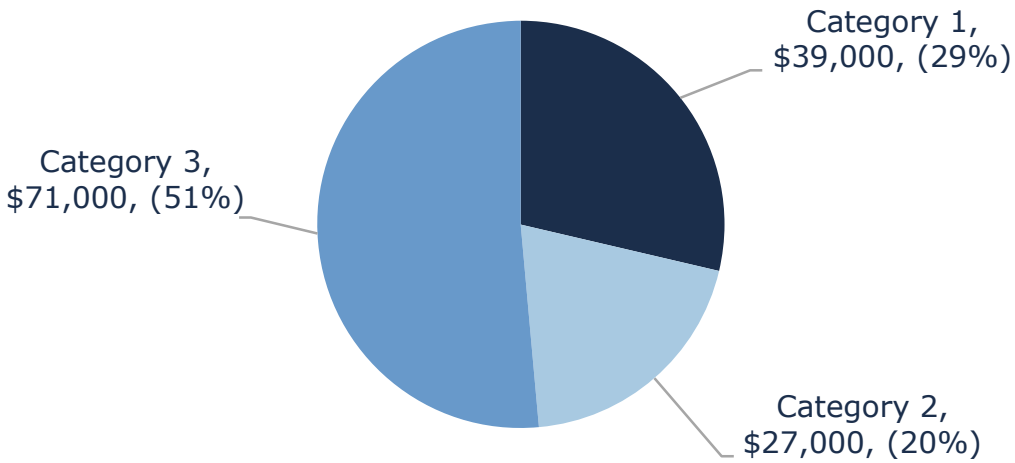


Figure 18 Portfolio Valuation: Buildings Average Annual Capital Requirements by CA Act Category

4.2 Asset Condition & Age Profile

The current approach to condition assessments emphasizes public safety rather than a comprehensive evaluation of overall asset condition. For publicly accessible conservation areas, monthly inspections are conducted from May to October, with inspections reduced to twice during the winter months. In non-public areas, such as workshops and offices, informal observations are relied upon instead of formal assessments. However, the organization lacks a structured condition assessment program for critical building components like roofs, foundations, and mechanical systems. As a result, issues are addressed reactively as they arise, with no established schedule for preventative maintenance or detailed tracking of asset conditions over time.

In this AMP, the following rating range is used to determine the current condition of buildings assets and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Figure 19 summarizes the replacement cost-weighted condition of SCRCA's buildings portfolio. Based on assessed data, 64% of buildings assets are in fair or better condition; however, 36%, with a current replacement cost of more than $2.8 million are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As buildings are not componentized, condition data is presented only at the site level, rather than at the individual element or component level within each building.

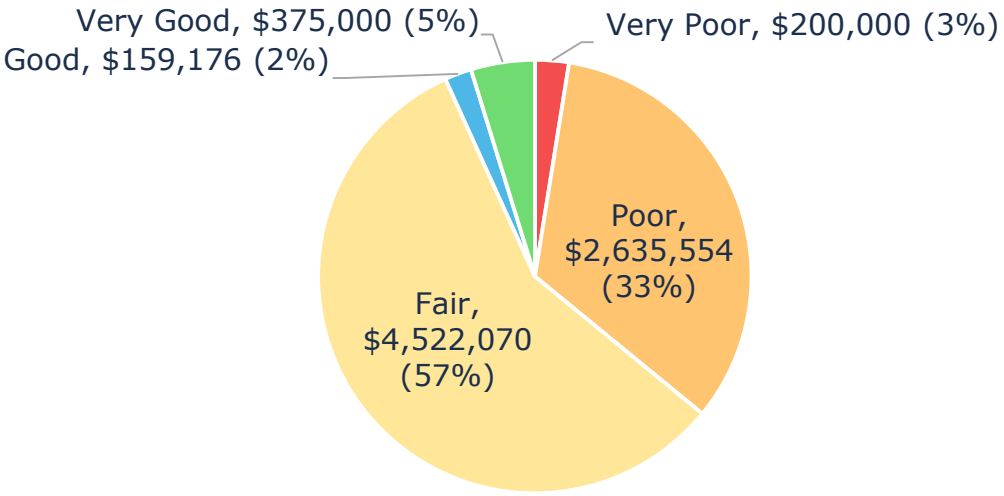


Figure 19 Asset Condition: Buildings Overall

Segment	≤ Poor ($)	≤ Poor (%)	≥ Fair ($)	≥ Fair (%)	Average Condition
A. W. Campbell CA - 3	$450,493	78%	$125,000	22%	Fair (48%)
Administrative Office - 1	-	0%	$2,800,000	100%	Fair (44%)
Bridgeview - 2	$405,437	100%	-	0%	Poor (39%)
Clark Wright CA - 3	-	0%	$250,000	100%	Very Good (89%)
Coldstream - 2	$200,000	57%	$150,000	43%	Poor (29%)
Crothers - 2	-	0%	$327,592	100%	Fair (49%)
Dresden - 2	-	0%	$282,845	100%	Fair (49%)
Lorne C. Henderson CA - 3	$1,084,091	97%	$30,856	3%	Poor (38%)
McKeough Floodway CA - 1	-	0%	$85,000	100%	Fair (49%)

Segment	≤ Poor ($)	≤ Poor (%)	≥ Fair ($)	≥ Fair (%)	Average Condition
Pavilion - 3	-	0%	$4,176	100%	Good (74%)
Shashawanga Gauge - 1	-	0%	$30,000	100%	Good (79%)
Warwick CA - 3	$695,533	42%	$970,777	58%	Fair (44%)
TOTAL	**$2,835,554**	**36%**	**$5,056,246**	**64%**	**Fair (45%)**

Table 11 Asset Condition: Buildings by Segment

Figure 20 summarizes the assessed condition of by each segment. However, in the absence of componentization, this data has limited value. Componentization of assets and integration of condition assessments will provide a more accurate and reliable estimation of the condition of various facilities.

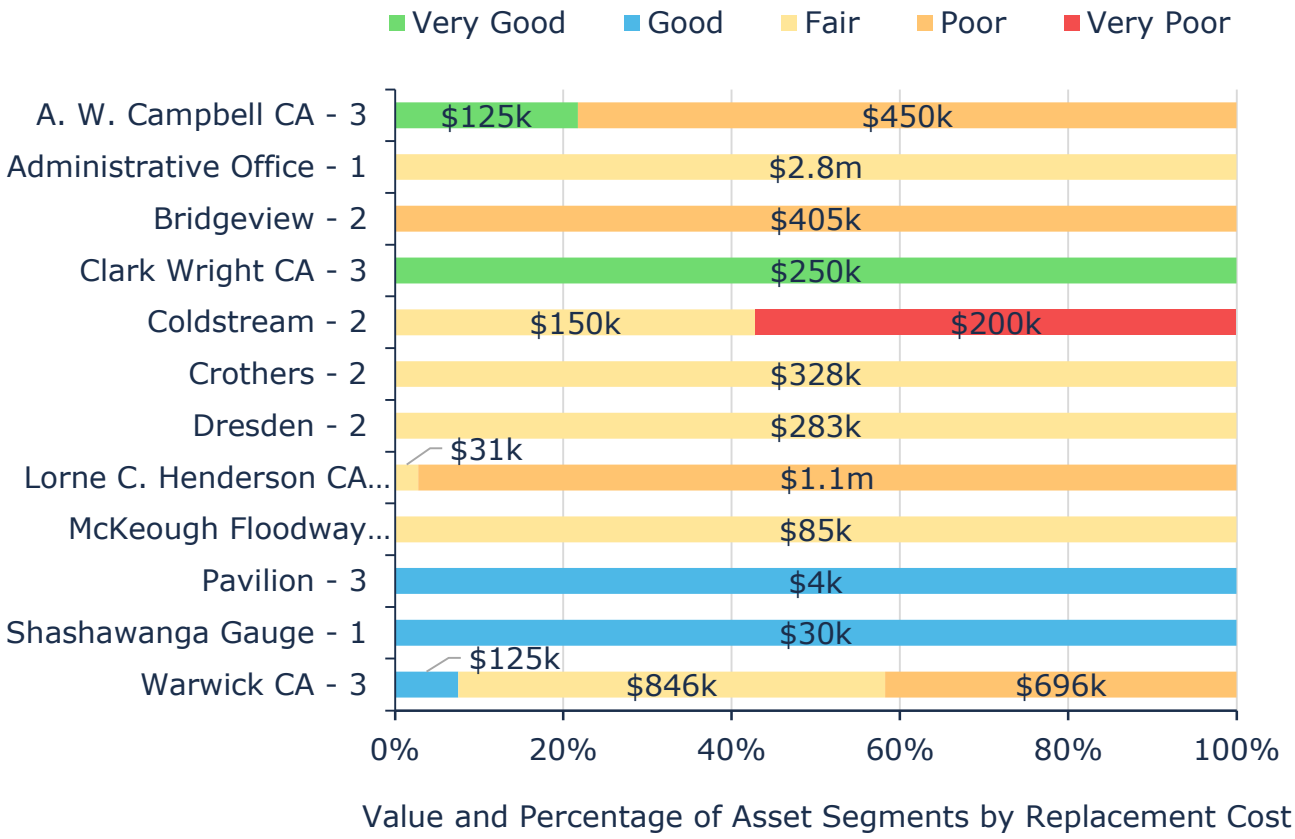


Figure 20 Asset Condition: Buildings by Segment

To ensure that buildings assets continue to provide an acceptable level of service, the average condition of assets will require regular monitoring. If the average condition declines, staff should re-evaluate their lifecycle management strategy to

determine what combination of maintenance, rehabilitation, and replacement activities is required to increase the overall condition of building assets.

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 21 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

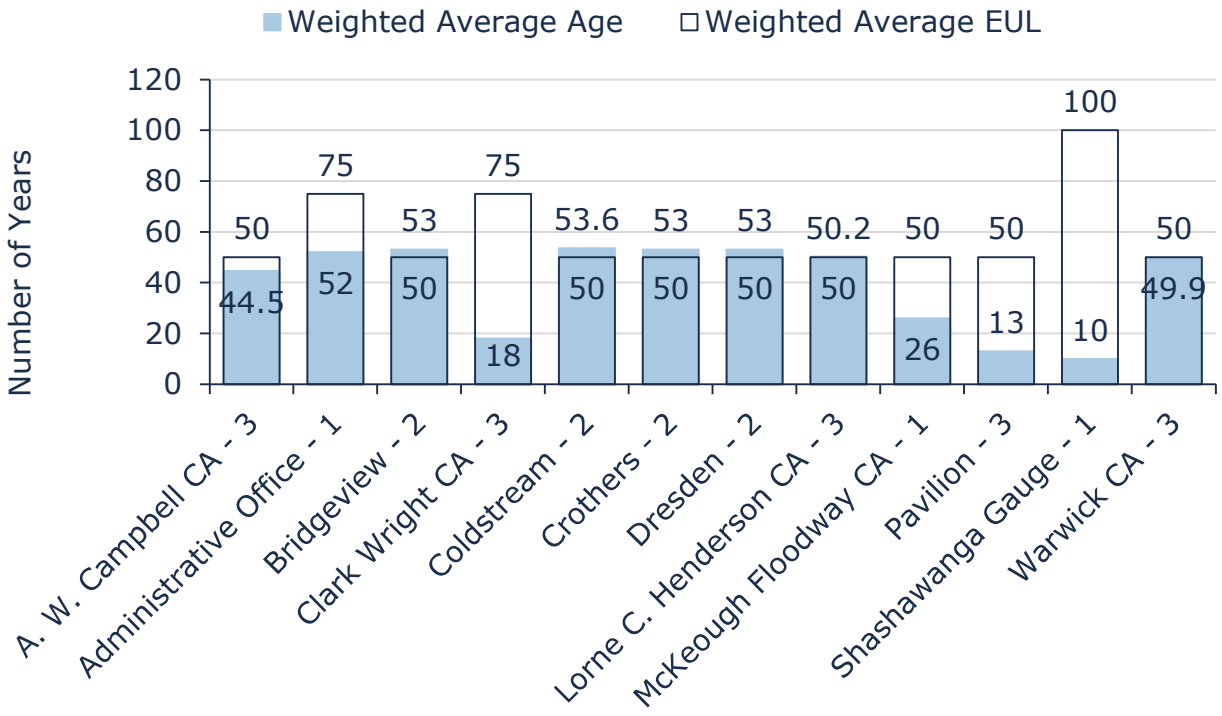


Figure 21 Estimated Useful Life vs. Asset Age: Buildings

Age analysis reveals that while assets range from the earlier to later stages of their serviceable life, many have reached or passed their established useful life. An asset may perform past the established useful life if it has been maintained and kept in good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan. However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments

need to be made to better align with the observed length of service life for each asset type.

Segment	Weighted Average EUL (Years)	Weighted Average Age (Years)	Average Condition
A. W. Campbell CA - 3	50	44.5	Fair (48%)
Administrative Office - 1	75	52	Fair (44%)
Bridgeview - 2	50	53	Poor (39%)
Clark Wright CA - 3	75	18	Very Good (89%)
Coldstream - 2	50	53.6	Poor (29%)
Crothers - 2	50	53	Fair (49%)
Dresden - 2	50	53	Fair (49%)
Lorne C. Henderson CA - 3	50	50.2	Poor (38%)
McKeough Floodway CA - 1	50	26	Fair (49%)
Pavilion - 3	50	13	Good (74%)
Shashawanga Gauge - 1	100	10	Good (79%)
Warwick CA - 3	50	49.9	Fair (44%)
TOTAL			**Fair (45%)**

Table 12 Weighted Average EUL & Age: Buildings

Once again, this analysis presented only at the site level, rather than at the individual element or component level. Useful and meaningful age analysis for buildings is entirely predicated on effective componentization.

4.3 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that Conservation Authority assets are performing as expected and meeting SCRCA's needs, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

Table 13 outlines the Conservation Authority's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Maintenance is triggered by inspections identifying safety, accessibility, functionality, and structural issues. Routine maintenance is typically performed in-house and as-needed, rather than on a fixed schedule.
Rehabilitation/ Replacement	Rehabilitations such as roof replacements or the replacement of components of building systems are considered on an as needed basis. Currently, SCRCA is reactive towards rehabilitation or replacement needs.
	The primary considerations for asset replacement are asset failure, availability of grant funding, safety issues, and volume of use.
Inspections	All buildings receive health and safety inspections on an annual basis which involves a building walkthrough to identify defects and safety hazards. Identified defects are forwarded to appropriate staff for resolution.
	Specialists are engaged for individual concerns (such as roofing or water heaters)

Table 13 Lifecycle Management Strategy: Buildings

4.4 Forecasted Long-Term Replacement Needs

Figure 22 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Conservation Authority's buildings portfolio. This analysis was run until 2103 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the 's primary asset management system and asset register. The 's average annual requirements (red dotted line) total $137,203 for all . Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to rise consistently over the next 20 years, reaching $1.9 million between 2039 and 2043. Other replacement peaks occur from both 2054 to 2058 ($2.9 million) and 2089 to 2093 ($2.1 million). The chart illustrates that no current backlog exists. These projections and estimates are based on current asset records, their replacement costs, and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

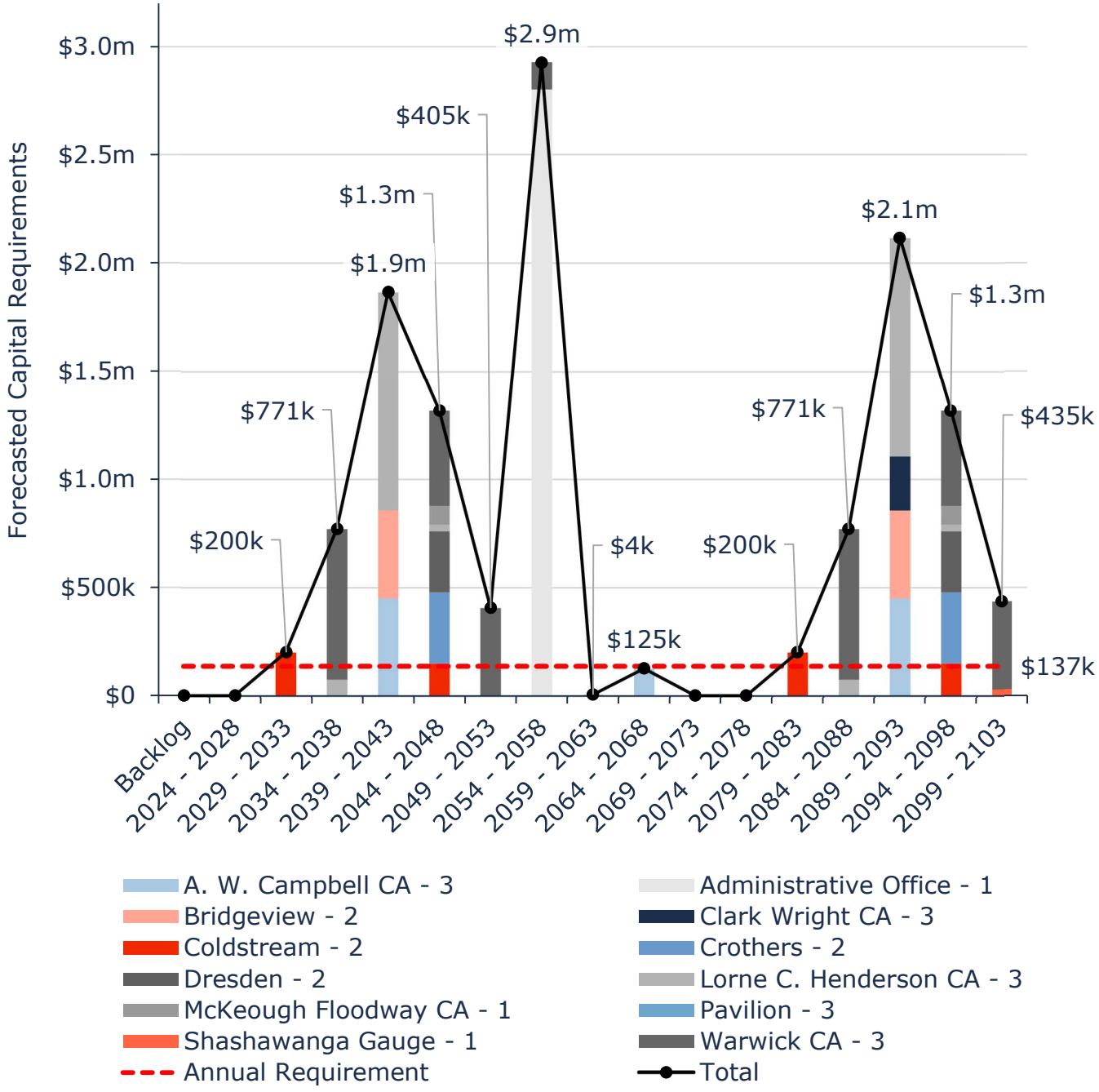


Figure 22 Forecasted Capital Replacement Needs: 2024-2103

Often, the magnitude of replacement needs is substantially higher than most Conservation Authorities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements. In the case of buildings,

detailed componentization is necessary to develop more reliable lifecycle forecasts that reflect the needs of individual elements and components.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

4.5 Risk Analysis

Risk ratings are generated using available asset data, including condition and replacement costs. The risk profile framework criteria used to determine these ratings are illustrated in Appendix C – Risk Rating Criteria.

The risk analysis classifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Conservation Authority may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

Segment	Probability of Failure	Consequence of Failure	Risk Rating	Risk Range
A. W. Campbell CA - 3	3.35 / 5	2.78 / 5	9.83 / 25	Moderate
Administrative Office - 1	3 / 5	5 / 5	15 / 25	Very High
Bridgeview - 2	4 / 5	3 / 5	12 / 25	High
Clark Wright CA - 3	1 / 5	2 / 5	2 / 25	Very Low
Coldstream - 2	4.14 / 5	2 / 5	8.29 / 25	Moderate
Crothers - 2	3 / 5	3 / 5	9 / 25	Moderate
Dresden - 2	3 / 5	3 / 5	9 / 25	Moderate
Lorne C. Henderson CA - 3	3.97 / 5	4.62 / 5	18.45 / 25	Very High
McKeough Floodway CA - 1	3 / 5	1 / 5	3 / 25	Very Low
Pavilion - 3	2 / 5	3 / 5	6 / 25	Low
Shashawanga Gauge - 1	2 / 5	1 / 5	2 / 25	Very Low
Warwick CA - 3	3.34 / 5	2.77 / 5	9.29 / 25	Moderate
TOTAL	**3.27 / 5**	**3.77 / 5**	**12.39 / 25**	**High**

Table 14 Risk Breakdown: Buildings

These risk models have been built into the Conservation Authority's Asset Management Database (Citywide Assets). See *Risk & Criticality* under Section 2.1.2 for further details on the approach used to determine asset risk ratings and classifications.

1 - 4 Very Low	5 - 7 Low	8 - 9 Moderate	10 – 14 High	15 - 25 Very High
$751,712 (10%)	$154,176 (2%)	$1,625,358 (21%)	$1,551,463 (20%)	$3,809,091 (48%)

Figure 23 Risk Rating Ranges: Buildings

4.5.1 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that SCRCA is currently facing:

Asset Data Confidence

Confidence in the current data is reasonable, but assessments lack detailed breakdowns of components. This limits detailed planning and forecasts.

Organizational Capacity

SCRCA struggles to transition from a reactive to a proactive approach due to capacity constraints. The current staff is sufficient for maintenance and brings in specialized staff for individual concerns. However, should the buildings be componentized in manner to improve asset management, the level of detail and updates would surpass current capacity.

Accessibility & Space Constraints

There are challenges around meeting accessibility standards in older facilities where existing footprints may be too small for necessary changes (e.g., adding ramps).

Additionally, recent program expansion has led to a need for new staff, necessitating adjustments in office space allocation. Challenges include maintaining departmental groupings within the building's layout while managing the limited available space.

Finally, since the COVID-19 pandemic, there has been a marked increase in visitors to conservation areas, which has persisted. This has led to greater demand for facilities and challenges in managing parking and trail capacity.

Climate Change & Extreme Weather Events

Increased flooding is affecting trails, roads, and campgrounds within parks. Specific issues include washroom buildings, pavilions, and campground roads becoming submerged, which can limit mobility. The trend of more frequent and severe flooding events is continuing.

While flooding affects access to some buildings (e.g., washroom facilities), it rarely impacts the buildings directly, except for a few cases where water enters. Elevated structures are used in some locations to mitigate flooding risks.

Aging Infrastructure & Infrastructure Reinvestment

Most infrastructure in the conservation areas is aging, having been built over a concentrated 10-15 year period. Basic maintenance is covered by existing budgets, but significant upgrades rely heavily on grants.

Strategies for replacing roofs with steel and staggering replacements are in place. However, large-scale replacement of aging infrastructure remains a concern.

Septic System Challenges & Infrastructure Reinvestment

The aging septic systems, many installed before the requirement of stringent regulatory oversight, now require Environmental Compliance approvals for upgrades, resulting in substantial costs.

Upgrading these systems is expected to require larger footprints, which could impact nearby facilities or natural areas. Management of septic systems varies by location, depending on the surrounding landscape and availability of space.

Public Expectations

There is a shift in expectations over time, such as a preference for permanent washroom facilities instead of portable options, which places additional pressure on available resources.

4.6 Levels of Service

The tables that follow summarize the ’s current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 686/21, therefore the KPIs below represent performance measures that the has selected for this AMP.

4.6.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Safe & Reliable	Appropriate actions and interventions are taken to ensure the regular safe use of facility assets.	Conservation Authority staff complete an annual health and safety inspection on each buildings asset to ensure hazards are removed. As needed external contractors are used to repair and service elevators, heating systems, plumbing, electrical systems and services and security and alarm systems. Asset investment decisions consider asset condition, criticality to building function and occupant safety.
Sustainable	Facilities are managed as cost effectively as possible and longer-term costs are identified so that they can be adequately planned for.	Staff observationally note building defects during use, which are communicated along the appropriate channels for resolution. SCRCA is aware of a building's overall age and condition alongside their estimated useful life. This information assists in the identification and planning of capital investments.

Table 15 Community Levels of Service: Buildings

4.6.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Performance	Average overall condition of buildings assets weighted by replacement cost	Fair (45%)
	% of buildings assets in fair or better condition (40%-100% condition)	64%
	% of buildings assets in poor or worse condition (0%-39% condition)	36%
Sustainability	Actual annual funding : average annual capital requirement	$0 : $137,203 (0.00 : 1)

Table 16 Technical Levels of Service: Buildings

5. Furniture & Fixtures

The Conservation Authority's furniture and fixtures portfolio is comprised of appliances and office furniture with a total current replacement cost of approximately $103,902.

5.1 Inventory & Valuation

Table 17 summarizes the quantity and current replacement cost of SCRCA's various furniture and fixtures assets as managed in its primary asset management register, Citywide Assets. All furniture and fixtures assets fall under Category 1 of the CA Act.

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Appliances	3	Assets	CPI	$12,813	$641
Office Furniture	5	Assets	CPI	$91,089	$4,554
TOTAL	**8**		**CPI**	**$103,902**	**$5,195**

Table 17 Detailed Asset Inventory: Furniture & Fixtures

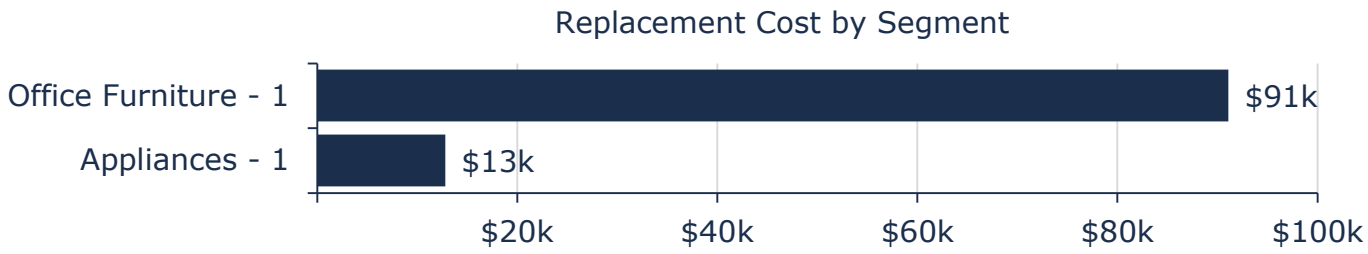


Figure 24 Portfolio Valuation: Furniture & Fixtures

5.2 Asset Condition & Age Profile

Currently, no formal condition assessment strategy is in place for furniture and fixtures assets.

In this AMP, the following rating range is used to determine the current condition of furniture and fixtures assets and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Figure 25 summarizes the replacement cost-weighted condition of SCRCA's furniture and fixtures. Based on assessed condition data, 88% of assets are in fair or better condition; the remaining 12% of assets are in poor to very poor condition.

Assets in poor or worse condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition. As illustrated in Figure 25, the majority of the Conservation Authority's furniture and fixtures assets are in fair or better condition.

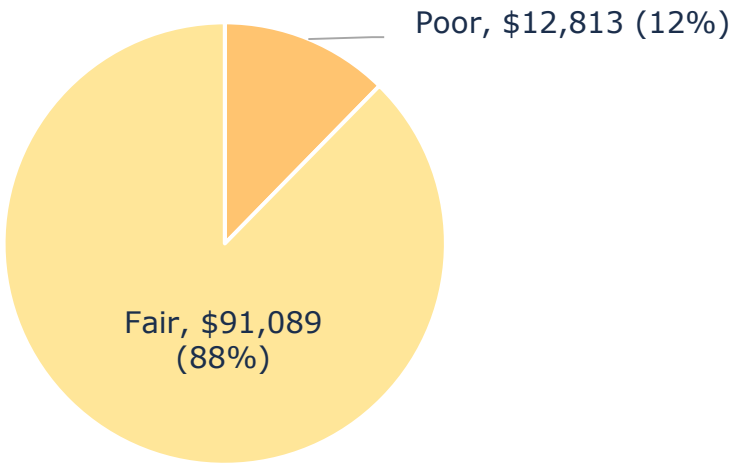


Figure 25 Asset Condition: Furniture & Fixtures Overall

Segment	≤ Poor ($)	≤ Poor (%)	≥ Fair ($)	≥ Fair (%)	Average Condition
Appliances - 1	$12,813	100%	-	0%	Poor (37%)
Office Furniture - 1	-	0%	$91,089	100%	Fair (47%)
TOTAL	**$12,813**	**12%**	**$91,089**	**88%**	**Fair (46%)**

Table 18 Asset Condition: Furniture & Fixtures by Segment

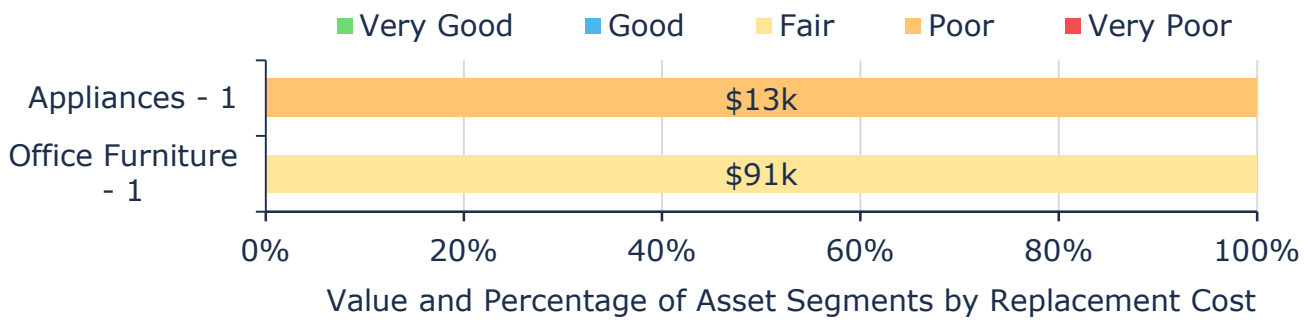


Figure 26 Asset Condition: Furniture & Fixtures by Segment

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

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential long-term replacement spikes.

Figure 27 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

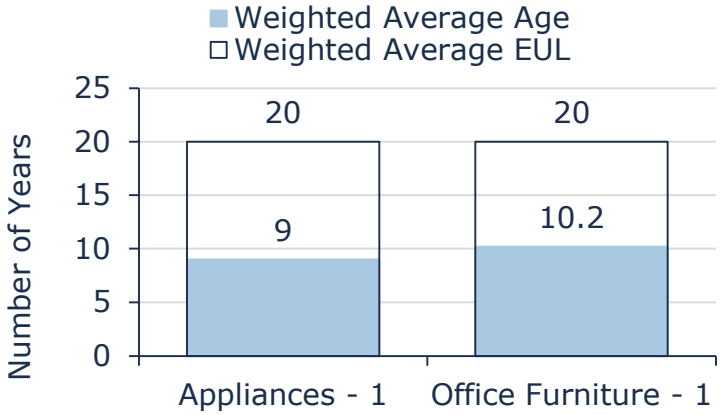


Figure 27 Estimated Useful Life vs. Asset Age: Furniture & Fixtures

Age analysis reveals that furniture and fixtures assets are approximately at the midpoint of their established useful life. An asset may perform past the established useful life if it has been maintained and kept in good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan. However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Segment	Weighted Average EUL (Years)	Weighted Average Age (Years)	Average Condition
Appliances - 1	20.0	9.0	Poor (37%)
Office Furniture - 1	20.0	10.2	Fair (47%)
TOTAL			**Fair (46%)**

Table 19 Weighted Average EUL & Age: Furniture & Fixtures

5.3 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that Conservation Authority assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Conservation Authority's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Most furniture items remain functional for extended periods and are not a primary concern unless they stop working. Due to the nature of the assets, most are run to end of life without a maintenance program.
Rehabilitation/ Replacement	Assets are repaired where possible but are replaced with an end-of-life approach.

Table 20 Lifecycle Management Strategy: Furniture & Fixtures

5.4 Forecasted Long-Term Replacement Needs

Figure 28 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Conservation Authority's furniture and fixtures. This analysis was run until 2033 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the

Conservation Authority's primary asset management system and asset register. The Conservation Authority's average annual requirements (red dotted line) total $5,000 for all assets in the furniture and fixtures. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates that all assets will be replaced within the next ten years. These projections are based on asset replacement costs, age analysis, and condition data when available. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

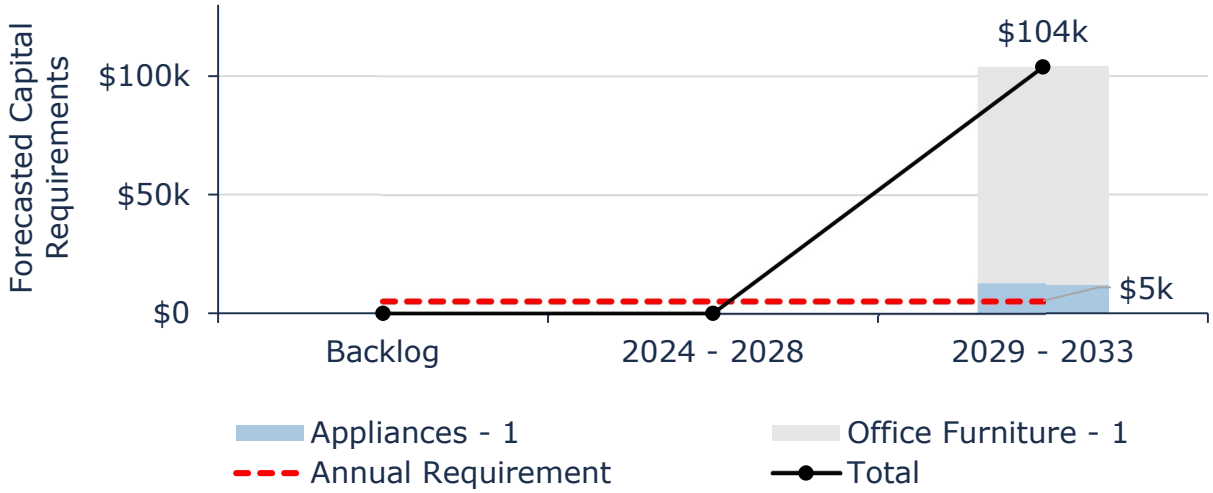


Figure 28 Forecasted Capital Replacement Needs: Furniture & Fixtures 2024-2033

Often, the magnitude of replacement needs is substantially higher than most Conservation Authorities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. Regular condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

5.5 Risk Analysis

Risk ratings are generated using available asset data, including condition and replacement costs. The risk profile framework criteria used to determine these ratings are illustrated in Appendix C – Risk Rating Criteria.

The risk analysis stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Conservation Authority may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

Segment	Probability of Failure	Consequence of Failure	Risk Rating	Risk Range
Appliances - 1	4 / 5	3.5 / 5	14.01 / 25	High
Office Furniture - 1	3 / 5	4.69 / 5	14.08 / 25	High
TOTAL	**3.12 / 5**	**4.54 / 5**	**14.07 / 25**	**High**

Table 21 Risk Breakdown: Furniture & Fixtures by Segment

These risk models have been built into the Conservation Authority's Asset Management Database (Citywide Assets). See *Risk & Criticality* under Section 2.1.2 for further details on the approach used to determine asset risk ratings and classifications.

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	**Low**	**Moderate**	**High**	**Very High**
-	-	$6,560	$21,206	$76,136
(0%)	(0%)	(6%)	(20%)	(73%)

Figure 29 Risk Rating Ranges: Furniture & Fixtures

5.6 Levels of Service

The tables that follow summarize the Conservation Authority's current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 686/21, therefore the KPIs below represent performance measures that the Conservation Authority has selected for this AMP.

5.6.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Safe & Reliable	Furniture and fixture assets are safe for use and regularly monitored	When a safety concern is identified, it is addressed in a timely manner.
Sustainable	There are long-term plans in place for the renewal and replacement of furniture and fixture assets.	Furniture and fixtures assets are typically run to its failure. Individual replacements may occur if an urgent need is identified. Other times replacements may be in bulk to benefit from improved pricing.

Table 22 Community Levels of Service: Furniture & Fixtures

5.6.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Performance	Average overall condition of furniture and fixtures assets weighted by replacement cost	Fair (46%)
	% of furniture and fixtures assets in fair or better condition (40%-100% condition)	88%
	% of furniture and fixtures assets in poor or worse condition (0%-39% condition)	12%
Sustainability	Actual annual funding : average annual capital requirement	$0 : $5,195 (0.00 : 1)

Table 23 Technical Levels of Service: Furniture & Fixtures

6. IT Equipment

SCRCA's IT equipment portfolio includes audio visual equipment, computers and tablets, data management equipment, network attached storage, a plotter and a server with a total current replacement cost of approximately $157,764.

6.1 Inventory & Valuation

Table 24 summarizes the quantity and current replacement cost of the Conservation Authority's various IT equipment assets as managed in its primary asset management register, Citywide. The IT equipment portfolio is comprised of assets that fall under Category 1 and Category 3 under the CA Act.

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Audio Visual Equipment	4	Assets	User-Defined	$15,914	$1,040
Computers & Tablets	23	Assets	User-Defined	$37,850	$4,911
Data Management	1	Assets	User-Defined	$60,000	$2,000
Network Attached Storage	3	Assets	User-Defined	$14,000	$2,025
Plotter	1	Assets	User-Defined	$5,000	$714
Servers	1	Assets	User-Defined	$25,000	$5,000
TOTAL	**33**	**Assets**	**User-Defined**	**$157,764**	**$15,691**

Table 24 Detailed Asset Inventory: IT Equipment

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Audio Visual Equipment	4	Assets	User-Defined	$15,914	$1,040
Computers & Tablets	21	Assets	User-Defined	$33,850	$4,500
Data Management	1	Assets	User-Defined	$60,000	$2,000
Network Attached Storage	3	Assets	User-Defined	$14,000	$2,025
Plotter	1	Assets	User-Defined	$5,000	$714
Servers	1	Assets	User-Defined	$25,000	$5,000
TOTAL	**31**		**User-Defined**	**$153,764**	**$15,280**

Table 25 Detailed Asset Inventory: IT Equipment – Category 1

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Computers & Tablets	2	Assets	User-Defined	$4,000	$411
TOTAL	**2**		**User-Defined**	**$4,000**	**$411**

Table 26 Detailed Asset Inventory: IT Equipment – Category 3

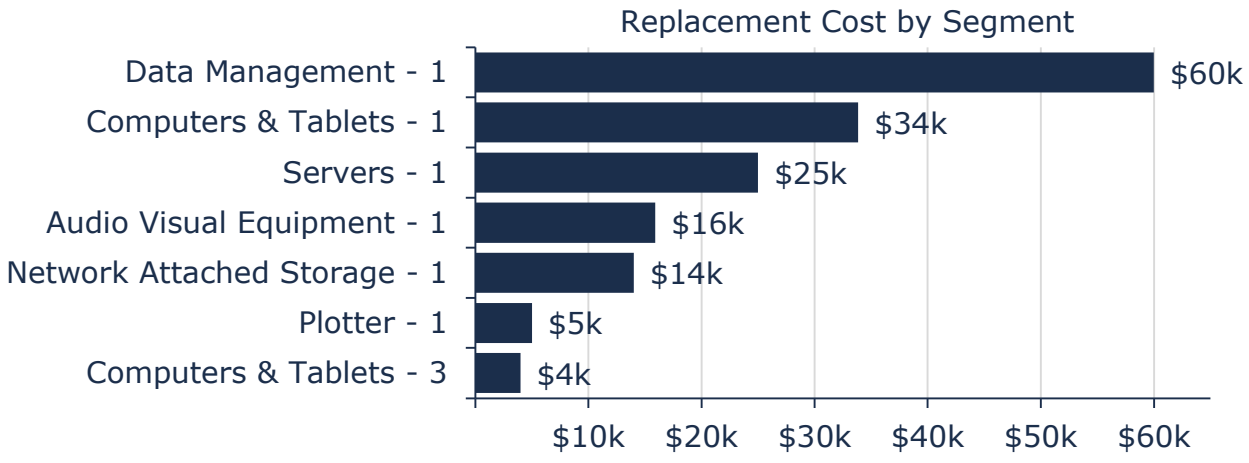


Figure 30 Portfolio Valuation: IT Equipment

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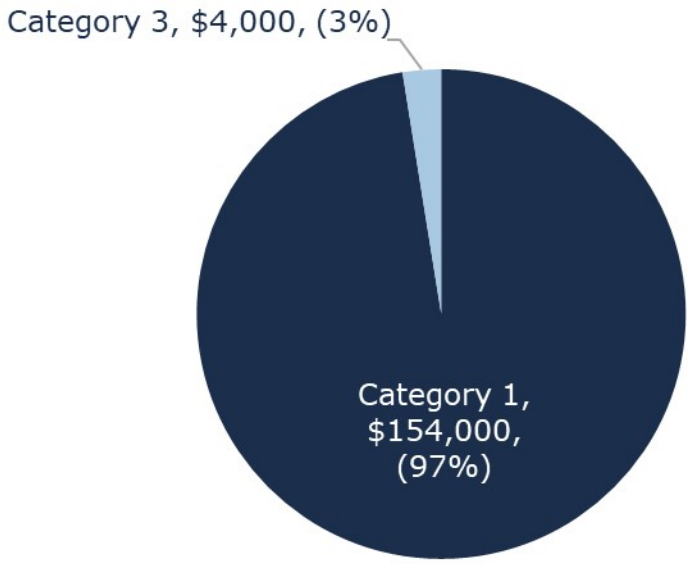


Figure 31 Portfolio Valuation: IT Equipment Replacement Costs by CA Act Category

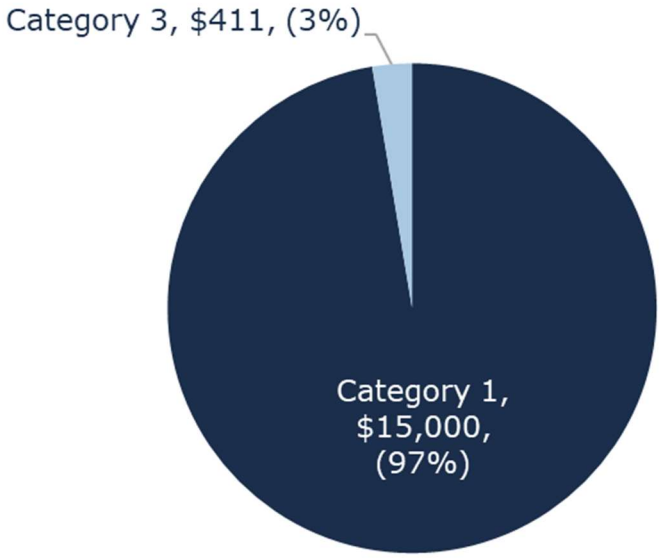


Figure 32 Portfolio Valuation: IT Equipment Average Annual Capital Requirements by CA Act Category

6.2 Asset Condition & Age Profile

Currently, no formal condition assessment program is in place for IT equipment assets. The asset replacement schedule is determined based on established lifespans by the IT department. However, any issues with assets are addressed as they arise.

In this AMP, the following rating range is used to determine the current condition of IT equipment assets and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Figure 33 summarizes the replacement cost-weighted condition of SCRCA's IT equipment. Based on staff assessment, 99% of assets are in fair or better condition; the remaining 1% of assets are in poor to very poor condition.

Assets in poor or worse condition may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

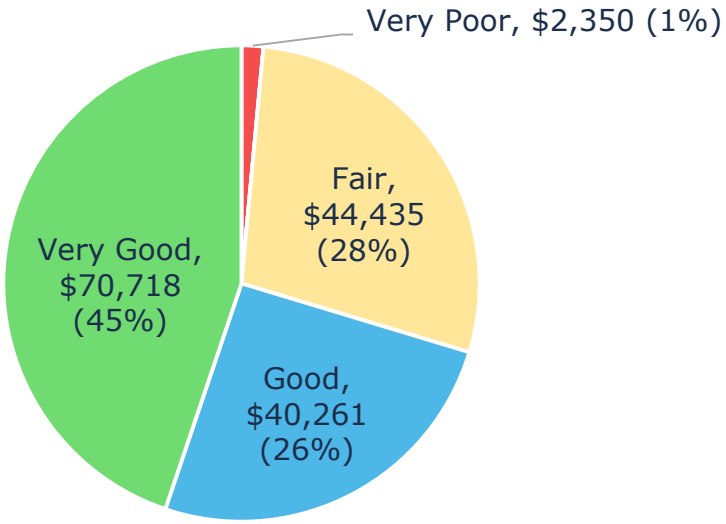


Figure 33 Asset Condition: IT Equipment Overall

Segment	≤ Poor ($)	≤ Poor (%)	≥ Fair ($)	≥ Fair (%)	Average Condition
Audio Visual Equipment – 1	-	0%	$15,914	100%	Good (75%)
Computers & Tablets – 1	$2,350	7%	$31,500	93%	Good (62%)
Computers & Tablets – 3	-	0%	$4,000	100%	Good (75%)
Data Management - 1	-	0%	$60,000	100%	Very Good (97%)

Segment	≤ Poor ($)	≤ Poor (%)	≥ Fair ($)	≥ Fair (%)	Average Condition
Network Attached Storage - 1	-	0%	$14,000	100%	Fair (57%)
Plotter - 1	-	0%	$5,000	100%	Good (79%)
Servers - 1	-	0%	$25,000	100%	Fair (55%)
TOTAL	**$2,350**	**1%**	**$155,414**	**99%**	**Good (76%)**

Table 27 Asset Condition: IT Equipment by Segment

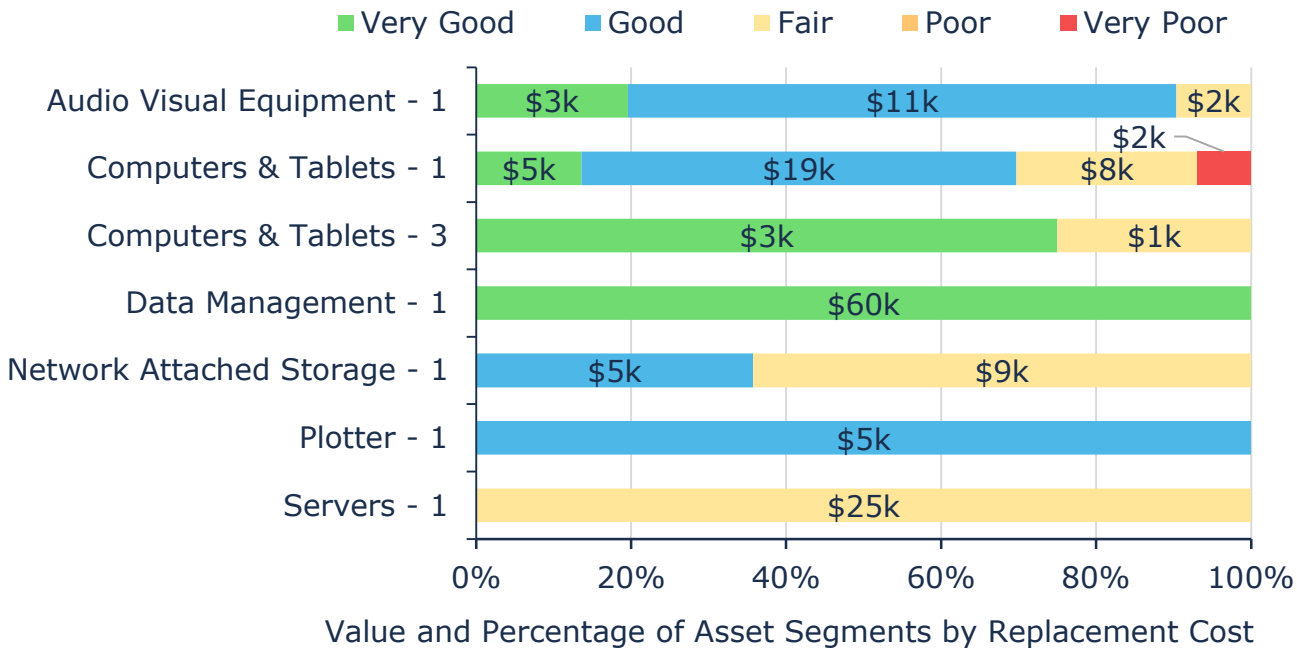


Figure 34 Asset Condition: IT Equipment by Segment

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

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential long-term replacement spikes.

Figure 35 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

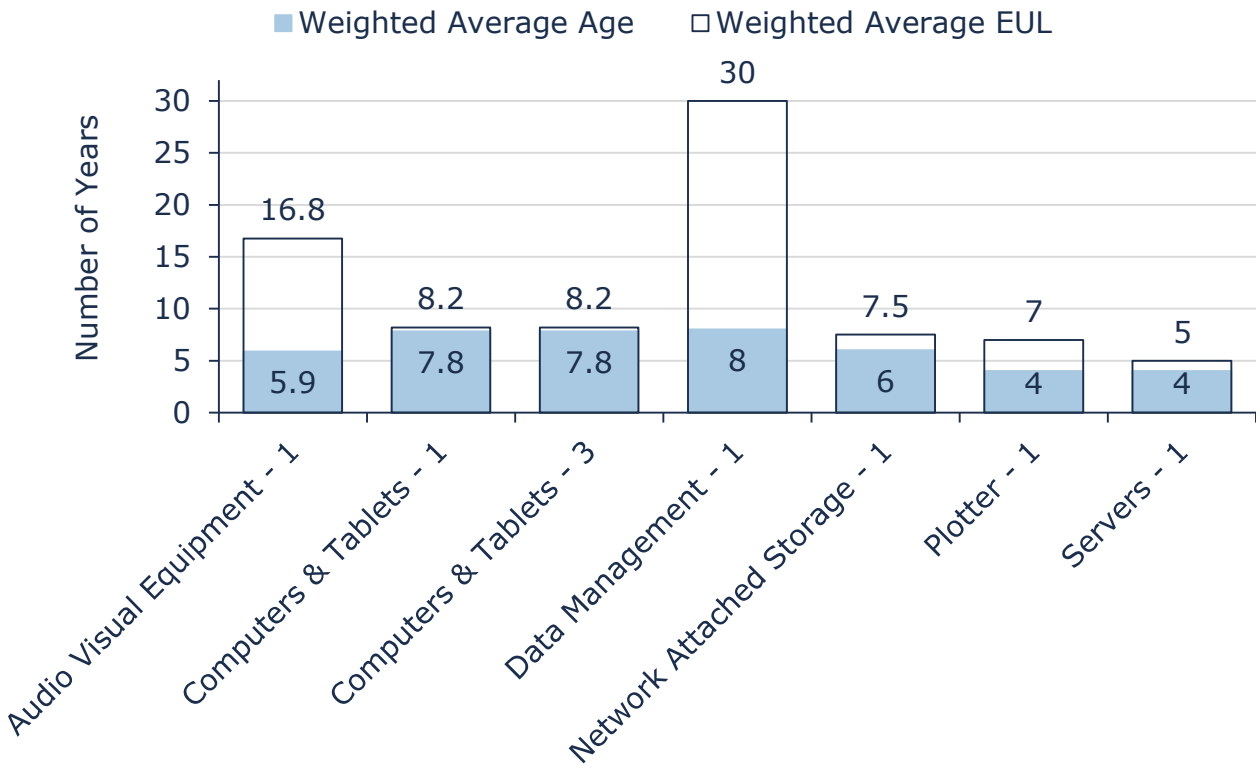


Figure 35 Estimated Useful Life vs. Asset Age: IT Equipment

Age analysis reveals that while IT equipment assets range from the earlier to later stages of their serviceable life, many are reaching the end of their established useful life.

An asset may perform past the established useful life if it has been maintained and kept in good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan. However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Segment	Weighted Average EUL (Years)	Weighted Average Age (Years)	Average Condition
Audio Visual Equipment - 1	16.8	5.9	Good (75%)
Computers & Tablets - 1	8.2	7.8	Good (62%)
Computers & Tablets - 3	8.2	7.8	Good (75%)
Data Management - 1	30.0	8.0	Very Good (97%)
Network Attached Storage - 1	7.5	6.0	Fair (57%)
Plotter - 1	7.0	4.0	Good (79%)
Servers - 1	5.0	4.0	Fair (55%)
TOTAL			**Good (76%)**

Table 28 Weighted Average EUL & Age: IT Equipment

6.3 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. This process is affected by a range of factors including an asset's characteristics, location, utilization, maintenance history and environment.

The following table outlines the Conservation Authority's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Due to the nature of the assets, most are run to end of life without a maintenance program.
Replacement	Assets are repaired where possible but with a replacement schedule based on needs and the estimated useful lives assigned by the IT Department. Servers are replaced on a 5-year schedule.

Table 29 Lifecycle Management Strategy: IT Equipment

6.4 Forecasted Long-Term Replacement Needs

Figure 13 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for SCRCA's IT equipment. This analysis was run until 2053 to capture at least one iteration of replacement for the

longest-lived asset in Citywide Assets, SCRCA's primary asset management system and asset register. SCRCA's average annual requirements (red dotted line) total $16,000 for all assets in the IT equipment portfolio. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates substantial capital needs through the forecast period, peaking at $163,000 from 2049 to 2053. These projections are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

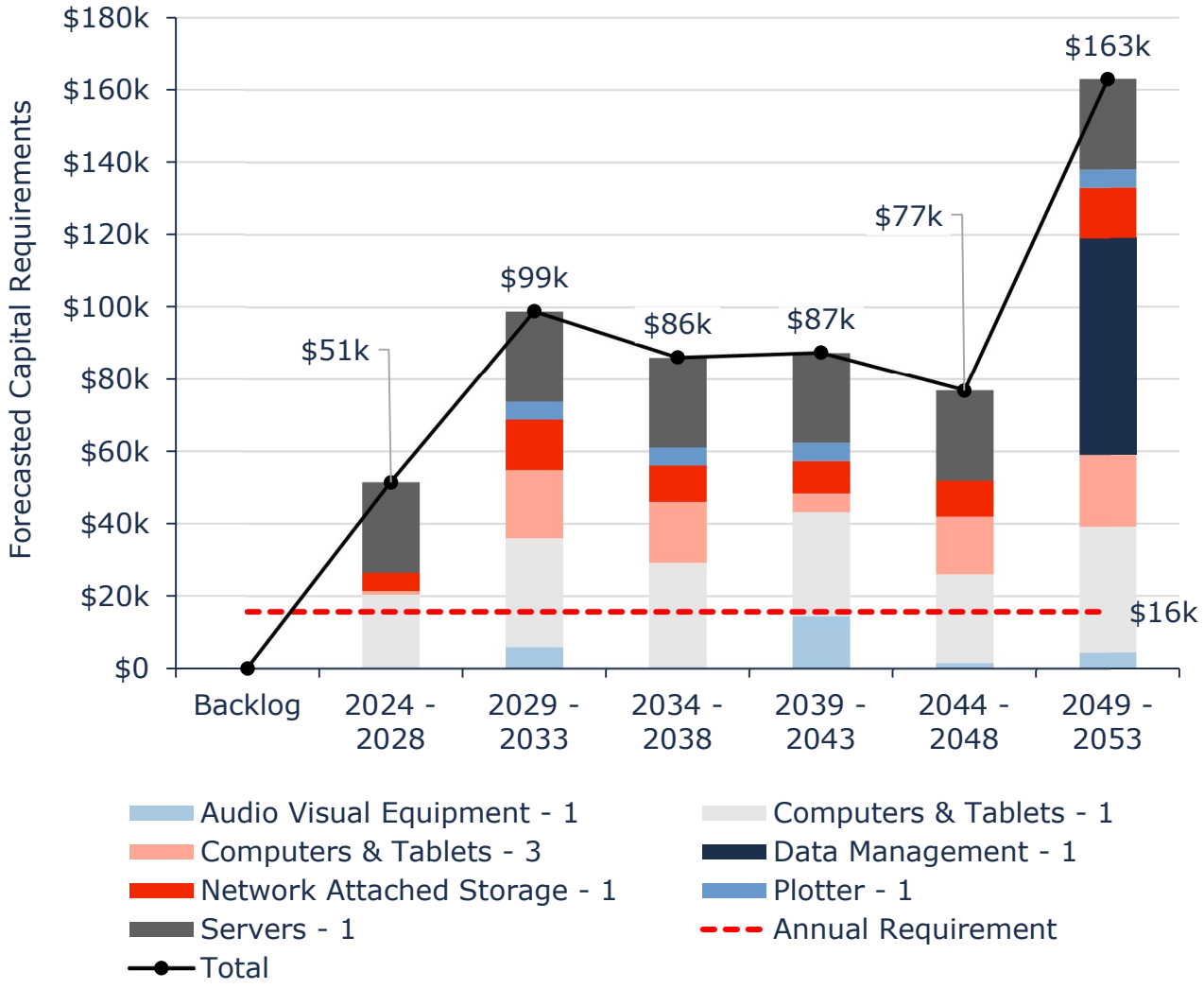


Figure 36 Forecasted Capital Replacement Needs: IT Equipment 2024-2053

Often, the magnitude of replacement needs is substantially higher than most municipalities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-

term financial planning, including establishing dedicated reserves. Regular pavement condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

6.5 Risk Analysis

Risk ratings are generated using available asset data, including condition and replacement costs. The risk profile framework criteria used to determine these ratings are illustrated in Appendix C – Risk Rating Criteria.

The risk analysis stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Conservation Authority may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

Segment	Probability of Failure	Consequence of Failure	Risk Rating	Risk Range
Audio Visual Equipment - 1	1.9 / 5	3.45 / 5	6.51 / 25	Low
Computers & Tablets - 1	2.31 / 5	1.88 / 5	4.35 / 25	Very Low
Computers & Tablets - 3	1.5 / 5	2.5 / 5	3 / 25	Very Low
Data Management - 1	1 / 5	5 / 5	5 / 25	Low
Network Attached Storage - 1	2.64 / 5	3 / 5	7.93 / 25	Low
Plotter - 1	2 / 5	3 / 5	6 / 25	Low
Servers - 1	3 / 5	5 / 5	15 / 25	Very High
TOTAL	**1.88 / 5**	**3.87 / 5**	**6.84 / 25**	**Low**

Table 30 Risk Breakdown: IT Equipment by Segment

These risk models have been built into SCRCA's Asset Management Database (Citywide Assets). See *Risk & Criticality* under Section 2.1.2 for further details on the approach used to determine asset risk ratings and classifications.

1 - 4 Very Low $33,979 (22%)	5 - 7 Low $75,435 (48%)	8 - 9 Moderate $22,000 (14%)	10 - 14 High $1,350 (<1%)	15 - 25 Very High $25,000 (16%)

Figure 37 Risk Rating Ranges: IT Equipment

6.5.1 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that SCRCA is currently facing:

Organizational Cognizance & Capacity

There is a lack of cross-training within the team, which poses a risk if key personnel were unavailable for an extended period.

The organization is considering a third-party service to address advanced IT security needs, acknowledging that technology is evolving beyond their in-house capabilities.

Climate Change & Extreme Weather Events

There is concern regarding the adequacy of the current battery backup system for servers during power outages, especially as power disruptions become more frequent due to weather changes.

If the battery backup system fails during a power outage, servers may shut down abruptly, potentially leading to the loss or corruption of critical environmental data, research findings, or operational records.

SCRCA's ability to monitor environmental changes, respond to emergencies, or continue essential operations could be compromised, affecting conservation efforts and public services.

Repairing damaged systems, recovering lost data, or upgrading infrastructure after a failure can be expensive and strain resources that could otherwise support Conservation Authority initiatives.

6.6 Levels of Service

The tables that follow summarize the Conservation Authority's current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 686/21, therefore the KPIs below represent performance measures that the Conservation Authority has selected for this AMP.

6.6.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Safe & Reliable	IT equipment assets are well-maintained and reliable.	Office hardware and software assets are maintained by a dedicated IT staff member and as needed external contractors to ensure assets are appropriately maintained and updated.
Sustainable	There are long-term plans in place for the renewal and replacement of IT equipment assets.	Replacement of IT equipment assets considers asset obsolescence and any operating issues. Through this AMP, long-term capital requirements are identified, and SCRCA is actively developing a sustainable financial strategy to support the asset category.

Table 31 Community Levels of Service: IT Equipment

6.6.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Performance	Average overall condition of IT Equipment assets weighted by replacement cost	Good (76%)
	% of IT Equipment assets in fair or better condition (40%-100% condition)	99%
	% of IT Equipment assets in poor or worse condition (0%-39% condition)	1%
Sustainability	Actual annual funding : average annual capital requirement	$20,417 : $15,691 (1.30 : 1)

Table 32 Technical Levels of Service: IT Equipment

7. Land Improvements

The Conservation Authority's land improvements assets consists of a bridge and a culvert, with a current replacement cost of $310,513.

7.1 Inventory & Valuation

Table 33 summarizes the quantity and current replacement cost of land improvements. Land improvements assets fall under Category 2 and Category 3 of the CA Act.

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Bridges	1	Assets	CPI	$118,388	$1,973
Culverts	1	Assets	CPI	$192,125	$3,202
TOTAL	**2**	**Assets**	**CPI**	**$310,513**	**$5,175**

Table 33 Detailed Asset Inventory: Land Improvements

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Bridges	1	Assets	CPI	$118,388	$1,973
TOTAL	**1**	**Assets**	**CPI**	**$118,388**	**$1,973**

Table 34 Detailed Asset Inventory: Land Improvements – Category 2

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Culverts	1	Assets	CPI	$192,125	$3,202
TOTAL	**1**	**Assets**	**CPI**	**$192,125**	**$3,202**

Table 35 Detailed Asset Inventory: Land Improvements – Category 3

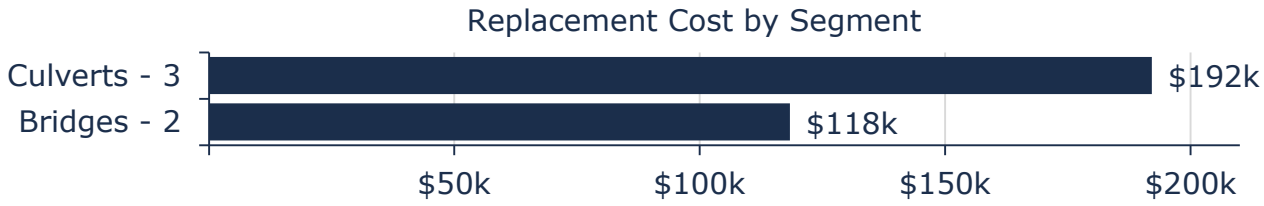


Figure 38 Portfolio Valuation: Land Improvements

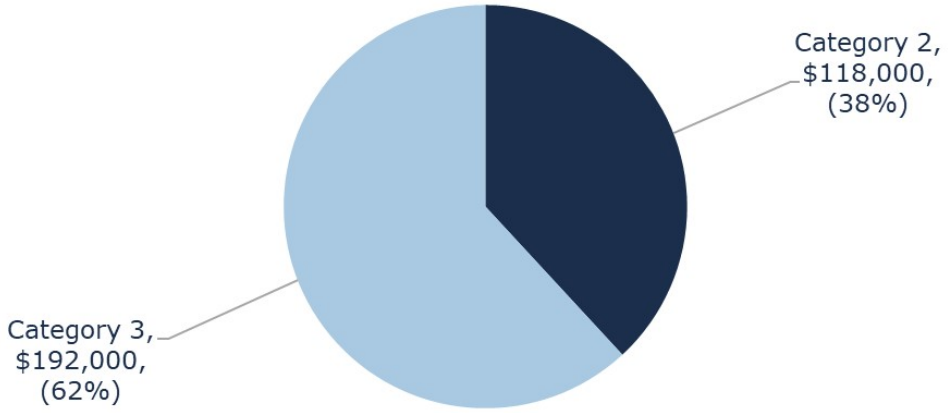


Figure 39 Portfolio Valuation: Land Improvements Replacement Costs by CA Act Category

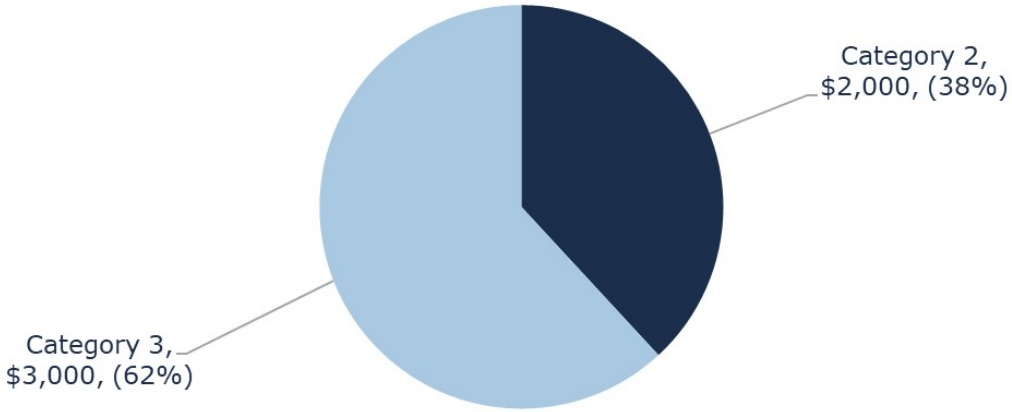


Figure 40 Portfolio Valuation: Land Improvements Average Annual Capital Requirements by CA Act Category

7.2 Asset Condition & Age Profile

There is no formal condition assessment program in place for land improvements assets at this time.

In this AMP, the following rating range is used to determine the current condition of land improvements assets and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Figure 41 summarizes the replacement cost-weighted condition of the Conservation Authority's land improvements. Based on assessed condition data, all assets are in very good condition.

Figure 41 Asset Condition: Land Improvements Overall

Segment	≤ Poor ($)	≤ Poor (%)	≥ Fair ($)	≥ Fair (%)	Average Condition
Bridges - 2	-	0%	$118,388	100%	Very Good (94%)
Culverts - 3	-	0%	$192,125	100%	Very Good (89%)
TOTAL	**-**	**0%**	**$310,513**	**100%**	**Very Good (91%)**

Table 36 Asset Condition: Land Improvements by Segment

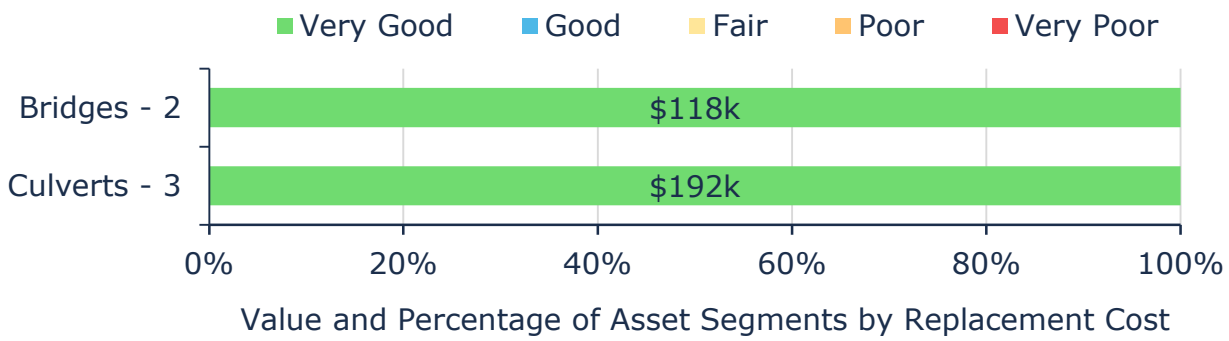


Figure 42 Asset Condition: Land Improvements by Segment

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

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 43 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

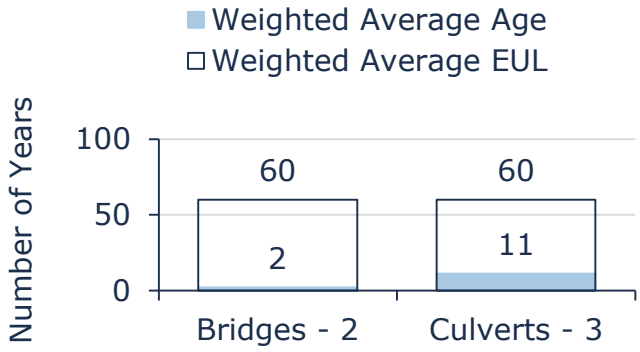


Figure 43 Estimated Useful Life vs. Asset Age: Land Improvements

Age analysis reveals that on average, land improvements assets are at the start of their established useful life.

An asset may perform past the established useful life if it has been maintained and kept in good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan. However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Segment	Weighted Average EUL (Years)	Weighted Average Age (Years)	Average Condition
Bridges - 2	60.0	2.0	Very Good (94%)
Culverts - 3	60.0	11.0	Very Good (89%)
TOTAL			**Very Good (91%)**

Table 37 Weighted Average EUL & Age: Land Improvements

7.3 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that Conservation Authority assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Conservation Authority's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Land improvements assets are maintained on an as-needed basis.
Rehabilitation/ Replacement	Replacement decisions are driven by multiple factors, such as public safety, condition, and replacement costs.

Table 38 Lifecycle Management Strategy: Land Improvements

7.4 Forecasted Long-Term Replacement Needs

Figure 44 illustrates the cyclical short-, medium- and long-term infrastructure rehabilitation and replacement requirements for the Conservation Authority's bridges and culverts. This analysis was run until 2083 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Conservation Authority's primary asset management system and asset register. The

Conservation Authority's average annual requirements (red dotted line) for land improvements total $5,000. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Although no major replacement spikes are anticipated in the near future, capital needs will peak at $192,000 between 2074 and 2078 as assets reach the end of their useful life. These projections and estimates are based on asset replacement costs, age analysis, and condition data. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

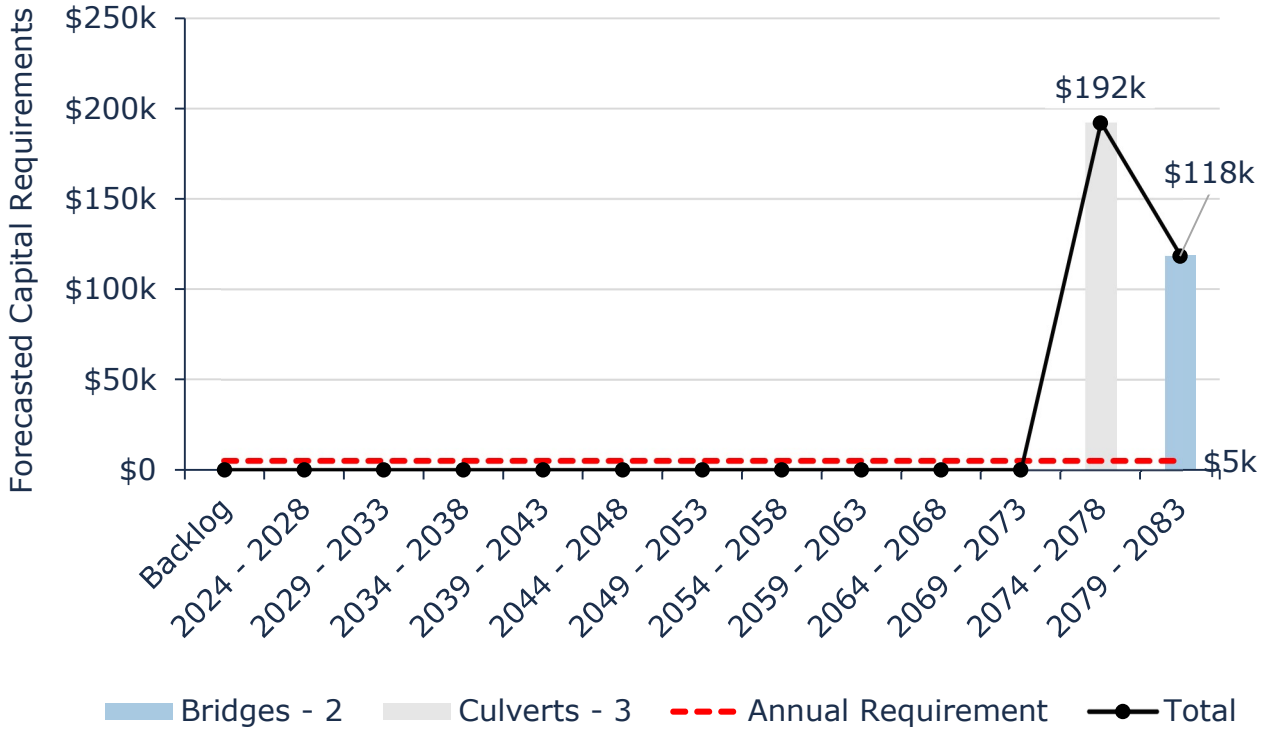


Figure 44 Forecasted Capital Replacement Needs: Land Improvements 2024-2083

Often, the magnitude of replacement needs is substantially higher than most Conservation Authorities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. OSIM condition assessments and a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

7.5 Risk Analysis

Risk ratings are generated using available asset data, including condition and replacement costs. The risk profile framework criteria used to determine these ratings are illustrated in Appendix C – Risk Rating Criteria.

The risk analysis stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Conservation Authority may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

Segment	Probability of Failure	Consequence of Failure	Risk Rating	Risk Range
Bridges - 2	1 / 5	3.1 / 5	3.1 / 25	Very Low
Culverts - 3	1 / 5	2 / 5	2 / 25	Very Low
TOTAL	**1 / 5**	**2.42 / 5**	**2.42 / 25**	**Very Low**

Table 39 Risk Breakdown: Land Improvements by Segment

These risk models have been built into the Conservation Authority's Asset Management Database (Citywide Assets). See *Risk & Criticality* under Section 2.1.2 for further details on the approach used to determine asset risk ratings and classifications.

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	**Low**	**Moderate**	**High**	**Very High**
$310,513	-	-	-	-
(100%)	(0%)	(0%)	(0%)	(0%)

Figure 45 Risk Rating Ranges: Land Improvements

7.6 Levels of Service

The tables that follow summarize the Conservation Authority's current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 686/21, therefore the KPIs below represent performance measures that the Conservation Authority has selected for this AMP.

7.6.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Safe & Reliable	Land improvements assets are well-maintained and reliable.	Any identified safety concerns are either addressed immediately or closed off to the public until repairs are complete.

Table 40 Community Levels of Service: Land Improvements

7.6.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Performance	Average overall condition of land improvements assets weighted by replacement cost	Very Good (91%)
	% of land improvements assets in fair or better condition (40%-100% condition)	100%
	% of land improvements assets in poor or worse condition (0%-39% condition)	0%
Sustainability	Actual annual funding : average annual capital requirement	$0 : $5.175 (0.00 : 1)

Table 41 Technical Levels of Service: Land Improvements

8. Machinery & Equipment

The Conservation Authority's machinery and equipment portfolio includes data collection equipment, gas power tools, heavy equipment, playground equipment, and pumping stations. The total current replacement of machinery and equipment is estimated at approximately $215,363.

8.1 Inventory & Valuation

Figure 46 summarizes the quantity and current replacement cost of all machinery and equipment assets available in the Conservation Authority's asset register. All machinery and equipment assets fall under Category 1 and Category 3 of the CA Act.

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Data Collection Equipment	4	Assets	User-Defined	$92,000	$9,200
Gas Power Tools	3	Assets	User-Defined	$15,000	$500
Heavy Equipment	10	Assets	User-Defined	$63,411	$3,373
Playground Equipment	1	Assets	User-Defined	$30,000	$1,000
Pumping Stations	6	Assets	CPI	$14,952	$997
TOTAL	**24**	**Assets**	**User-Defined**	**$215,363**	**$15,070**

Table 42 Detailed Asset Inventory: Machinery & Equipment

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Data Collection Equipment	4	Assets	User-Defined	$92,000	$9,200
Gas Power Tools	1	Assets	User-Defined	$5,000	$167
Heavy Equipment	3	Assets	User-Defined	$13,500	$467
TOTAL	**8**	**Assets**	**User-Defined**	**$110,500**	**$9,833**

Table 43 Detailed Asset Inventory: Machinery & Equipment – Category 1

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Gas Power Tools	2	Assets	User-Defined	$10,000	$333
Heavy Equipment	7	Assets	User-Defined	$49,911	$2,906
Playground Equipment	1	Assets	User-Defined	$30,000	$1,000
Pumping Stations	6	Assets	User-Defined	$14,952	$997
TOTAL	**16**	**Assets**	**User-Defined**	**$104,863**	**$5,236**

Table 44 Detailed Asset Inventory: Machinery & Equipment – Category 3

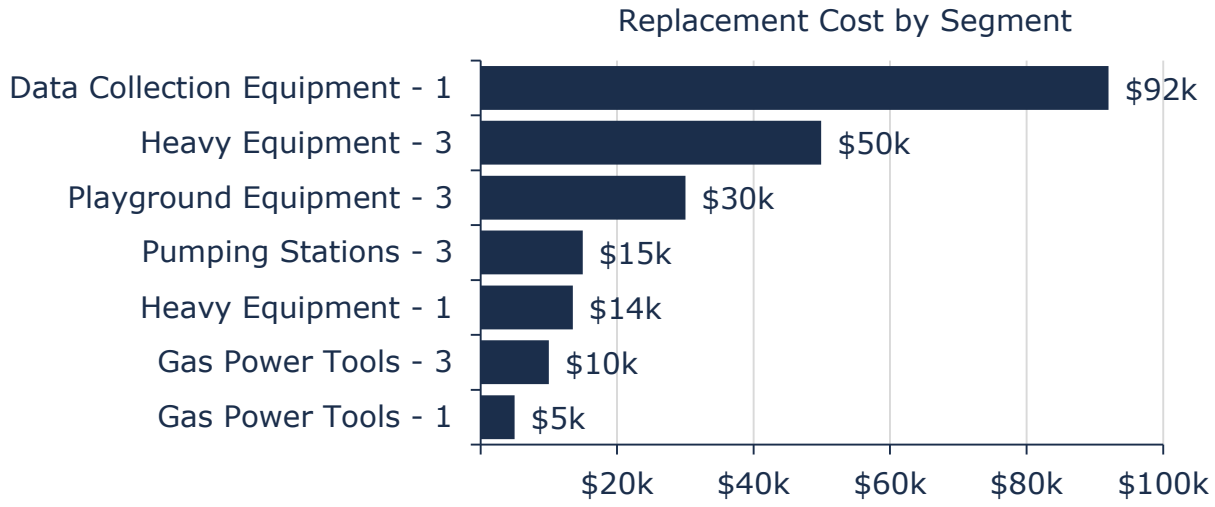


Figure 46 Portfolio Valuation: Machinery & Equipment

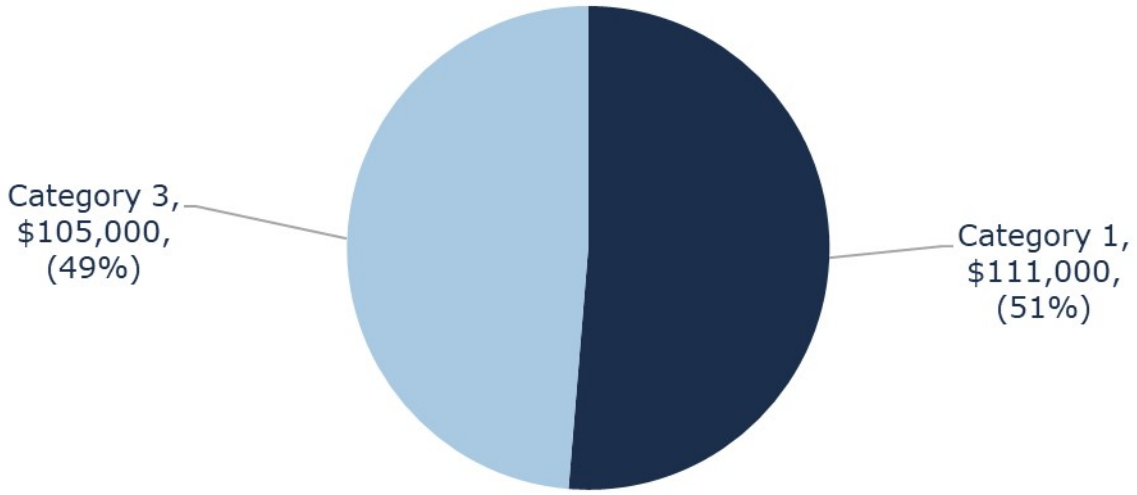


Figure 47 Portfolio Valuation: Machinery & Equipment Replacement Costs by CA Act Category

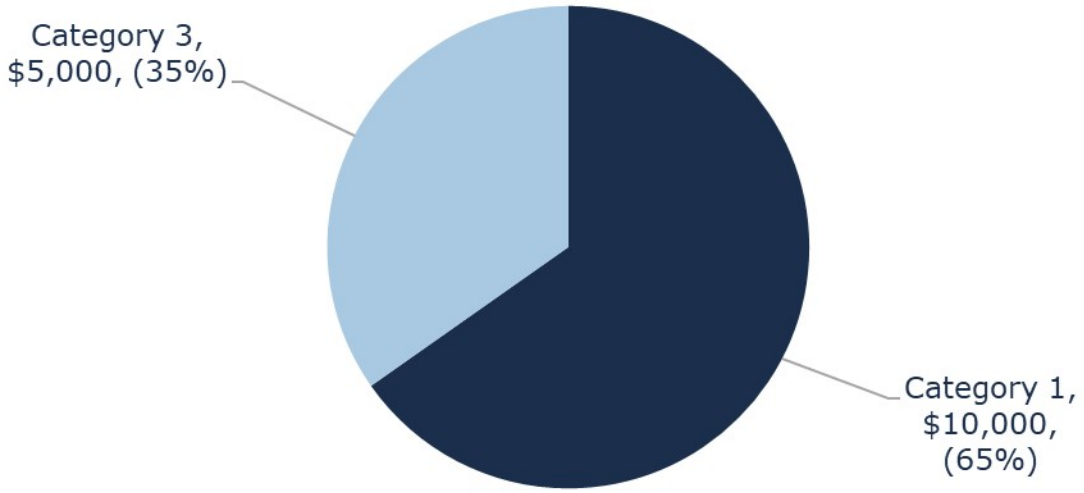


Figure 48 Portfolio Valuation: Machinery & Equipment Average Annual Capital Requirements by CA Act Category

8.2 Asset Condition & Age Profile

Currently, machinery and equipment assets do not have a formal condition assessment program in place. Any issues noted during annual inspections or day-to-day use are addressed as they arise.

In this AMP, the following rating range is used to determine the current condition of machinery and equipment assets and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Figure 49 summarizes the replacement cost-weighted condition of the Conservation Authority's machinery and equipment portfolio. Based on assessed condition, 89% of assets are in fair or better condition; the remaining 11% are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

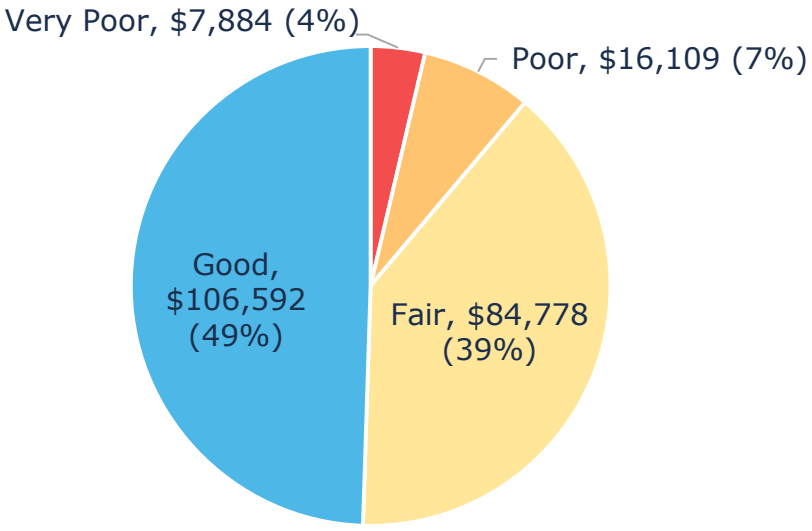


Figure 49 Asset Condition: Machinery & Equipment Overall

Segment	≤ Poor ($)	≤ Poor (%)	≥ Fair ($)	≥ Fair (%)	Average Condition
Data Collection Equipment - 1	-	0%	$92,000	100%	Good (65%)
Gas Power Tools - 1	$5,000	100%	-	0%	Poor (38%)
Gas Power Tools - 3	-	0%	$10,000	100%	Fair (48%)

Segment	≤ Poor ($)	≤ Poor (%)	≥ Fair ($)	≥ Fair (%)	Average Condition
Heavy Equipment - 1	-	0%	$13,500	100%	Good (68%)
Heavy Equipment - 3	$4,041	8%	$45,870	92%	Fair (56%)
Playground Equipment - 3	-	0%	$30,000	100%	Good (68%)
Pumping Stations - 3	$14,952	100%	-	0%	Very Poor (15%)
TOTAL	**$23,993**	**11%**	**$191,370**	**89%**	**Fair (59%)**

Table 45 Asset Condition: Machinery & Equipment by Segment

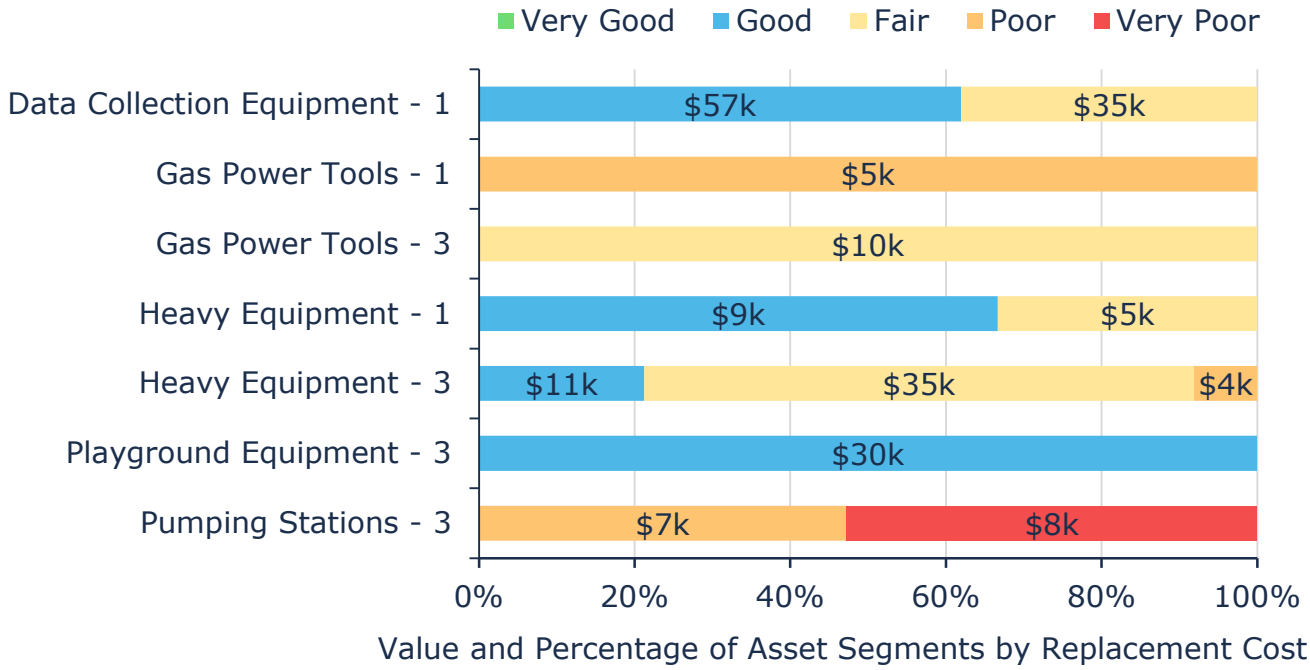


Figure 50 Asset Condition: Machinery & Equipment by Segment

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

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and

provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 51 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

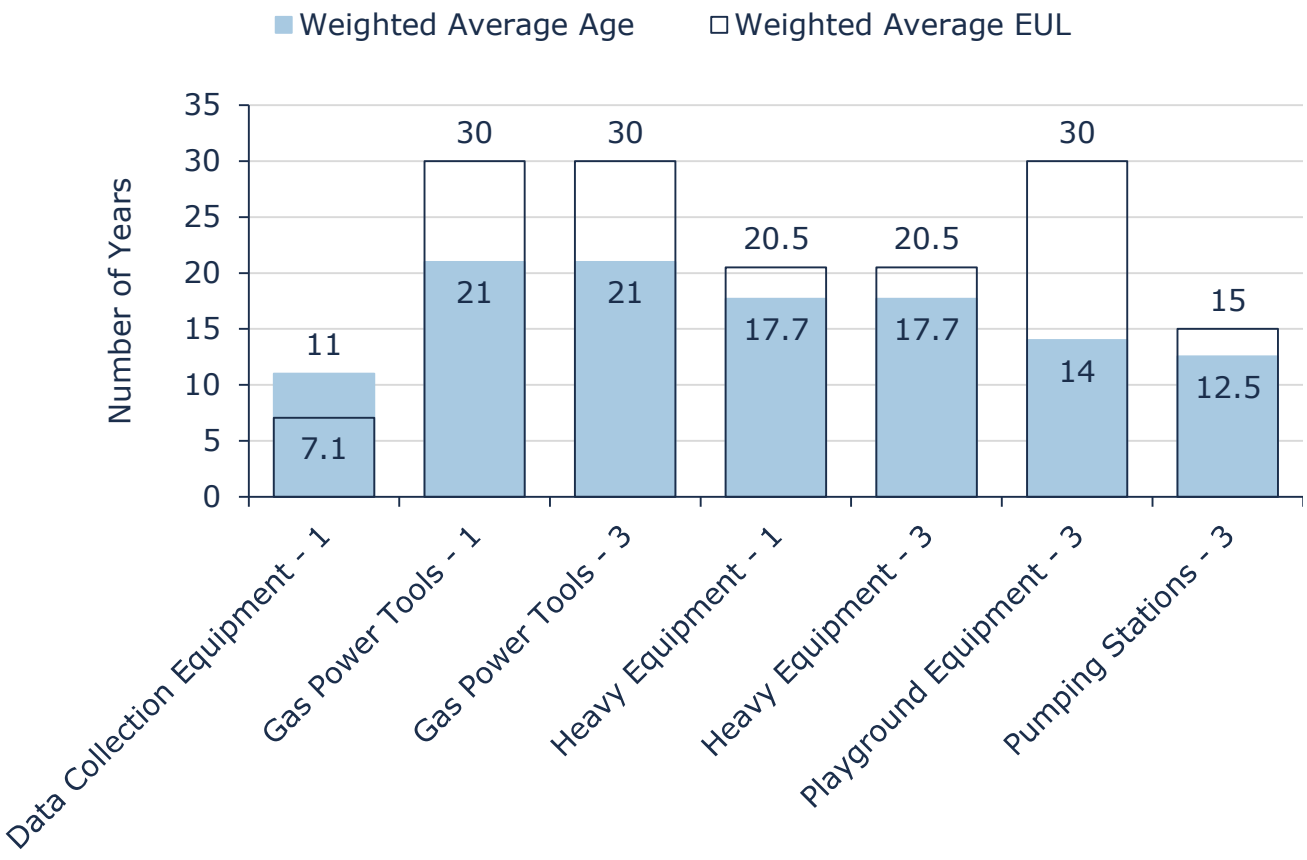


Figure 51 Estimated Useful Life vs. Asset Age: Machinery & Equipment

Age analysis reveals that, on average, machinery and equipment assets are at the midpoint or later of their expected life.

An asset may perform past the established useful life if it has been maintained and kept in good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan. However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments

need to be made to better align with the observed length of service life for each asset type.

Segment	Weighted Average EUL (Years)	Weighted Average Age (Years)	Average Condition
Data Collection Equipment - 1	7.1	11.0	Good (65%)
Gas Power Tools - 1	30.0	21.0	Poor (38%)
Gas Power Tools - 3	30.0	21.0	Fair (48%)
Heavy Equipment - 1	20.5	17.7	Good (68%)
Heavy Equipment - 3	20.5	17.7	Fair (56%)
Playground Equipment - 3	30.0	14.0	Good (68%)
Pumping Stations - 3	15.0	12.5	Very Poor (15%)
TOTAL			**Fair (59%)**

Table 46 Weighted Average EUL & Age: Machinery & Equipment

8.3 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that Conservation Authority assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Conservation Authority's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Equipment maintenance follows a "repair as needed" approach, with regular trades of vehicles like Gators, mowers, and tractors every 2-5 years to prevent them from becoming too costly to maintain.
Replacement	While equipment maintenance tends to be more reactive, there is an emphasis on timely replacement to avoid high repair costs.

Table 47 Lifecycle Management Strategy: Machinery & Equipment

8.4 Forecasted Long-Term Replacement Needs

Figure 52 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for SCRCA's machinery and equipment portfolio. This analysis was run until 2048 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, SCRCA's primary asset management system and asset register. SCRCA's average annual requirements (red dotted line) total $15,000 for all machinery and equipment. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to increase over the next 15 years, peaking at $103,000 during 2034 to 2038. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

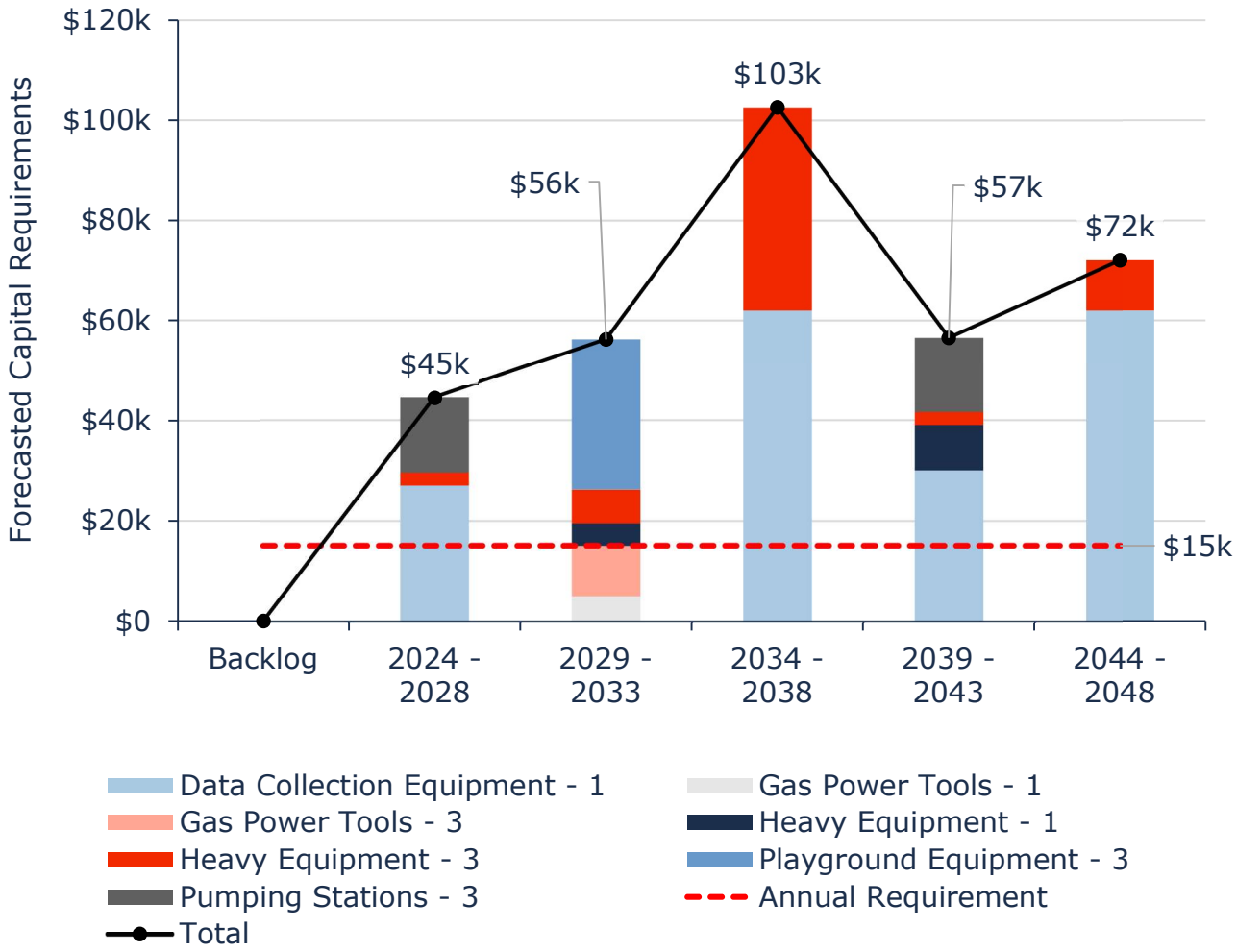


Figure 52 Forecasted Capital Replacement Needs: Machinery & Equipment 2024-2048

Often, the magnitude of replacement needs is substantially higher than most Conservation Authorities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

8.5 Risk Analysis

Risk ratings are generated using available asset data, including condition and replacement costs. The risk profile framework criteria used to determine these ratings are illustrated in Appendix C – Risk Rating Criteria.

The risk analysis classifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Conservation Authority may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

Segment	Probability of Failure	Consequence of Failure	Risk Rating	Risk Range
Data Collection Equipment - 1	2.38 / 5	5 / 5	11.9 / 25	High
Gas Power Tools - 1	4 / 5	3 / 5	12 / 25	High
Gas Power Tools - 3	3 / 5	3 / 5	9 / 25	Moderate
Heavy Equipment - 1	2.33 / 5	3.44 / 5	7.89 / 25	Low
Heavy Equipment - 3	2.87 / 5	4.29 / 5	12.34 / 25	High
Playground Equipment - 3	2 / 5	5 / 5	10 / 25	High
Pumping Stations - 3	4.53 / 5	3 / 5	13.83 / 25	High
TOTAL	**2.65 / 5**	**4.46 / 5**	**11.49 / 25**	**High**

Table 48 Risk Breakdown: Machinery & Equipment by Segment

These risk models have been built into the Conservation Authority's Asset Management Database (Citywide Assets). See *Risk & Criticality* under Section 2.1.2 for further details on the approach used to determine asset risk ratings and classifications.

1 - 4	5 - 7	8 - 9	10 - 14	15 - 25
Very Low	**Low**	**Moderate**	**High**	**Very High**
$1,000	$5,128	$38,763	$99,476	$70,996
(<1%)	(2%)	(18%)	(46%)	(33%)

Figure 53 Risk Rating Ranges: Machinery & Equipment

8.5.1 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that SCRCA is currently facing:

Infrastructure Reinvestment

Capital planning isn't reliant only on budgeting. Purchasing assets in coordination with a replacement schedule is also key. The impact of COVID on lead times for machinery and equipment assets has been significant.

This means that SCRCA won't receive the new asset when planned and will have to continue using the existing asset in the interim. This can be a challenge depending on the condition and reliability of the asset. Timely replacement also mitigates unexpected repair costs.

8.6 Levels of Service

The tables that follow summarize the Conservation Authority's current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 686/21, therefore the KPIs below represent performance measures that the Conservation Authority has selected for this AMP.

8.6.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Safe & Reliable	Machinery and equipment assets are safe for operation and well-maintained.	Machinery and equipment assets are diverse and carry varying levels of risk to operators. Larger maintenance equipment which carry more risk to operators are inspected by a licensed mechanic. To ensure assets are functioning well and issues are promptly identified, routine maintenance is completed on equipment in accordance with manufacturer standards.

Table 49 Community Levels of Service: Machinery & Equipment

8.6.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Performance	Average overall condition of machinery and equipment assets weighted by replacement cost	Fair (59%)
	% of machinery and equipment assets in fair or better condition (40%-100% condition)	89%
	% of machinery and equipment assets in poor or worse condition (0%-39% condition)	11%
Sustainability	Actual annual funding : average annual capital requirement	$15,070 : $15,070 (1 : 1)

Table 50 Technical Levels of Service: Machinery & Equipment

9. Motor Vehicles

SCRCA's motor vehicles portfolio includes off road vehicles, trailers, and trucks and SUVs. The total current replacement of motor vehicles is estimated at approximately $1,137,163.

9.1 Inventory & Valuation

9.2 Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Off Road Vehicles	24	Assets	CPI	$546,351	$41,929
Trailers	7	Assets	User-Defined	$47,812	$3,221
Trucks & SUVs	14	Assets	User-Defined	$543,000	$67,875
TOTAL	**45**	**Assets**	**User-Defined**	**$1,137,163**	**$113,025**

Table 51 summarizes the quantity and current replacement cost of all motor vehicles assets available in the Conservation Authority's asset register. The motor vehicles portfolio is comprised of assets that fall under Category 1 and Category 3 under the CA Act.

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Off Road Vehicles	24	Assets	CPI	$546,351	$41,929
Trailers	7	Assets	User-Defined	$47,812	$3,221
Trucks & SUVs	14	Assets	User-Defined	$543,000	$67,875
TOTAL	**45**	**Assets**	**User-Defined**	**$1,137,163**	**$113,025**

Table 51 Detailed Asset Inventory: Motor Vehicles

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Off Road Vehicles	2	Assets	User-Defined	$120,000	$7,250
Trailers	1	Assets	User-Defined	$8,000	$267
Trucks & SUVs	14	Assets	User-Defined	$543,000	$67,875
TOTAL	**17**	**Assets**	**User-Defined**	**$671,000**	**$75,392**

Table 52 Detailed Asset Inventory: Motor Vehicles – Category 1

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Off Road Vehicles	22	Assets	CPI	$426,351	$34,679
Trailers	6	Assets	User-Defined	$39,812	$2,954
TOTAL	**28**	**Assets**	**CPI**	**$466,163**	**$37,633**

Table 53 Detailed Asset Inventory: Motor Vehicles – Category 3

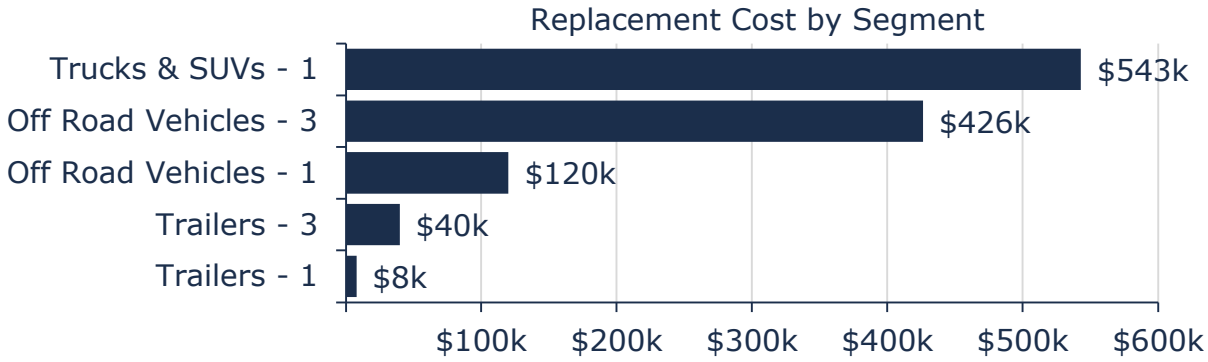


Figure 54 Portfolio Valuation: Motor Vehicles

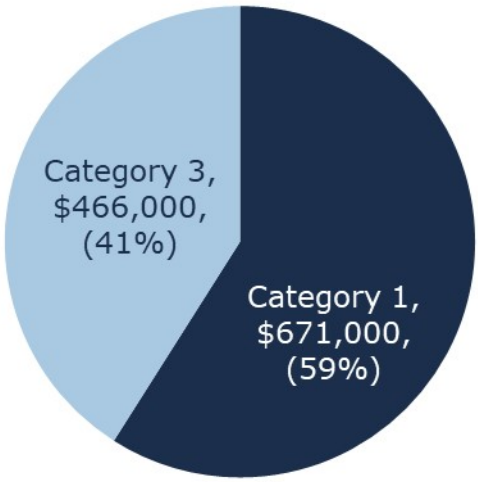


Figure 55 Portfolio Valuation: Motor Vehicles Replacement Costs by CA Act Category

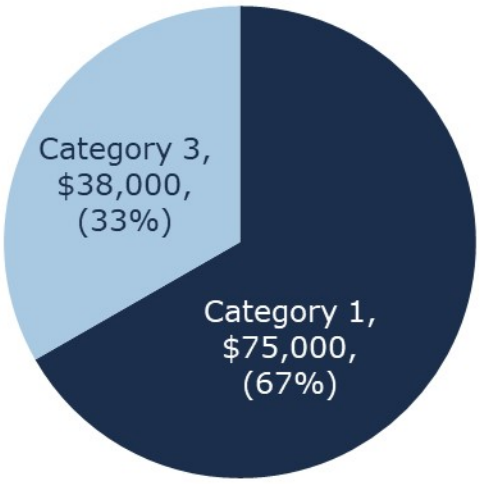


Figure 56 Portfolio Valuation: Motor Vehicles Average Annual Capital Requirements by CA Act Category

9.3 Asset Condition & Age Profile

Currently, motor vehicles assets do not have a formal condition assessment program in place. Any issues noted during annual inspections or day-to-day use are addressed as they arise.

In this AMP, the following rating range is used to determine the current condition of motor vehicles assets and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Figure 57 summarizes the replacement cost-weighted condition of the Conservation Authority's motor vehicles portfolio. Based on assessed condition data, 61% of motor vehicles are in fair or better condition, with the remaining 39% are in poor or worse condition. These assets may be candidates for replacement in the short term; similarly, assets in fair condition may require rehabilitation or replacement in the medium term and should be monitored for further degradation in condition.

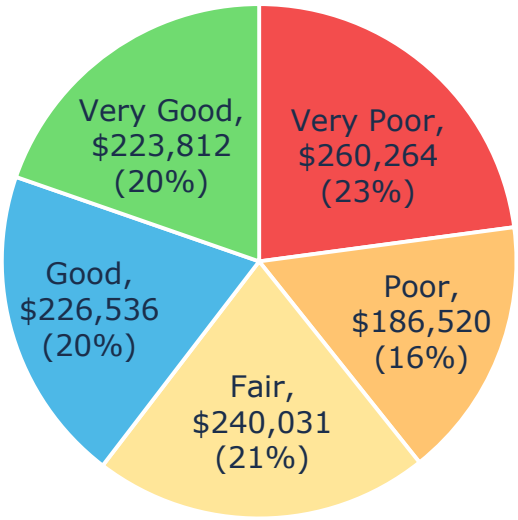


Figure 57 Asset Condition: Motor Vehicles Overall

Segment	≤ Poor ($)	≤ Poor (%)	≥ Fair ($)	≥ Fair (%)	Average Condition
Off Road Vehicles - 1	-	0%	$120,000	100%	Good (72%)
Off Road Vehicles - 3	$116,520	27%	$309,831	73%	Good (69%)
Trailers - 1	-	0%	$8,000	100%	Good (78%)
Trailers - 3	$5,264	13%	$34,548	87%	Fair (47%)
Trucks & SUVs - 1	$325,000	60%	$218,000	40%	Poor (29%)
TOTAL	**$446,784**	**39%**	**$690,379**	**61%**	**Fair (50%)**

Table 54 Asset Condition: Motor Vehicles by Segment

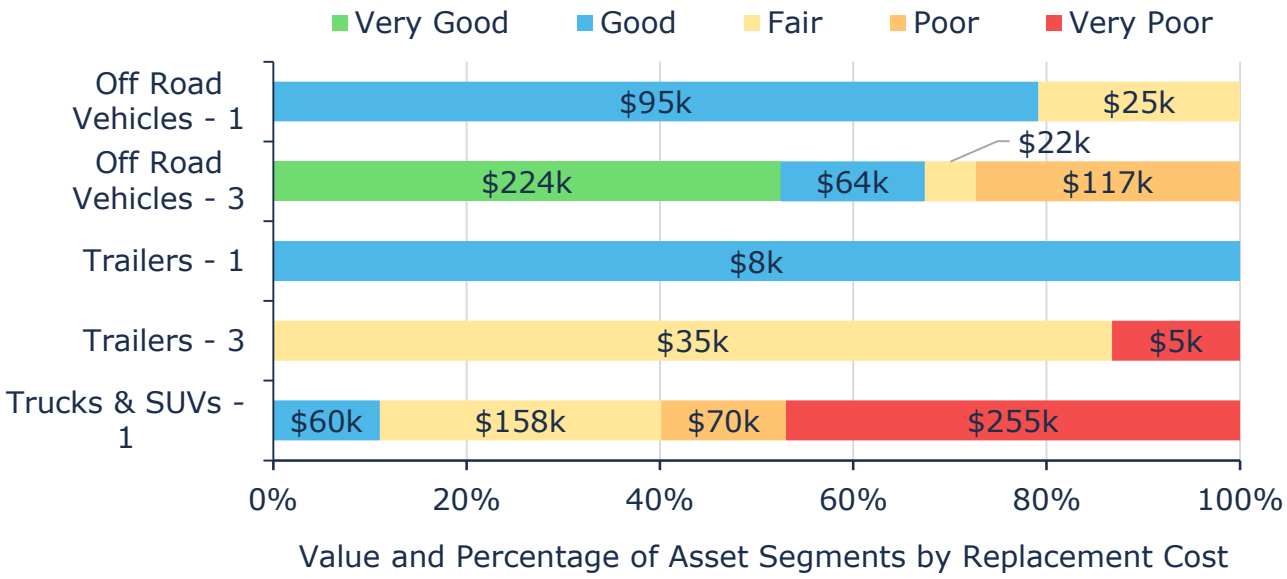


Figure 58 Asset Condition: Motor Vehicles by Segment

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

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 59 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

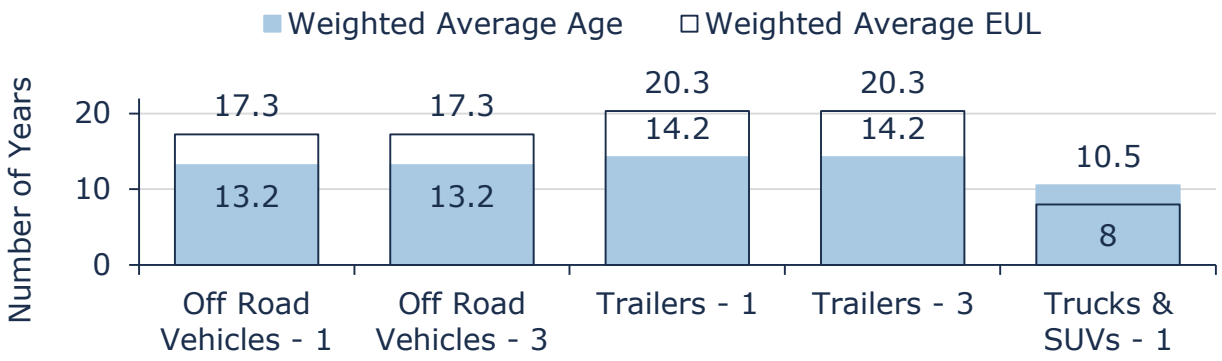


Figure 59 Estimated Useful Life vs. Asset Age: Motor Vehicles

Age analysis reveals that, on average, most vehicles are in the latter stages of their expected life. It should be noted that this data has an effective date of December 31, 2023. A number of vehicle replacements have already occurred in 2024.

An asset may perform past the established useful life if it has been maintained and kept in good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan. However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Segment	Weighted Average EUL (Years)	Weighted Average Age (Years)	Average Condition
Off Road Vehicles - 1	17.3	13.2	Good (72%)
Off Road Vehicles - 3	17.3	13.2	Good (69%)
Trailers - 1	20.3	14.2	Good (78%)
Trailers - 3	20.3	14.2	Fair (47%)
Trucks & SUVs - 1	8.0	10.5	Poor (29%)
TOTAL			**Fair (50%)**

Table 55 Weighted Average EUL & Age: Motor Vehicles

9.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that Conservation Authority assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Conservation Authority's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Oil changes and routine maintenance is completed as per manufacturer recommendations
	All other maintenance activities are completed on a reactive basis when operational issues are identified (e.g., mechanical breakdown, deficiencies identified during daily inspections)
Replacement	Vehicle management is more structured than machinery and equipment assets, with schedules managed by a separate administrative team
Inspections	Vehicles are inspected by the operator daily before use, however, these inspections identify deficiencies but do not provide overall condition ratings

Table 56 Lifecycle Management Strategy: Motor Vehicles

9.5 Forecasted Long-Term Replacement Needs

Figure 60 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Conservation Authority's motor vehicles portfolio. This analysis was run until 2048 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Conservation Authority's primary asset management system and asset register. The Conservation Authority's average annual requirements (red dotted line) total $113,000 for all vehicles. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

Replacement needs are forecasted to rise considerably in the coming years, peaking at $1.0 million during 2039 to 2043 as vehicles reach the end of their useful life. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

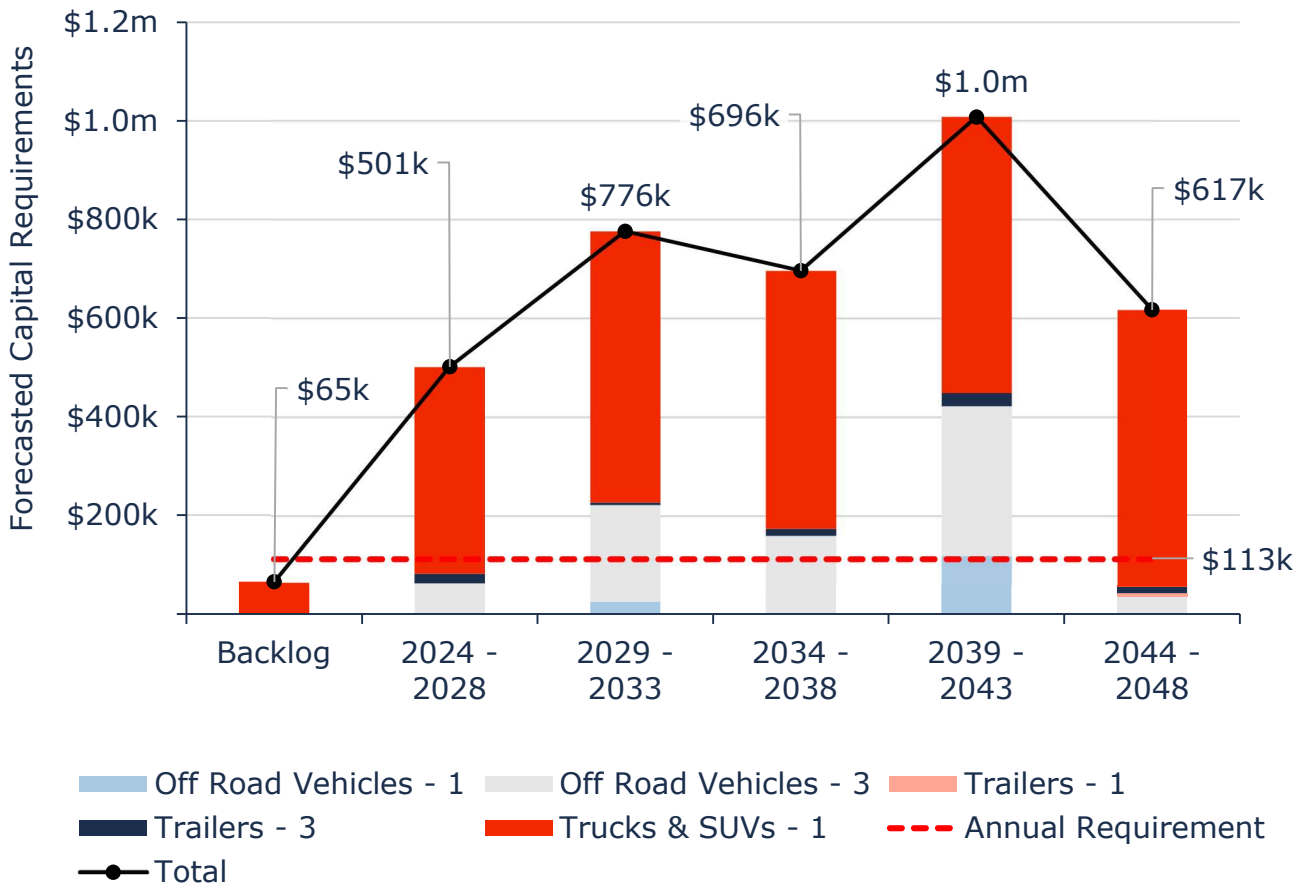


Figure 60 Forecasted Capital Replacement Needs: Motor Vehicles 2024-2048

Often, the magnitude of replacement needs is substantially higher than most Conservation Authorities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

9.6 Risk Analysis

Risk ratings are generated using available asset data, including condition and replacement costs. The risk profile framework criteria used to determine these ratings are illustrated in Appendix C – Risk Rating Criteria.

The risk analysis stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure

receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the Conservation Authority may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

Segment	Probability of Failure	Consequence of Failure	Risk Rating	Risk Range
Off Road Vehicles - 1	2.21 / 5	4.58 / 5	9.79 / 25	Moderate
Off Road Vehicles - 3	2.07 / 5	3.53 / 5	7.67 / 25	Low
Trailers - 1	2 / 5	2 / 5	4 / 25	Very Low
Trailers - 3	3.26 / 5	2 / 5	6.53 / 25	Low
Trucks & SUVs - 1	3.96 / 5	4.31 / 5	16.86 / 25	Very High
TOTAL	**3.03 / 5**	**3.95 / 5**	**12.22 / 25**	**High**

Table 57 Risk Breakdown: Motor Vehicles by Segment

These risk models have been built into the Conservation Authority's Asset Management Database (Citywide Assets). See *Risk & Criticality* under Section 2.1.2 for further details on the approach used to determine asset risk ratings and classifications.

1 - 4	5 - 7	8 - 9	10 - 14	15 – 25
Very Low	**Low**	**Moderate**	**High**	**Very High**
$256,099	$82,520	$44,280	$299,264	$455,000
(23%)	(7%)	(4%)	(26%)	(40%)

Figure 61 Risk Rating Ranges: Motor Vehicles

9.6.1 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that SCRCA is currently facing:

Infrastructure Reinvestment

Capital planning isn't reliant only on budgeting. Purchasing assets in coordination with a replacement schedule is also key. The impact of COVID on lead times for vehicles assets has been significant, with them facing the longest delays of all assets. Lead times have sometimes exceeded a year.

This means that SCRCA won't receive the new asset when planned and will have to continue using the existing asset in the interim. This can be a challenge depending on the condition and reliability of the asset. Timely replacement also mitigates unexpected repair costs.

9.7 Levels of Service

The tables that follow summarize the Conservation Authority's current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 686/21, therefore the KPIs below represent performance measures that the Conservation Authority has selected for this AMP.

9.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Safe & Reliable	Motor vehicles assets are safe for operation.	Safety inspections are completed by a mechanic on an annual basis. Any identified necessary interventions are addressed either promptly or the asset is taken out of service.
Sustainable	There are long-term plans in place for the renewal and replacement of motor vehicles assets.	Motor vehicles replacement decisions consider SCRCA's replacement schedule and mechanic recommendations. Through this AMP long-term capital requirements are identified, and SCRCA is actively developing a sustainable financial strategy.

Table 58 Community Levels of Service: Motor Vehicles

9.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Performance	Average overall condition of motor vehicles assets weighted by replacement cost	Fair (50%)
	% of motor vehicles assets in fair or better condition (40%-100% condition)	61%

Service Attribute	Technical Metric	Current LOS (2023)
	% of motor vehicles assets in poor or worse condition (0%-39% condition)	39%
Sustainability	Actual annual funding : average annual capital requirement	$70,910 : $113,025 (0.63 : 1)

Table 59 Technical Levels of Service: Motor Vehicles

10. Water Control Structures

The Conservation Authority's water control structures comprises dams, floodways, and weirs with a total current replacement cost of approximately $113,750,000.

10.1 Inventory & Valuation

10.2 Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Dams	9	Assets	User-Defined	$10,900,000	$740,000
Floodways	3	Assets	User-Defined	$102,100,000	$2,042,000
Weirs	3	Assets	User-Defined	$750,000	$150,000
TOTAL	**15**	**Assets**	**User-Defined**	**$113,750,000**	**$2,932,000**

Table 60 summarizes the quantity and current replacement cost of all water control structures assets available in the Conservation Authority's asset register. The water control structures portfolio is comprised of assets that fall under Category 1 and Category 2 under the CA Act.

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Dams	9	Assets	User-Defined	$10,900,000	$740,000
Floodways	3	Assets	User-Defined	$102,100,000	$2,042,000
Weirs	3	Assets	User-Defined	$750,000	$150,000
TOTAL	**15**	**Assets**	**User-Defined**	**$113,750,000**	**$2,932,000**

Table 60 Detailed Asset Inventory: Water Control Structures

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Floodways	3	Assets	User-Defined	$102,100,000	$2,042,000
TOTAL	**3**	**Assets**	**User-Defined**	**$102,100,000**	**$2,042,000**

Table 61 Detailed Asset Inventory: Water Control Structures – Category 1

Segment	Quantity	Unit of Measure	Primary RC Method	Replacement Cost	Average Annual Capital Requirement
Dams	9	Assets	User-Defined	$10,900,000	$740,000
Weirs	3	Assets	User-Defined	$750,000	$150,000
TOTAL	**12**	**Assets**	**User-Defined**	**$11,650,000**	**$890,000**

Table 62 Detailed Asset Inventory: Water Control Structures – Category 2

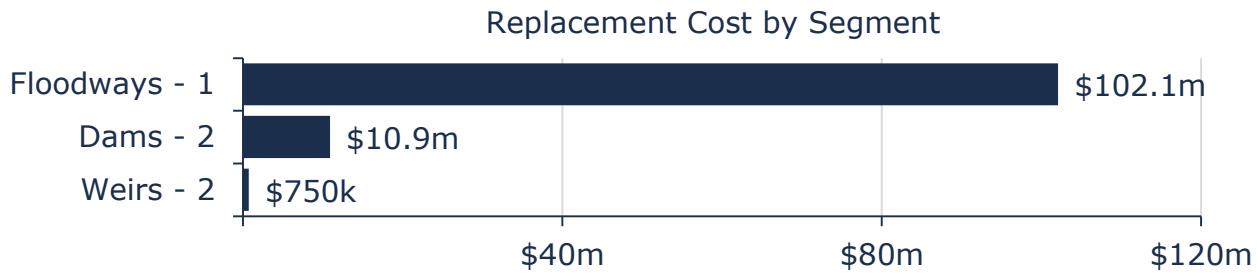


Figure 62 Portfolio Valuation: Water Control Structures

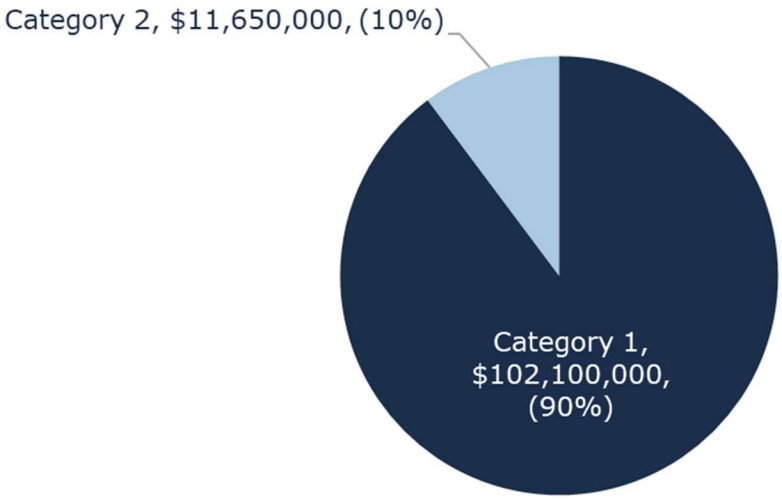


Figure 63 Portfolio Valuation: Water Control Structures Replacement Costs by CA Act Category

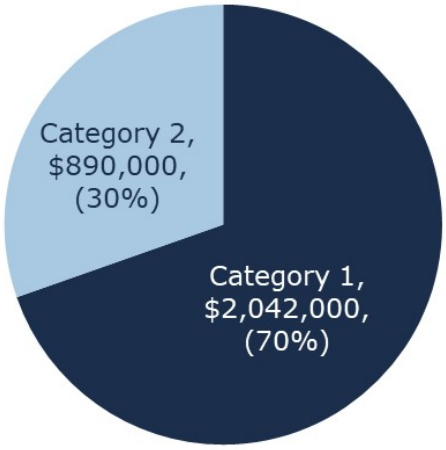


Figure 64 Portfolio Valuation: Water Control Structures Average Annual Capital Requirements by CA Act Category

10.3 Asset Condition & Age Profile

Annual visual inspections are carried out by Conservation Authority staff while external contractors perform a more detailed assessment every five years. External assessments focus on identifying structural needs and recommending repairs.

In this AMP, the following rating range is used to determine the current condition of water control structures assets and forecast future capital requirements:

Condition	Rating
Very Good	80-100
Good	60-80
Fair	40-60
Poor	20-40
Very Poor	0-20

Figure 65 summarizes the replacement cost-weighted condition of the Conservation Authority's water control structures assets. Based on assessed condition, all water control structures are in fair or better condition.

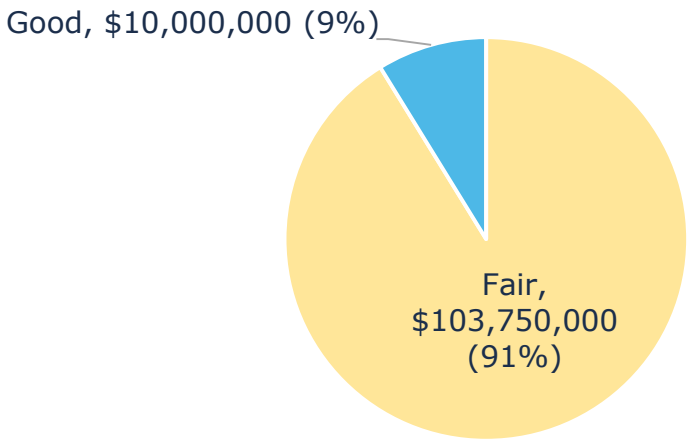


Figure 65 Asset Condition: Water Control Structures Overall

Segment	≤ Poor ($)	≤ Poor (%)	≥ Fair ($)	≥ Fair (%)	Average Condition
Dams - 2	-	0%	$10,900,000	100%	Good (68%)
Floodways - 1	-	0%	$102,100,000	100%	Fair (59%)
Weirs - 2	-	0%	$750,000	100%	Fair (48%)
TOTAL	**-**	**0%**	**$113,750,000**	**100%**	**Fair (60%)**

Table 63 Asset Condition: Water Control Structures by Segment

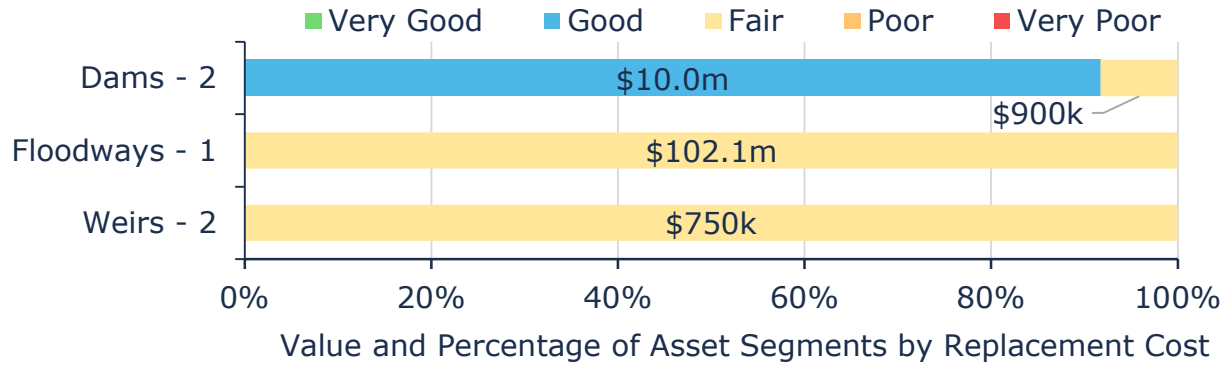


Figure 66 Asset Condition: Water Control Structures by Segment

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

An asset's age profile comprises two key values: estimated useful life (EUL), or design life; and the percentage of EUL consumed. The EUL is the serviceable lifespan of an asset during which it can continue to fulfil its intended purpose and provide value to users, safely and efficiently. As assets age, their performance diminishes, often more rapidly as they approach the end of their design life.

In conjunction with condition data, an asset's age profile provides a more complete summary of the state of infrastructure. It can help identify assets that may be candidates for further review through condition assessment programs; inform the selection of optimal lifecycle strategies; and improve planning for potential replacement spikes.

Figure 67 illustrates the average current age of each asset type and its estimated useful life. Both values are weighted by the replacement cost of individual assets.

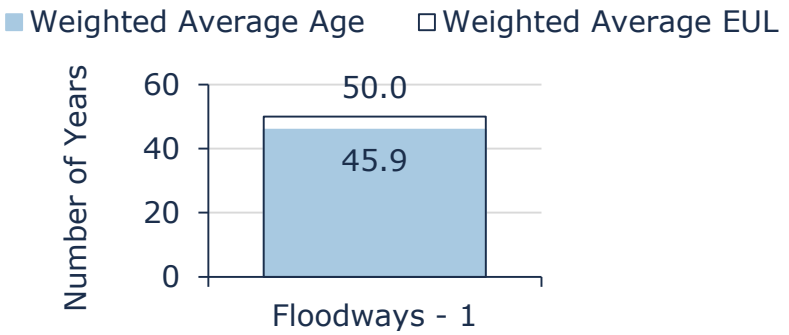


Figure 67 Estimated Useful Life vs. Asset Age: Water Control Structures

Age analysis reveals that on average, floodways are approaching their expected useful life.

An asset may perform past the established useful life if it has been maintained and kept in good condition. Therefore, it is important to consider asset condition when comparing asset age to its serviceable lifespan. However, each asset's estimated useful life should also be reviewed periodically to determine whether adjustments need to be made to better align with the observed length of service life for each asset type.

Segment	Weighted Average EUL (Years)	Weighted Average Age (Years)	Average Condition
Dams - 2	Unknown	Unknown	Good (68%)
Floodways - 1	50.0	45.9	Fair (59%)
Weirs - 2	Unknown	Unknown	Fair (48%)
TOTAL			**Fair (60%)**

Table 64 Weighted Average EUL & Age: Water Control Structures

10.4 Current Approach to Lifecycle Management

The condition or performance of most assets will deteriorate over time. To ensure that Conservation Authority assets are performing as expected and meeting the needs of customers, it is important to establish a lifecycle management strategy to proactively manage asset deterioration.

The following table outlines the Conservation Authority's current lifecycle management strategy.

Activity Type	Description of Current Strategy
Maintenance	Routine activities include vegetation management, erosion control on access roads, and repairing signage and fencing. These activities are critical to maintaining the integrity of dam structures.
Rehabilitation/ Replacement	Rehabilitation and replacement does not occur on a strict schedule but is triggered by internal and external assessments.

Table 65 Lifecycle Management Strategy: Water Control Structures

10.5 Forecasted Long-Term Replacement Needs

Figure 68 illustrates the cyclical short-, medium- and long-term infrastructure replacement requirements for the Conservation Authority's water control structures assets. This analysis was run until 2053 to capture at least one iteration of replacement for the longest-lived asset in Citywide Assets, the Conservation Authority's primary asset management system and asset register. The Conservation Authority's average annual requirements (red dotted line) total $2.9 million for all assets in the water control structures portfolio. Although actual spending may fluctuate substantially from year to year, this figure is a useful benchmark value for annual capital expenditure targets (or allocations to reserves) to ensure projects are not deferred and replacement needs are met as they arise.

The chart illustrates no current backlog. The largest replacement spike is forecasted in 2049 to 2053 when the floodway is scheduled for replacement. These projections and estimates are based on asset replacement costs and age analysis. They are designed to provide a long-term, portfolio-level overview of capital needs and should be used to support improved financial planning over several decades.

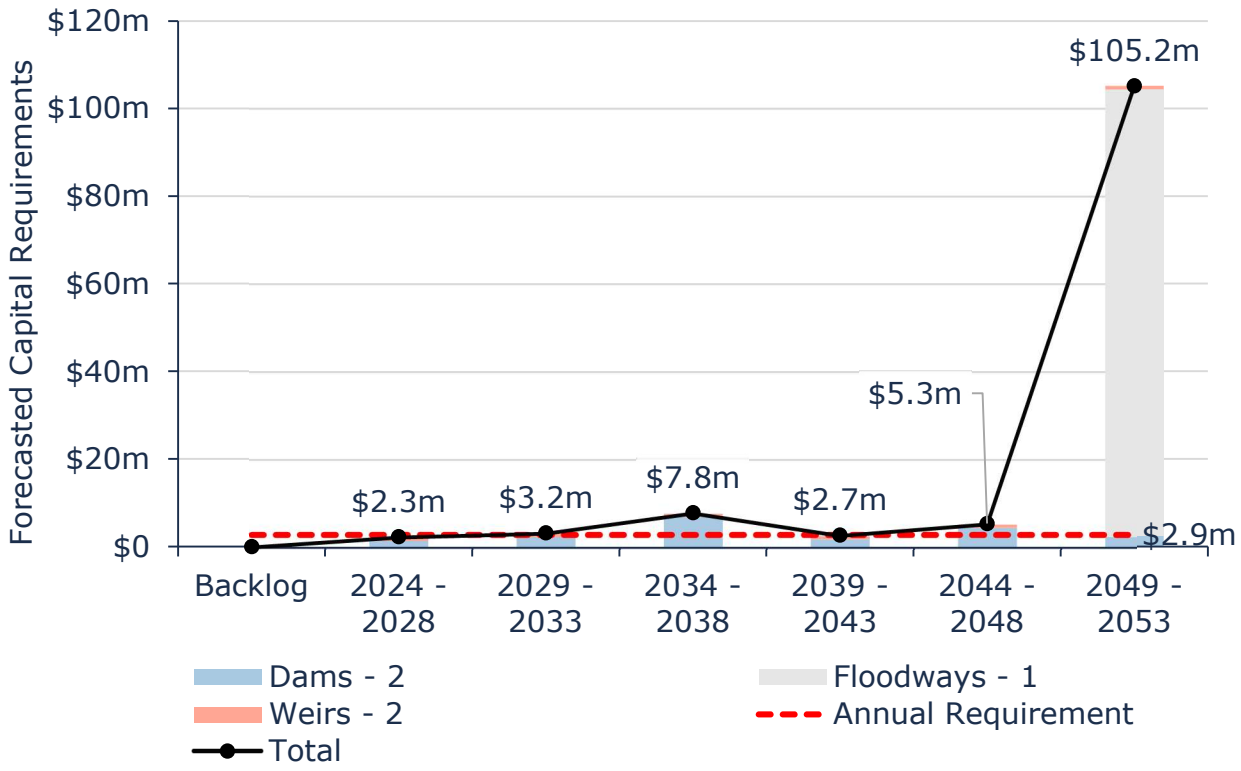


Figure 68 Forecasted Capital Replacement Needs Water Control Structures 2024-2053

Often, the magnitude of replacement needs is substantially higher than most Conservation Authorities can afford to fund. In addition, most assets may not need to be replaced. However, quantifying and monitoring these spikes is essential for long-term financial planning, including establishing dedicated reserves. In addition, a robust risk framework will ensure that high-criticality assets receive proper and timely lifecycle intervention, including replacements.

A summary of the 10-year replacement forecast can be found in Appendix B – 10-Year Capital Requirements.

10.6 Risk Analysis

Risk ratings are generated using available asset data, including condition and replacement costs. The risk profile framework criteria used to determine these ratings are illustrated in Appendix C – Risk Rating Criteria.

The risk analysis stratifies assets based on their individual probability and consequence of failure, each scored from 1 to 5. Their product generates a risk index ranging from 1-25. Assets with the highest criticality and likelihood of failure receive a risk rating of 25; those with lowest probability of failure and lowest criticality carry a risk rating of 1. As new data and information is gathered, the

Conservation Authority may consider integrating relevant information that improves confidence in the criteria used to assess asset risk and criticality.

Segment	Probability of Failure	Consequence of Failure	Risk Rating	Risk Range
Dams - 2	2.08 / 5	3.34 / 5	6.96 / 25	Low
Floodways - 1	3 / 5	3.19 / 5	9.57 / 25	Moderate
Weirs - 2	3 / 5	3.55 / 5	10.64 / 25	High
TOTAL	**2.91 / 5**	**3.21 / 5**	**9.33 / 25**	**Moderate**

Table 66 Risk Breakdown: Water Control Structures by Segment

These risk models have been built into the Conservation Authority's Asset Management Database (Citywide Assets). See *Risk & Criticality* under Section 2.1.2 for further details on the approach used to determine asset risk ratings and classifications.

1 - 4	5 - 7	8 - 9	10 - 14	15 – 25
Very Low	**Low**	**Moderate**	**High**	**Very High**
-	$10,100,000	$102,000,000	$1,650,000	-
(0%)	(9%)	(90%)	(1%)	(0%)

Figure 69 Risk Rating Ranges: Water Control Structures

10.6.1 Risks to Current Asset Management Strategies

The following section summarizes key trends, challenges, and risks to service delivery that SCRCA is currently facing:

Organizational Cognizance & Capacity

While the department has robust record-keeping, the unique engineering skills of individuals highlight some reliance on specific expertise.

Steps have been taken to document major processes, although some day-to-day tasks rely on the knowledge of key personnel.

While the department responsible for water control structures is not necessarily understaffed, the capacity of staff is strained while maintaining normal business operations.

Floodplain Development

The dam was originally designed to protect communities as they existed in the 1980s, not for promoting future growth. Development within the floodplain before regulatory changes in 2006 increased risks, but new developments have been restricted since then.

The dam, although originally designed to protect a smaller population, now protects a much larger community (e.g., Wallaceburg's population has grown from about 3,000 to 15,000-20,000).

Aging Infrastructure

The dam was constructed in the 1950s-1980s according to standards of that time, which differ significantly from current expectations. While there are currently no specific deficiencies, the dam needs updates to align with modern standards and handle higher rainfall volumes.

There have been difficulties in finding the necessary mechanical and electrical expertise for maintaining older dam structures. Certain technology and the companies that provided services for it no longer exist, leading to challenges in repairing outdated equipment like generators.

Upgrading such assets involves significant work beyond simple replacements due to compatibility issues with modern technologies.

Infrastructure Reinvestment

While grants have been secured for projects, internal funding alone would not be sufficient for ongoing maintenance and upgrades. Funding from the ministry has been cut since 2018, but SCRCA has successfully accessed provincial grants for infrastructure needs

Public Expectations

There is a need for better monitoring technologies to track flooding in the watershed, as there are limitations in the current

technology leading to public frustration when alerts are not provided.

Proactive measures are an ongoing effort to improve monitoring and data collection. Currently, SCRCA plans to double the number of stream gauges from 12 to 24 to enhance data collection and flood forecasting capabilities, aided by recently secured grants.

10.7 Levels of Service

The tables that follow summarize the Conservation Authority's current levels of service. There are no specifically prescribed KPIs under Ontario Regulation 686/21, therefore the KPIs below represent performance measures that the Conservation Authority has selected for this AMP.

10.7.1 Community Levels of Service

Service Attribute	Qualitative Description	Current LOS (2023)
Safe & Reliable	SCRCA's water control structures are safe and well-maintained.	Maintenance and monitoring of water control structures by SCRCA aligns with all appropriate regulations.

Table 67 Community Levels of Service: Water Control Structures

10.7.2 Technical Levels of Service

Service Attribute	Technical Metric	Current LOS (2023)
Performance	Average overall condition of water control structures assets weighted by replacement cost	Fair (60%)
	% of water control structures assets in fair or better condition (40%-100% condition)	100%
	% of water control structures assets in poor or worse condition (0%-39% condition)	0%
Sustainability	Actual annual funding : average annual capital requirement	$0 : 2,932,000 (0 : 1)

Table 68 Technical Levels of Service: Water Control Structures

11. Financial Strategy

For an asset management plan to be effective and meaningful, it must be integrated with financial planning and long-term budgeting. The development of a comprehensive financial plan will allow SCRCA to identify the financial resources required for sustainable asset management based on existing asset inventories, desired levels of service, and projected growth requirements.

This report develops such a financial plan by presenting several scenarios for consideration and culminating with final recommendations. As outlined below, the scenarios presented model different combinations of the following components:

1. The financial requirements for:
    a. Existing assets
    b. Existing service levels
    c. Requirements of contemplated changes in service levels (none identified for this plan)
    d. Requirements of anticipated growth (none identified for this plan)
2. Use of traditional sources of Conservation Authority funds:
    a. Municipal levies
    b. User fees
    c. Reserves
    d. Debt
3. Use of non-traditional sources of Conservation Authority funds:
    a. Reallocated budgets
    b. Sponsorship and other Partnerships
4. Alternative Funds:
    a. Government Transfers
    b. Government Grants
    c. Fundraising and Donations

Note: Periodic grants are normally not included since they are not sustainable or predictable funding sources. However, if moving a specific project forward is wholly dependent on receiving a one-time grant, the replacement cost included in the financial strategy is the net of such grant being received.

11.1 Annual Requirements & Capital Funding

11.1.1 Annual Requirements

The annual requirements represent the amount SCRCA should allocate annually to each asset category to meet replacement needs as they arise, prevent infrastructure backlogs and achieve long-term sustainability. In total, the

Conservation Authority must allocate approximately $3.1 million annually to address capital requirements for the assets included in this AMP. The average annual capital requirement, broken down by asset category, is as follows:

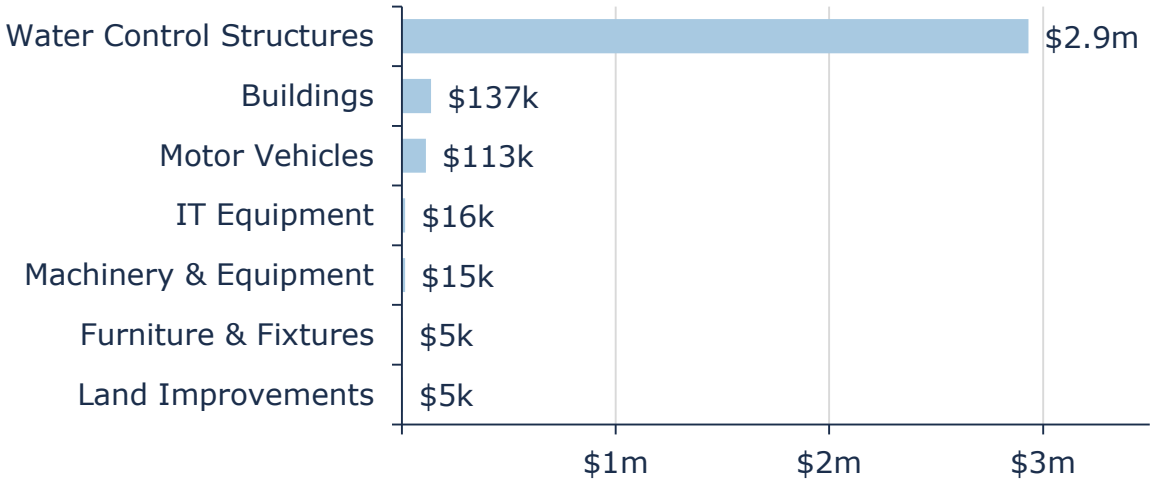


Figure 70 Annual Capital Funding Requirements by Asset Category

For all asset categories, the annual requirement has been calculated based on a "replacement only" scenario, in which capital costs are only incurred at the construction and replacement of each asset.

As outlined in Section 2.3.1 Requirements Under the Regulation, Conservation Authorities receive funding for their assets based on their Conservation Authority Act (CA Act) Categorization. There are four CA Act categories:

- 1: Mandatory Programs and Services
- 2: Municipal Programs and Services
- 3: Other Programs and Services
- General Programs & Services

Within each asset category, assets have various Conservation Authority Act categorizations. The following tables outline the average annual requirements for each asset category by CA Act categorization.

Asset Category	Total AAR	AAR Allocation by CA Act Category	
		Municipal Levy-Funded Programs and Services (General Programs & Services and Category 1)	Remaining Programs and Services (Categories 2 and 3)
Buildings	$137,203	$39,333	$97,869
Furniture & Fixtures	$5,195	$5,195	-
IT Equipment	$15,691	$15,280	$411
Land Improvements	$5,175	-	$5,175
Machinery & Equipment	$15,070	$9,833	$5,236
Motor Vehicles	$113,025	$75,392	$37,633
TOTAL	**$291,358**	**$145,033**	**$146,325**

Asset Category	Total AAR	AAR Allocation by CA Act Category	
		Municipal Levy-Funded Programs and Services (General Programs & Services and Category 1)	Remaining Programs and Services (Categories 2 and 3)
Water Control Structures	$2,932,000	$2,042,000	$890,000
TOTAL	**$2,932,000**	**$2,042,000**	**$890,000**

11.2 Current Funding Position

In 2024, SCRCA had a net approved General Municipal Levy of $1,611,345. Based on a historical analysis of sustainable capital funding allocations, SCRCA has an annual funding gap[1] as outlined in the tables below. Due to the significant funding

[1] In the past, SCRCA has committed operational surplus and one-time grant funding to support the replacement of assets. These are not considered sustainable due to predictability and external restrictions.

requirements of water control structures in comparison to the other asset categories, they have been analyzed separately.

CA Act General Programs & Services and Category 1 Assets	Annual Capital Requirement	Funding Available	Deficit
Buildings	$39,333	$0	$39,333
Furniture & Fixtures	$5,195	$0	$5,195
IT Equipment	$15,280	$20,543	($5,263)
Machinery & Equipment	$9,833	$9,833	$0
Motor Vehicles	$75,392	$31,200	$44,192
TOTAL	**$145,033**	**$61,576**	**$83,457**

CA Act Category 2 and 3 Assets	Annual Capital Requirement	Funding Available	Deficit
Buildings – 2	$27,317	$0	$27,317
Buildings – 3	$70,552	$0	$70,552
It Equipment - 3	$411	$411	$0
Land Improvements - 2	$1,973	$0	$1,973
Land Improvements - 3	$3,202	$0	$3,202
Machinery & Equipment - 3	$5,236	$5,236	$0
Motor Vehicles - 3	$37,633	$26,510	$11,123
Total	**$146,325**	**$32,157**	**$114,168**

CA Act Category 1 Water Control Structures	Annual Capital Requirement	Funding Available	Deficit
Water Control Structures	$2,042,000	$0	$2,042,000
Total	**$2,042,000**	**$0**	**$2,042,000**

CA Act Category 2 Water Control Structures	Annual Capital Requirement	Funding Available	Deficit
Water Control Structures	$890,000	$0	$890,000
Total	**$890,000**	**$0**	**$890,000**

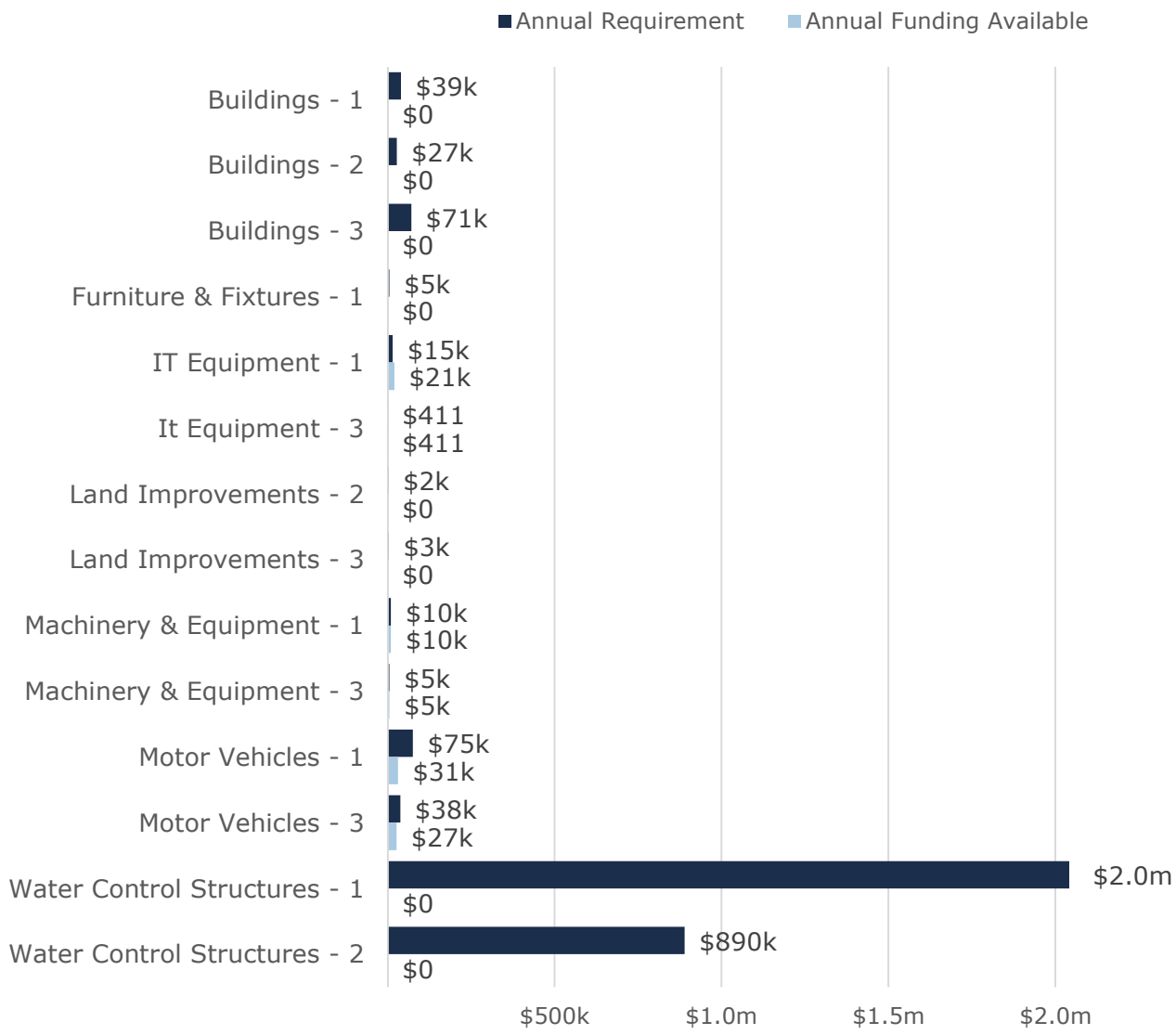


Figure 71 Annual Requirements vs. Capital Funding Available

The allocations above are based on capital infrastructure investment. Levies brought in from municipalities are primarily distributed to operations costs, with

internal charges to different departments added to reserves annually to address capital projects.

11.3 Funding Objective

We have developed scenarios that would enable the St. Clair Region Conservation Authority to achieve full funding within 5 to 20 years.

11.3.1 Full Funding Requirements

In 2024, SCRCA had a net approved General Municipal Levy of $1,611,345. As illustrated in the following tables, without consideration of any other sources of revenue or cost containment strategies, full funding for General Programs & Services and Category 1 capital assets would require the following changes over time from all member municipalities:

CA Act General Programs & Services and Category 1 Assets	% Funded	Levy Increase Required for Full Funding
Buildings	0.0%	2.4%
Furniture & Fixtures	0.0%	0.3%
IT Equipment	134.4%	-0.3%
Machinery & Equipment	100.0%	0.0%
Motor Vehicles	41.4%	2.7%
TOTAL	**42.5%**	**5.2%**

For Water Control Structures, the Category 1 asset is specifically used for the Municipality of Chatham-Kent. SCRCA will apply for Water & Erosion Control Infrastructure (WECI) funding which covers 50% of repair and rehabilitation costs. The remaining half will be apportioned to the benefiting municipality.

CA Act Category 1 Water Control Structures	% Funded	Levy Increase Required for Full Funding
Water Control Structures	0.0%	485.9%
Total	**0.0%**	**485.9%**

Our recommendations include using the allocations above to apportion the infrastructure deficit for General Programs & Services and CA Act Category 1 assets across 5 years for all assets excluding water control structures assets. Category 1

Water Control Structures assets will be funded over a 20-year timeframe. The tables below outline this concept and present options to incrementally close the funding deficit.

Please note that the CVA based apportionment can be expected to change slightly over time and that the infrastructure deficit allocation by municipality may therefore be slightly different than as indicated in the tables below.

Using SCRCA's CAA Levy Apportionment data for 2024, the total requirement by municipality would be:

Annual Increase Per Municipality for All General Programs & Services and Category 1 Capital Assets Except Water Control Structures Using 5- to 20-Year Timeframes:

Municipality	CVA Apportionment	Infrastructure Deficit Allocation	Total Levy Increase
Township of Adelaide Metcalfe	1.9522%	$1,629.25	0.1011%
Township Brooke-Alvinston	1.7511%	$1,461.42	0.0907%
Municipality Chatham-Kent	13.0414%	$10,883.97	0.6755%
Township Dawn-Euphemia	2.6205%	$2,186.99	0.1357%
Township Enniskillen	1.9194%	$1,601.87	0.0994%
Municipality Lambton Shores	5.0870%	$4,245.46	0.2635%
Municipality Middlesex Centre	2.3447%	$1,956.82	0.1214%
Village Newbury	0.1580%	$131.86	0.0082%
Village Oil Springs	0.2012%	$167.92	0.0104%
Town Petrolia	2.6021%	$2,171.64	0.1348%
Town Plympton-Wyoming	5.7152%	$4,769.74	0.2960%
Village Point Edward	2.1215%	$1,770.54	0.1099%
City Sarnia	36.8523%	$30,755.85	1.9087%
Municipality Southwest Middlesex	1.1703%	$976.70	0.0606%
Township St. Clair	11.1251%	$9,284.68	0.5762%
Township Strathroy – Caradoc	9.0683%	$7,568.14	0.4697%
	112		

Municipality	CVA Apportionment	Infrastructure Deficit Allocation	Total Levy Increase
Township Warwick	2.2697%	$1,894.22	0.1176%
	100%	**$83,457.06**	**5.1793%**

Total Levy Increase	Annual Levy Increase Over 5 Years	Annual Levy Increase Over 10 Years	Annual Levy Increase Over 15 Years	Annual Levy Increase Over 20 Years
5.1793%	1.0359%	0.5179%	0.3453%	0.2590%

Municipality	5 Year Plan	10 Year Plan	15 Year Plan	20 Year Plan
Township of Adelaide Metcalfe	$325.85	$162.92	$108.62	$81.46
Township Brooke-Alvinston	$292.28	$146.14	$97.43	$73.07
Municipality Chatham-Kent	$2,176.79	$1,088.40	$725.60	$544.20
Township Dawn-Euphemia	$437.40	$218.70	$145.80	$109.35
Township Enniskillen	$320.37	$160.19	$106.79	$80.09
Municipality Lambton Shores	$849.09	$424.55	$283.03	$212.27

Municipality	5 Year Plan	10 Year Plan	15 Year Plan	20 Year Plan
Municipality Middlesex Centre	$391.36	$195.68	$130.45	$97.84
Village Newbury	$26.37	$13.19	$8.79	$6.59
Village Oil Springs	$33.58	$16.79	$11.19	$8.40
Town Petrolia	$434.33	$217.16	$144.78	$108.58
Town Plympton-Wyoming	$953.95	$476.97	$317.98	$238.49
Village Point Edward	$354.11	$177.05	$118.04	$88.53
City Sarnia	$6,151.17	$3,075.58	$2,050.39	$1,537.79
Municipality Southwest Middlesex	$195.34	$97.67	$65.11	$48.83
Township St. Clair	$1,856.94	$928.47	$618.98	$464.23
Township Strathroy – Caradoc	$1,513.63	$756.81	$504.54	$378.41
Township Warwick	$378.84	$189.42	$126.28	$94.71
	$16,691.41	**$8,345.71**	**$5,563.80**	**$4,172.85**

Annual Increase For the Municipality of Chatham-Kent for 50% of the Category 1 Water Control Structures Capital Assets Using 5- to 20-Year Timeframes:

Municipality	Current Levy Payment	Infrastructure Deficit Allocation	Total Levy Increase
Municipality Chatham-Kent	$210,141.00	$1,021,000.00	485.8643%

Total Levy Increase	Annual Levy Increase Over 5 Years	Annual Levy Increase Over 10 Years	Annual Levy Increase Over 15 Years	Annual Levy Increase Over 20 Years
485.8643%	97.1729%	48.5864%	32.3910%	24.2932%

Municipality	5 Year Plan	10 Year Plan	15 Year Plan	20 Year Plan
Municipality Chatham-Kent	$204,200.00	$102,100.00	$68,066.67	$51,050.00

11.3.2 Financial Strategy Recommendations

Considering all the above information, we recommend the 20- year option for Water Control Structures and the 5-year option for the remaining asset categories. This involves full funding being achieved for CA Act General Programs & Services and Category 1 capital assets over 20 and 5 years, with an annual levy increase of 24.29% and 1.04% respectively. The below recommendations are designed to provide guidance and best practices on how to close the funding deficit:

a) Establish a Municipal Capital Levy dedicated to address the replacement of assets classified within General Programs & Services and Category 1 of the Conservation Authority Act, comprised of mandatory programs and services. The levy would be funded based on the established Municipal apportionments.
b) Increase the Municipal Levy in specific regions for the purpose of phasing in full funding for Category 2 assets that are specifically used within those regions.
c) Conduct a user rate analysis to identify the correlation between the user rates collected and the utilization of assets within SCRCA. Once complete, investigate if user fees can be increased so that a larger portion of asset ownership costs are covered by the asset's users. This will allow SCRCA to offset the Municipal Levies collected with the increased user fees.
d) Increase existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Notes:

1. Funding from other levels of government may be available during the phase-in period. Since this funding is not committed or otherwise guaranteed it has not been incorporated into the AMP.
2. We realize that raising the municipal levy by the amounts recommended above for infrastructure purposes may be very difficult to do. However, considering a longer phase-in window may have even greater consequences in terms of infrastructure failure.

11.4 Use of Reserves

11.4.1 Available Reserves

Reserves play a critical role in long-term financial planning. The benefits of having reserves available for infrastructure planning include:

a) the ability to stabilize Municipal Levy rates when dealing with variable and sometimes uncontrollable factors,
b) financing one-time or short-term investments,
c) accumulating the funding for significant future infrastructure investments,
d) managing the use of debt, and
e) normalizing infrastructure funding requirement

As of the year end of December 31, 2024, SCRCA had $6.0 million contributed to various reserve funds. However, these reserve accounts may restrict the categories of assets that are permitted to be purchased and not all of these reserves can be used for capital infrastructure investment. Therefore, this reserve amount is not accounted for in the financial strategy. As a result, it is part of our recommendation to distribute the reserve balance to the asset categories based on the future average annual requirement. This will allow SCRCA to have a clear picture on the total resources available for each asset class which will allow them to better guide budgetary conversations surrounding the funding required for replacement.

There is considerable debate in the public sector as to the appropriate level of reserves that an entity should have on hand. There is no clear guideline that has gained wide acceptance. Factors that public entities cities should consider when determining their capital reserve requirements include:

a) breadth of services provided,
b) age and condition of infrastructure,
c) use and level of debt,
d) economic conditions and outlook, and
e) internal reserve and debt policies.

These reserves are available for use by applicable asset categories during the phase-in period to full funding. This allows the scenarios to assume that, if required, available reserves and debt capacity can be used for high priority and emergency infrastructure investments in the short- to medium-term.

12. Recommendations & Key Considerations

12.1 Asset Data

1. Continuously review, refine, and calibrate risk profiles to better reflect actual practices and improve capital projections. In particular, the various attributes used to estimate the likelihood and consequence of asset failures, and their respective weightings.
2. Consider whether assets should include lifecycle modelling and, if so, determine the timing of various lifecycle events, the triggers for treatment, anticipated impacts of each treatment, and costs.
3. Asset management planning is highly sensitive to replacement costs. Periodically update replacement costs based on recent projects, invoices, or estimates, as well as condition assessments, or any other technical reports and studies. Material and labor costs can fluctuate due to local, regional, and broader market trends, and substantially so during major world events. Accurately estimating the replacement cost of like-for-like assets can be challenging. Ideally, several recent projects over multiple years should be used. Staff judgement and historical data can help attenuate extreme and temporary fluctuations in cost estimates and keep them realistic.
4. Like replacement costs, an asset's established serviceable life can have dramatic impacts on all projections and analyses, including condition, long-range forecasting, and financial recommendations. Periodically reviewing and updating these values to better reflect in-field performance and staff judgement is recommended.

12.2 Risk & Levels of Service

1. Risk models and ratings can play an important role in identifying high-value assets, and developing an action plan which may include repair, rehabilitation, replacement, or further evaluation through condition assessments. As a result, project selection and the development of multi-year capital plans can become more strategic and objective. Initial models have been built into Citywide for all asset groups. These models reflect current data, which was limited. As the data evolves and new attribute information is obtained, these models should also be refined and updated.
2. Staff should monitor evolving local, regional, and environmental trends to identify factors that may shape the demand and delivery of infrastructure programs. These can include population growth, and the nature of population growth; climate change and extreme weather events; and economic

conditions and the local tax base. This data can also be used to review service level targets.

12.3 Financial Strategies

1. Establish a Municipal Capital Levy dedicated to address the replacement of assets classified within General Programs & Services and Category 1 of the Conservation Authority Act, comprised of mandatory programs and services. The levy would be funded based on the established Municipal apportionments.
2. Increase the Municipal Levy in specific regions for the purpose of phasing in full funding for Category 2 assets that are specifically used within those regions.
3. Conduct a user rate analysis to identify the correlation between the user rates collected and the utilization of assets within SCRCA. Once complete, investigate if user fees can be increased so that a larger portion of asset ownership costs are covered by the asset's users. This will allow SCRCA to offset the Municipal Levies collected with the increased user fees.
4. Increase existing and future infrastructure budgets by the applicable inflation index on an annual basis in addition to the deficit phase-in.

Appendices

Appendix A – Infrastructure Report Card

Asset Category	Replacement Cost	Average Condition	Financial Capacity	
Buildings	**$7.9 m**	**Fair**	Annual Requirement:	$137,203
			Funding Available:	-
			Annual Deficit:	**$137,203**
Furniture & Fixtures	**$103 k**	**Fair**	Annual Requirement:	$5,195
			Funding Available:	-
			Annual Deficit:	**$5,195**
IT Equipment	**$158 k**	**Good**	Annual Requirement:	$15,691
			Funding Available:	$20,417
			Annual Deficit:	**($4,726)**
Land Improvements	**$311 k**	**Very Good**	Annual Requirement:	$5,175
			Funding Available:	$
			Annual Deficit:	**$5,175**
Machinery & Equnt	**$215 k**	**Fair**	Annual Requirement:	$15,070
			Funding Available:	$15,070
			Annual Deficit:	**-**
Motor Vehicles	**$1.1 m**	**Fair**	Annual Requirement:	$113,025
			Funding Available:	$70,910
			Annual Deficit:	**$42,114**
Water Control Structures	**$113.8 m**	**Fair**	Annual Requirement:	$2,932,000
			Funding Available:	-
			Annual Deficit:	**$2,932,000**

Appendix B – 10-Year Capital Requirements

Buildings	Backlog	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
A. W. Campbell CA – 3	-	-	-	-	-	-	-	-	-	-	-
Administrative Office - 1	-	-	-	-	-	-	-	-	-	-	-
Bridgeview - 2	-	-	-	-	-	-	-	-	-	-	-
Clark Wright CA - 3	-	-	-	-	-	-	-	-	-	-	-
Coldstream - 2	-	-	-	-	-	-	-	-	-	-	$200k
Crothers - 2	-	-	-	-	-	-	-	-	-	-	-
Dresden - 2	-	-	-	-	-	-	-	-	-	-	-
Lorne C. Henderson CA - 3	-	-	-	-	-	-	-	-	-	-	-
McKeough Floodway CA - 1	-	-	-	-	-	-	-	-	-	-	-
Pavilion - 3	-	-	-	-	-	-	-	-	-	-	-
Shashawanga Gauge - 1	-	-	-	-	-	-	-	-	-	-	-
Warwick CA - 3	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**$200k**

Furniture & Fixtures	Backlog	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Appliances - 1	-	-	-	-	-	-	-	-	$13k	-	-
Office Furniture - 1	-	-	-	-	-	-	-	-	-	-	$91k
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**$13k**	**-**	**$91k**

IT Equipment	Backlog	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Audio Visual Equipment - 1	-	-	-	-	-	-	-	$1k	-	$5k	-
Computers & Tablets - 1	-	$6k	$3k	$1k	-	$10k	$2k	$5k	$16k	$7k	-
Computers & Tablets - 3	-	-	$1k	-	-	-	$1k	-	$15k	$3k	-
Data Management - 1	-	-	-	-	-	-	-	-	-	-	-
Network Attached Storage - 1	-	-	-	$5k	-	-	$9k	-	$5k	-	-
Plotter - 1	-	-	-	-	-	-	$5k	-	-	-	-
Servers - 1	-	-	$25k	-	-	-	-	$25k	-	-	-
TOTAL	**-**	**$6k**	**$29k**	**$6k**	**-**	**$10k**	**$17k**	**$32k**	**$36k**	**$15k**	**-**

Land Improvements	Backlog	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Bridges - 2	-	-	-	-	-	-	-	-	-	-	-
Culverts - 3	-	-	-	-	-	-	-	-	-	-	-
TOTAL	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**

Machinery & Equipment	Backlog	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Data Collection Equipment - 1	-	-	-	-	-	-	$35k	-	$57k	-	-
Gas Power Tools - 1	-	-	-	-	-	-	-	-	-	-	-
Gas Power Tools - 3	-	-	-	-	-	-	-	-	-	-	-
Heavy Equipment - 1	-	-	-	-	-	-	-	-	-	-	-
Heavy Equipment - 3	-	-	-	-	$3k	-	$1k	$9k	-	-	$3k
Playground Equipment - 3	-	-	-	-	-	-	-	-	-	-	-
Pumping Stations - 3	-	-	$8k	-	$7k	-	-	-	-	-	-
TOTAL	**-**	**-**	**$8k**	**-**	**$10k**	**-**	**$36k**	**$9k**	**$57k**	**-**	**$3k**

Motor Vehicles	Backlog	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Off Road Vehicles – 1	-	-	-	-	-	-	$25k	-	-	-	-
Off Road Vehicles – 3	-	-	-	$36k	$6k	$22k	$6k	$28k	$30k	$80k	$53k
Trailers – 1	-	-	-	-	-	-	-	-	-	-	-
Trailers – 3	-	$5k	-	-	$6k	$8k	-	-	-	$5k	-
Trucks & SUVs - 1	$65k	$45k	$145k	$70k	-	$158k	$60k	$234k	-	$110k	$145k
TOTAL	**$65k**	**$50k**	**$145k**	**$106k**	**$12k**	**$188k**	**$91k**	**$261k**	**$30k**	**$195k**	**$198k**

Water Control Structures	Backlog	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033
Dams – 2	-	-	-	$400k	$1.1m	-	-	$400k	$400k	$1.1m	$500k
Floodways – 1	-	-	-	-	-	-	-	-	-	-	-
Weirs – 2	-	-	-	$750k	-	-	-	-	$750k	-	-
TOTAL	**-**	**-**	**-**	**$1.2m**	**$1.1m**	**-**	**-**	**$400k**	**$1.2m**	**$1.1m**	**$500k**

Appendix C – Risk Rating Criteria

Probability of Failure

Asset Category	Risk Criteria	Criteria Weighting	Value/Range	Probability of Failure Score
All Asset Categories	Condition	100%	80-100	1
			60-79	2
			40-59	3
			20-39	4
			0-19	5

Consequences of Failure

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
Buildings	Economic (100%)	Replacement Cost (100%)	$0 – $100,000	1
			$100,000 – $250,000	2
			$250,000 – $500,000	3
			$500,000 – $1,000,000	4
			$1,000,000+	5
Furniture & Fixtures	Economic (100%)	Replacement Cost (100%)	$0-$2,500	1
			$2,500-$5,000	2
			$5,000-$10,000	3
			$10,000-$15,000	4
			$15,000+	5
IT Equipment, Land Improvements, Machinery & Equipment	Economic (100%)	Replacement Cost (100%)	$0-$1,000	1
			$1,000-$2,500	2
			$2,500-$5,000	3
			$5,000-$10,000	4
			$10,000+	5
Motor Vehicles	Economic (100%)	Replacement Cost (100%)	$0-$5,000	1
			$5,000-$10,000	2
			$10,000-$25,000	3

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
			$25,000-$50,000	4
			$50,000+	5
Water Control Structures	Structural (20%)	Type of Construction (25%)	Inflow/Outflow Pipe	2
			Steel, Steel Sheet Wall	3
			Embankment, Reinforced Concrete Weir & Spillway, Weir	4
		Applicability of Design Standards (50%)	Yes	1
			No	5
		# of Substructures (25%)	0, 1	1
			2, 3	2
			4	4
			5+	5
	Strategic (30%)	Erosion Control (17%)	Yes	1
			No	5
		Structural Health Monitoring (83%)	Yes	1
			No	5
	Economic (50%)	Replacement Cost (100%)	$5,000 or less	1
			$100,000 or less	2
			$1,000,000 or less	3

Asset Category	Risk Classification	Risk Criteria	Value/Range	Consequence of Failure Score
			$10,000,000 or less	4
			$10,000,001+	5

Staff Report

Meeting Date: December 12, 2024 **Item 7.4**
Report Date: November 20, 2024
Submitted by: Ashley Fletcher

Subject: Destruction of Documents

Recommendation:

That the following documents be scheduled for destruction in 2025, in accordance with the St. Clair Region Conservation Authority Official Records and Retention Policy (section 29 of the General Administration Manual)

Documents to be destroyed:

- 2017 accounts payables, including government remittances, OMERS remittances, group benefit remittances and property tax remittances.
- 2017 deposits, including camping deposits and invoices
- 2018 vehicle inspection sheets

Background:

The current retention policy states that accounts payable and accounts receivable documents are to be retained for 7 years.

The current retention policy states that vehicle records are to be retained for 6 years.

Staff Report

Meeting Date: December 12, 2024 **Item 7.5**
Report Date: November 14, 2024
Submitted by: Greg Wilcox

Subject: Lease Agreement – 113 St. John St., Dresden, “Olde Czech Hall”

Recommendation:

That the Board of Directors acknowledges this report dated November 14, 2024, and approves entering into the attached lease agreement with the Tenant (Municipality of Chatham-Kent) and the Sub-Tenant (Olde Czech Hall Committee).

Background:

For many years, SCRCA has leased the Tony Stranak Conservation Area and Dresden Floodplain Acquisition Lands to the Municipality of Chatham-Kent. The Municipality is responsible for maintenance and management of these lands. The lease was updated in August of 2023. This lease includes the property at 113 St. John St. in Dresden, which for many years has operated as the “Olde Czech Hall”.

The hall is operated by the Olde Czech Hall Committee. The formal agreement between all parties for the operation of the Olde Czech Hall has expired and a new agreement is necessary.

The Municipality of Chatham-Kent has drafted a new lease agreement for all parties involved. The agreement is attached to this report for review.

Above: Olde Czech Hall – 113 St. John St., Dresden

Financial Impact:

The Municipality of Chatham-Kent has drafted the lease agreement at no cost to SCRCA. All costs associated with the property are paid by the Tenant or Sub-tenant.

THIS AGREEMENT made as of the _____ day of _____, 2024.

BETWEEN:

St. Clair Region Conservation Authority

Hereinafter called the “Landlord”

of the FIRST PART;

- and -

The Corporation of the Municipality of Chatham-Kent

Hereinafter called the “Tenant”

of the SECOND PART;

- and -

The Olde Czech Hall Committee

Hereinafter called the “Sub-Tenant”

WHEREAS the Landlord is the owner of the lands and premises described as 116 St. John Street East, Community of Dresden, Municipality of Chatham-Kent, also described as Lots 43 and 44, R.P. 127 AS IN 512221, known as the Olde Czech Hall (the “Premises”);

AND WHEREAS the Landlord has historically leased the Premises to the Tenant, as per the terms of a lease entered into between the parties October 18, 1993, and a further lease thereafter dated April 18, 1999 (the “Municipal Leases”);

AND WHEREAS historically the Landlord has permitted the Sub-Tenant’s use of the Premises as a community hall;

AND WHEREAS the parties wish to formalize the sub-tenancy arrangement for the continued use of the Premises as a community hall;

AND WHEREAS for the aforesaid purpose, the Landlord and Tenant agree to the sub-tenancy arrangement of the Premises to the Sub-Tenant on the terms contained herein.

WITNESSETH THAT IN CONSIDERATION of the rents, covenants, and agreements contained herein, and the sum of two dollars ($2.00) now paid by each party to the other, the receipt and sufficiency of which is hereby acknowledged, the Landlord and Tenant do demise and lease the Premises described herein to the Sub-Tenant upon the following terms and conditions:

TERM OF LEASE

1. This Agreement shall be in effect commencing upon the full execution of this Agreement and expiring on the 31st day of May, 2028. The Agreement shall renew automatically for one year terms thereafter, on the same terms and conditions herein, unless terminated by one of the parties following the mechanisms for termination stipulated in this Agreement.

2. Notwithstanding paragraph (1), either party may terminate this Agreement at any time upon ninety (90) days' written notice to the other party.

3. Ninety (90) days before the expiration of the term, the Sub-Tenant shall have the right to request a further lease agreement for the Premises. Such an extension shall be subject to the agreement of both the Landlord and Tenant, each in their sole discretion. If at the expiration of the term the Sub-Tenant shall continue to occupy the Premises, without further written agreement, there shall be no tacit renewal of this agreement or lease, and the tenancy thereafter shall be from month to month only, and may be terminated by any of the parties on one (1) month's notice.

PREMISES

4. The Premises which are for the non-exclusive use of the Sub-Tenant are defined in Schedule "A" attached hereto. The Tenant shall be permitted to use the Premises, free of charge, for any necessary municipal purposes, including but not limited to elections, vaccination clinics, and public meetings. The Tenant shall advise the Sub-Tenant of such municipal use required at the Premises at least one month in advance, to ensure there are no previous bookings at the Premises.

RENT

5. The Sub-Tenant covenants and agrees that during the term of the Agreement it shall pay all taxes including local developments and drainage assessment rates, duties, and assessments charged, and incurred costs by the Landlord or Tenant against the Premises promptly when same shall become due. The Municipality shall redirect the tax bill to the Sub-Tenant to ensure it is aware of the taxes levied on the Premises so it can arrange for payment of same.

6. The parties agree that it is their mutual intention that this Agreement shall be a completely carefree net lease for the Landlord and that the Landlord shall not, during the term of this Agreement and any renewals thereafter, be required to make any payments in respect of the Premises other than charges of a kind personal to the Landlord.

CAPITAL IMPROVEMENTS AND ALTERATIONS

7. As applicable, the Sub-Tenant will at its own expense be responsible for renovating the Premises to comply with all provincial and municipal regulations which may be required during the term of this Agreement. The Sub-Tenant shall be responsible for all capital improvements, structural repairs, and any desired alterations to the Premises at their sole expense. The Sub-Tenant shall not remove or alter trees located on the Premises without written approval from the Tenant and/or Landlord.

8. The Sub-Tenant agrees not to proceed with capital improvements, alterations, renovations, or additions, without receiving prior written approval from the Tenant and Landlord. The Tenant and/or Landlord may require drawings of any proposed capital improvements, renovations, or alterations to the Premises and approve, not approve, or require alterations to the drawings at their sole discretion. Any renovations will be in accordance with the present architecture and design of the building and comply with the Ontario Building Code, amended from time to time.

MAINTENANCE OF LEASED PREMISES

9. The Sub-Tenant shall keep the Premises clean and well maintained to the satisfaction of the Landlord and Tenant, acting reasonably. Any maintenance and operational provisions noted in the Municipal Leases specific to the Premises are agreed to be assumed by the Sub-Tenant for the duration of this Agreement, excepting grass cutting which shall be provided by the Tenant at its cost and at the level of service as determined by the Tenant's municipal Council. For clarity, all snow-clearing, gardening, and work required to maintain the Premises shall be done at the Sub-Tenant's sole expense.

10. The Sub-Tenant shall, throughout the term and any renewals thereafter, operate, maintain, repair, replace and regulate the building systems, including but not limited to the HVAC systems and all other mechanical, electrical, lighting and utility systems, in such a manner as to maintain reasonable conditions of temperature and humidity within the Premises and so as to maintain the building systems in a good and working order.

11. Where the Sub-Tenant fails to maintain or repair the Premises or the building systems as required under this Agreement and any failure by the Sub-Tenant to repair or maintain the Premises constitutes a safety hazard or compliance issue, the Tenant shall provide the Sub-Tenant with reasonable notice of the necessary remedial work. Where the Sub-Tenant fails to complete the necessary remedial work within the time provide by the Tenant, the Tenant shall be permitted to enter the Premises for the purpose of completing such maintenance, repair or renovations and the costs of so doing shall be immediately due by the Sub-Tenant to the Tenant.

12. The Tenant and Landlord shall be entitled to enter on the Premises at any time, without notice, for the purpose of making emergency repairs or conducting inspections, as the case may be.

USE OF PREMISES

13. The Sub-Tenant shall operate the Premises as a community hall to enhance the community, improve recreation, and encourage social activity, and for no other purpose without the written consent of the Landlord. Notwithstanding the foregoing, the Sub-Tenant shall be permitted to book the Premises on behalf of other organizations or individuals seeking to use the Premises for such community and recreation purposes, including daytime or evening rentals. Activities must not increase the threat of loss of property or persons due to flooding.

14. The Sub-Tenant shall be permitted to sell alcoholic beverages at the Premises and permit consumption of alcoholic beverages at the Premises, so long as the sale and consumption of alcohol is in accordance with all applicable legislation, licensing requirements, regulations, bylaws, and policies and remains within the building on the Premises.

15. The Sub-Tenant covenants and agrees that the Premises shall be open to the public and agrees that it will not discriminate as to the use of the Premises by any person because of race, creed, colour, sex, marital status or religion.

16. The Sub-Tenant covenants and agrees it shall provide at its own expense all necessary administration and supervisory services and facilities in connection with the maintenance, development, and use of the Premises and that any charges levied on the general public for use of the Premises shall be at competitive rates. The Sub-Tenant understands and agrees that any charges levied for use of the Premises shall be used by it to fulfill its maintenance and operation obligations at the Premises as described herein.

17. The Sub-Tenant shall, at its own expense, comply with all laws, by-laws, ordinances, regulations and directives of any public authority having jurisdiction affecting the Premises or the use or occupation thereof including, without limitation, police, fire and health regulations, requirements of any insurance underwriters, and any Fill, Construction, and Alteration to Waterways Regulations of the Landlord applicable to the Premises.

18. The Sub-Tenant shall have the right to erect signs or advertising displays which relate to the Sub-Tenant's permitted activities at the Premises, so long as any signage conforms to the Tenant's Sign By-Law #156-2004 as amended.

ASSIGNMENT

19. The Sub-Tenant shall not assign or sublet or part with the possession of all or part of the Premises or transfer this Agreement in any manner without the written consent of the Landlord and Tenant, which consent may be arbitrarily withheld.

GARBAGE AND REFUSE

20. The Sub-Tenant agrees that all garbage and refuse generated on the Premises, from the Premises, or otherwise from the Sub-Tenant's operations shall be contained and placed in approved containers on the Premises, and will be removed or disposed there from at the expense of the Sub-Tenant.

UTILITIES

21. The Sub-Tenant agrees to pay all electricity, water, gas and other utility rates and charges affecting the Premises.

HEAT AND AIR CONDITIONING

22. The Sub-Tenant agrees to heat the Premises and to maintain the heating apparatus and air conditioning unit, if any, at its own cost and expense.

INDEMNIFICATION

23. The Sub-Tenant shall indemnify the Landlord and Tenant and save them harmless from and against any and all loss, claims, actions, damages, liability and expense in connection with loss of life, personal injury or damage to property arising from any occurrence in, upon or at the Premises or the occupancy or use by the Sub-Tenant of the Premises or any part thereof, or occasioned wholly or part by any act or omission of the Sub-Tenant, its agents, contractors, employees, servants, or invitees or by anyone permitted to be on the Premises by the Sub-Tenant. In case the Landlord and/or Tenant shall, without fault on their parts be made a party to any litigation commenced by or against the Sub-Tenant, then the Sub-Tenant shall protect and hold the Landlord and Tenant harmless and shall pay all costs, expenses and reasonable legal fees incurred or paid by the Landlord and Tenant in connection with such litigation.

24. The Sub-Tenant shall during the entire term hereof at its sole cost and expense, take out and keep in full force and effect the following:

a) “All Risks” insurance on property of every description and kind owned by the Sub-Tenant, or for which the Sub-Tenant is legally liable, or which is installed by or on behalf of the Sub-Tenant, within the Premises including, without limitation, stock-in-trade, furniture, equipment, partitions, trade fixtures and leasehold improvements, in an amount not less than the full replacement cost thereof from time to time

b) Public liability insurance applying to all operations of the Sub-Tenant and which shall include insurance against personal injury, death, property damage, products liability, non-owned automobile liability and Sub-Tenant’s legal liability with respect to the occupancy by the Sub-Tenant of the Premises. Such policies shall be written on a comprehensive basis with limits of no less than Two Million Dollars ($2,000,000.00) per occurrence.

c) Such other forms of Insurance as the Landlord and/or Tenant may reasonably require.

25. The Sub-Tenant agrees that all insurance policies shall be taken out with insurers reasonably acceptable to the Landlord and Tenant, shall name the Landlord and Tenant as an additional named insured, shall contain a severability of interest clause or a cross liability clause, shall be in a form satisfactory to the Landlord and Tenant, and shall be signed by the insurer(s). The Sub-Tenant further agrees to submit to the Landlord and Tenant certified copies of each such insurance policy as soon as possible after the placing of the required insurance. All policies shall contain an undertaking by the insurers to notify the Landlord and Tenant in writing not less than thirty (30) days prior to any material change, cancellation or other termination thereof.

26. If any construction or other lien or order for the payment of money shall be filed against the Premises by reason of or arising out of any labour or material furnished to the Sub-Tenant or to anyone claiming through the Sub-Tenant, the Sub-Tenant, within five (5) days after receipt of notice of the filing thereof, shall cause the same to be discharged by bonding, deposit, payment, court order or otherwise. The Sub-Tenant shall defend all suits to enforce such liens or orders against the Sub-Tenant at the Sub-Tenant’s sole expense. The Sub-Tenant indemnifies the Landlord and Tenant against any expense or damage incurred as a result of such liens or orders.

RIGHT TO RE-ENTER AND TERMINATE

27. Notwithstanding paragraph one, the Landlord or Tenant may terminate this Agreement at any time if the Sub-Tenant fails to perform any of its covenants and obligations, including any singular failure to pay the tax bill as described in section 5 herein, provided that the terminating party provides at least thirty (30) days’ notice in writing of termination. If within the thirty (30) day period the Sub-Tenant complies with all covenants and obligations contained in this agreement to the satisfaction of the party seeking termination then the notice of termination will become null and void. Should the Sub-Tenant cease to exist as an entity, the Sub-Tenant must provide notice of same as soon as possible to both the Landlord and Tenant, and the Agreement will be terminated immediately on that basis.

28. At the expiration or termination of the Sub-Tenant’s tenancy of the Premises and at such time as the Sub-Tenant no longer wishes to lease the Premises, the Sub-Tenant shall remove its belongings from the Premises.

EFFECT OF TERMINATION OR EXPIRY

29. At the expiration or termination of the Sub-Tenant's tenancy of the Premises and at such time as the Sub-Tenant no longer wishes to lease the Premises, the Landlord shall request via the Tenant that the building on the Premises be no longer valued as a community hall.

30. The Tenant, being financially responsible for the demolition of the Building on the Premises and any site restoration, save any grants that can be acquired to assist with the demolition and restoration, shall confirm the surplus nature of the building to the Landlord. Upon confirmation, the Landlord will prepare a request for tender for the demolition and site restoration of the Premises. The Landlord will assist the Tenant in applying for funds for this work which may be available from the Ministry of Natural Resources under the Dresden Floodplain Acquisition Program. The Landlord will provide results of the demolition and site restoration tender to the Tenant, and the Tenant will provide any comments to the Landlord to be considered in accepting a tender. The Landlord will accept a tender and proceed with the demolition of the building and restoration of the Premises.

31. The Landlord shall invoice the Tenant for any or all costs associated with the demolition of the building and the restoration of the Premises, save any grants that the Landlord has been able to obtain on the Tenant's behalf.

NOTICE PROVISIONS

32. Any notice, request or demand given under this Agreement shall be sufficiently given if delivered personally, mailed, or emailed to the parties at their designated addresses hereinafter set out or to such other respective addresses designated by notice given hereunder:

LANDLORD:
Attention: Ken Phillips
St. Clair Region Conservation Authority
205 Mill Pond Crescent
Strathroy, ON N7G 3P9
Email: kphillips@scrca.on.ca
Tel: 519-245-3710 ext. 236

TENANT:
Attention: Legal Services
The Corporation of the Municipality of Chatham-Kent
315 King Street West
PO Box 640
Chatham, ON N7M 5K8
Email: cklegal@chatham-kent.ca
Tel: 519-360-1998

SUB-TENANT:
Attention: Allen Kominek
The Olde Czech Hall Committee
116 St. John Street East
Dresden, ON N0P 1M0
Email: oldeczechhall@hotmail.ca
Tel: 519-683-2411

GENERAL

33. There are no covenants, representations, warranties, agreements or other conditions expressed or implied, collateral or otherwise, forming part of or in any way affecting or relating to this Agreement, save as expressly set out or incorporated by reference herein, and this Agreement constitutes the entire agreement duly executed by the parties, and no amendment, variation or change to this Agreement shall be binding unless the same shall be in writing and signed by the parties.

34. No waiver by any party of any breach by any other party of any of its covenants, agreements or obligations contained in this Agreement shall be or be deemed to be a waiver of any subsequent breach thereof or the breach of any other covenants, agreements or obligations, nor shall any forbearance by any party to seek a remedy for any breach by any other party be a waiver by the party so forbearing of its rights and remedies with respect to such breach or any subsequent breach.

35. This Agreement shall be binding upon the heirs, executors, administrators, successors and assigns of the parties hereto.

IN WITNESS WHEREOF, the parties have respectively executed this Agreement as of the date set out above.

St. Clair Region Conservation Authority

by:

_____
Name:
Title:

_____
Name:
Title:

I/We have the authority to bind the Authority.

The Corporation of the Municipality of Chatham-Kent

by:

_____
Name: Darrin Canniff
Title: Mayor

_____
Name: Judy Smith
Title: Clerk

We have the authority to bind the Corporation.

The Olde Czech Hall Committee

by:

_____
Name:
Title:

_____
Name:
Title:

I/We have authority to bind the Committee.

Schedule “A”

For the purposes of this Agreement, the Premises is Property Identification Number (PIN) 00601-0008, legally described as Lot 43-44 Plan 127 as in 512221; Chatham-Kent and known at 116 St. John Street East, Dresden as outlined below.

Staff Report

Meeting Date: December 12, 2024 **Item 7.6**
Report Date: November 21, 2024
Submitted by: Kelli Smith

Subject: Final Conservation Lands Strategy

Recommendation:

That the board of directors approves the final Conservation Lands Strategy developed as part of the recent changes to the Mandatory Programs and Services regulation under the Conservation Authorities Act, with integration of comments from Indigenous engagement and public consultations.

Background:

Following the direction of the board in motion BD-24-20, SCRCA staff hosted three public open house events and circulated the Draft Conservation Lands Strategy to Indigenous Communities and Municipal representatives to gain feedback and comments in order to finalize the Conservation Lands Strategy. In addition to the open houses, the Draft Conservation Lands Strategy was posted on our website for 45 days with an accompanying survey to receive further feedback.

SCRCA staff received comments from Kettle and Stony Point First Nation and Caldwell First Nation. The comments and how they were addressed are laid out in the Appendix. The public open houses were held at the Peers Wetland Conservation Area near Wallaceburg, the Bridgeview Conservation Area in Petrolia and the Coldstream Conservation Area in Coldstream. There were a total of 7 attendees over the three days. The Draft Strategy posted on our website online and accompanying survey received 23 additional comments and feedback was recorded, as seen attached to this report.

The Final Conservation Lands Strategy will be made available to the public on the Authority's website.

Appendix – Comments and Survey

Indigenous Comments

Caldwell First Nation

Reference	Text Example	Comments	SCRCA Response
St. Clair Region Conservation Authority. (2024). *Conservation Lands Strategy: Version 1.0*. p2	This strategy will provide a clear set of objectives which will inform decision-making related to the land owned by the St. Clair Region Conservation Authority (SCRCA).	It is worthwhile to note the language used in this document when referring to the lands managed by SCRCA, specifically regarding the term "owned". Ownership is dictated numerous times in this document, this is a concept that does not align with the worldview of Caldwell First Nation. The aki (land) and nibi (waters) that the SCRCA currently manages have been and continue to be cared for by local First Nation communities since time immemorial and therefore belong to these Nations, as part of their Traditional Territory, as much as their people belong to the land. While CFN's Environment and Consultation Department (ECD) suspects this may be language that the Province mandates CAs use in their Lands Strategies, we encourage SCRCA to consider replacing the term "own" with other language such as "land currently being stewarded or managed by…" in both this document and others going forward.	This is a term that has been mandated by the province as part of the Land Strategy but will consider replacing with other language in other documents moving forward.

ibid. p2	The region is the traditional territory of the Anishinaabeg, Haudenosaunee, Lünaapéewak, and Chonnonton Nations who have longstanding relationships to the land and water of southwestern Ontario.	Another note on language, the ECD suggests changing the “relationships **to** the land and water…” to “relationships **with** the land and water…” as this more accurately reflects the reciprocal relationship that Caldwell First Nation has with their Relatives.	Thank you for the suggestion, we have changed the wording in the strategy to reflect this suggestion.
ibid. p4	The Sydenham River Watershed is the traditional territory of the Anishinaabeg, Haudenosaunee, Lünaapéewak, and Chonnonton Nations who have longstanding relationships to the land and water of Southwestern Ontario.	The ECD makes the same request as the comment above regarding changing “to” to “with”. Additionally, the ECD is aware that the Sydenham River has traditional names, in Anishinaabemowin being Jongquakamik. This is an opportunity to showcase all the names of this important river in each Nation’s language if they are shared with SCRCA.	We have made the change as suggested and included the following as a way to integrate the Anishinaabemowin name Jongquakamik. “The Sydenham River, known as the Jongquakamik in Anishinaabemowin, is…”
ibid. p4	First Nations, Inuit, and Métis Peoples in Canada have existing Indigenous rights and Treaty rights that are recognized and affirmed by Section 35 and protected by Section 25 of the Constitution Act, 1982.	This address should include that these rights include inherent rights, the UNDRIP Act and the 94 TRC Calls to Action. Specifically dictating that in the St. Clair Region, it is local Anishinaabe First Nations communities who are rights holders with regards to the lands and waters.	We wanted to confirm that the revision below accurately addresses your recommendations: “First Nations, Inuit, and Métis Peoples in Canada have existing Indigenous rights and Treaty rights that are recognized and affirmed by Section 35 and protected by Section 25 of the *Constitution Act, 1982*. These rights include inherent rights, as

			described in the United Nations Declaration on the Rights of Indigenous Peoples Act and the Truth and Reconciliation Commission's 94 Calls to Action. In the St. Clair region, it is local Anishinaabe First Nation communities who are rights holders with regards to the lands and waters."
ibid. p4	Bkejwanong Territory is unceded land, meaning the land was never legally ceded to the Crown through a treaty or other agreement.	Caldwell First Nation was not present during the signing of any Treaty in our Traditional Territory; therefore, this land is also unceded.	We wanted to confirm that the revision below accurately addresses your recommendations: Bkejwanong Territory and Caldwell First Nation Territory is unceded land, meaning the land was never legally ceded to the Crown through a treaty or other agreement.
ibid. p6	"A healthy and sustainable natural environment in the St. Clair region."	The ECD encourages the SCRCA to expand their vision for the desired state of the region. A natural environment is inherently sustainable. An ambitious and necessary vision for the future should include settler communities and organizations, like SCRCA,	This vision statement is a product of our Strategic Plan recently updated in 2023. During our next update of the Strategic Plan we will look to expand the Authority vision

		to be striving for resilient, regenerative and supported natural environments.	to address the suggestions provided.
ibid. p6	"Moving forward, the SCRCA must ensure that these properties remain valuable assets for the community and are able to withstand the pressures of growth and climate change."	For this to be an objective under the 'Conservation Lands" seems counterintuitive. The value settler society places on the land by viewing it as an "asset" has caused detrimental impacts to ecological health and integrity. The land has inherent value that is far greater than any economic value - language should not commodify land. Consider rephrasing this objective.	To address this comment the SCRCA will remove the term valuable and replace with natural to not commodify the land.
ibid. p6	"Authority Property Management Plans will be updated and will include issues such as accessibility and natural heritage protection to balance pressures caused by increased demand for natural spaces, all of which will be informed by public input."	The ECD requests that the SCRCA edits this to include "public input *and consultation with rights holding First Nations*".	This requested edit has been integrated into the Strategy.
ibid. p7	Expand Education and Outreach	The ECD notes that we are willing to participate in further discussions on how we could partner on this objective as our capacity grows. This is an opportunity for SCRCA to collaborate with CFN and other local First Nations to educate the public about whose land they are on, and the teachings and protocols of the first caregivers of this land.	Thank you for your willingness to participate in further discussion and collaborating on this objective.

ibid. p8	“In some instances, properties acquired by or donated historically to the St. Clair Region Conservation Authority may not meet the needs and objectives of the Authority. In these instances, the Authority may look to dispose of these surplus lands.”	The ECD expects SCRCA to honour a First Right of Refusal on the disposition of any surplus lands to CFN and other local rights holding First Nations.	Could you please clarify what you mean by First Right of Refusal when discussing disposition of surplus lands? Our interpretation of First Right of Refusal is the agreement to give an interested party the right to be first in line to match or decline an offer when it is decided to sell a property. Is that correct?
ibid. p11	“Pursue research and Monitoring opportunities, identify gaps, and strengthen the knowledge of the natural heritage system, to better determine appropriate management actions for these properties.”	The ECD requests that SCRCA reaches out to our department to collaborate on research and monitoring opportunities. This objective could also include the integration of Traditional Knowledge where appropriate and where consent is given from local First Nation communities.	The objective has been edited to include “Pursue research and monitoring opportunities, identify gaps, and strengthen the knowledge of the natural heritage system including integration of Traditional Knowledge where appropriate and where consent is given from local First Nations communities to determine appropriate management actions for these properties.”
ibid. p13	“Ensure that future revisions or development of management plans are	Similar to the comment made on page 6, the ECD notes that rights holding First Nations are not to be	The requested edit has been integrated into the Strategy.

	informed by the public, agencies, or any group that may have interest in the property.”	grouped with other stakeholder groups. The following edit should be made: “Future revisions or development of management plans are informed by Indigenous communities, the public…” .	

Kettle and Stony Point First Nation
Jessica Wakefield (KSPFN)
Thank you for sharing the draft strategy. I have reviewed it and am confident the objectives put forward will continue to manage and protect the St Clair Region.

The one thing I would like to mention coming out of this review is a longer term goal of Three Fires Group, in collaboration with Kettle and Stony Point, to establish an Indigenous Guardians program for the Nation and work collaboratively with SCRCA and surrounding municipalities on stewardship initiatives. I emphasize that this is a longer-term goal, I am at an early stage in determining what this might look like, but I know partnerships and collaboration with the conservation authority is likely an important component.

I am happy to chat through what this might look like at a later time as I know you will busy working through the public consultation period.

Conservation Lands Survey

Conservation Lands Survey

23 Responses | 06:54 Average time to complete | Closed Status

Results Summary

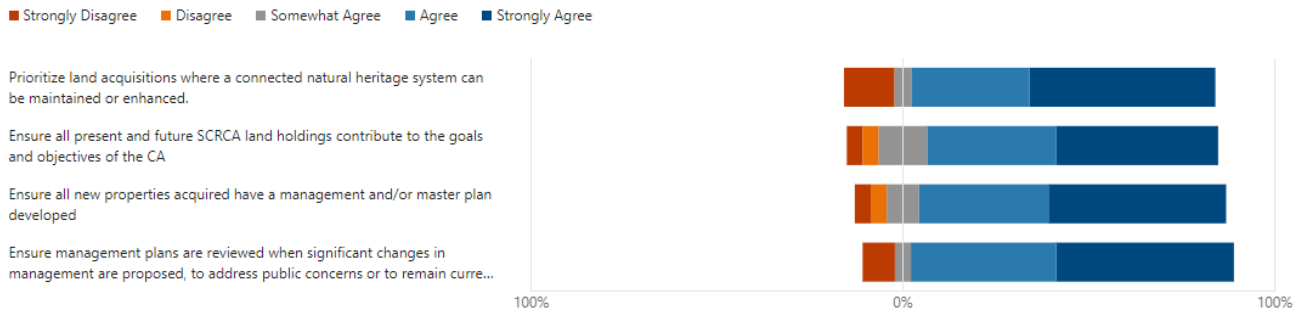
View results ...

1. Natural Heritage Systems (natural features such as wetlands, woodlands, forests, species etc.)

More Details

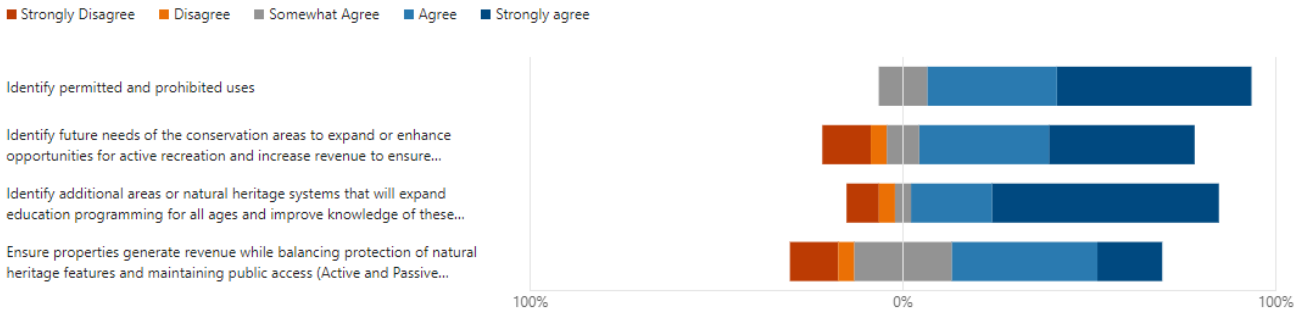
2. Land Acquisition

More Details



3. Property Development and Use

More Details



4. Accessibility

More Details

5.
Are there new opportunities or activities you believe the SCRCA should do differently or in addition to the above objectives to improve management and programming in its Conservation Lands? Please specify if applicable

ID	Name	Responses
1	anonymous	As a recent partner with the SCRCA, I believe actively engaging individuals like myself—a professional photographer with a strong desire to spread awareness and practice ethical and conservation-focused photography—is a great strategy. Consider creating a system of merchandise such as stickers, patches, magnets, apparel, and postcards at the main conservation areas with active stores, as well as for other areas without physical locations. This is popular in the camping and hiking communities, and partnering with local photographers to capture images for these items adds a unique, local touch. An annual fundraising banquet modeled after successful events like the Hospice Gala or Noelle's Gift Gala in Sarnia could be highly effective. Their tickets priced at $150, sell out within minutes. A well-executed gala would attract

ID	Name	Responses
		attendees and encourage generous spending. Develop annual calendars specific to the St. Clair Region Conservation Authority. By creating engaging content with educational elements and collaborating with photographers and organizations like Salthaven, we can make these calendars special every year. This initiative would showcase local nature and wildlife, raise funds for the SCRCA, and promote local small businesses—a win-win for everyone. Invest in an interactive and well-designed website with detailed information to keep people engaged. This should coincide with a strong social media presence, as that's essential in today's society. Having a dedicated person focused on creating engaging content, posting, interacting, and promoting all things SCRCA would be crucial. (I would be highly interested in discussing this if it becomes a paid position.) Organize tours led by knowledgeable guides like myself, trained in the SCRCA and its various areas. From birdwatchers to photographers to casual visitors, these tours could create revenue, foster engagement, and encourage attention to the SCRCA's work. I have many more thoughts and ideas, but these are the top ones I believe would make impactful changes. Thank you to everyone involved with the SCRCA for your hard work and dedication! Shaun Antle Oh Me Nerves Photography
2	anonymous	Allow ATV use on some of SCCA property
3	anonymous	In addition to the above stated objectives please remember that "public" is inclusive of individuals …. who need assistive devices (canes, rollators, wheelchairs), those who need service animals, …. parents with young children who may need a stroller.
4	anonymous	No Your organization curtails too much already
5	anonymous	Farm land owned by SCRCA should be reforested to support wildlife. Hunting should be banned on conservation lands that have homes beside them.
6	anonymous	Trail run events for revenue and awareness ~ public education opportunities…. Night walks to learn about wildlife at dusk ~ bio diversity awareness and talks to increase awareness and impacts of bio diversity loss
7	anonymous	Some of these questions contradict themselves. I strongly agree with maintaining biodiversity, But some "maintenance activities" or forestry practices can harm biodiversity. There's not a lot in these questions that gets at the intrinsic values of conservation and maintaining biological integrity. Conservation lands cannot be everything to everyone. I strongly

ID	Name	Responses
		believe they should serve a very important purpose of preserving and connecting ecological corridors, providing habitat for species at risk and other sensitive species, protecting fragile land and disappearing habitats, providing fish habitat etc. leave the creation of public parks to cities, municipalities and towns. Not everything in this world is about making money. I believe the questions in this survey really miss the mark. This is not what the public thinks about when they think of a conservation authority.
8	anonymous	More boardwalks to cover particularly wet areas without sacrifices the natural being of the CA. Also noticed of heavy tick or other species in areas
9	anonymous	Better communication between Municipality of Chatham-Kent and SCRCA about maintenance of Crothers Conservation Area. There have been incidences of the municipal workers cutting native plants along Running Creek during a time when insects may be laying eggs, etc. This has also happened in the past with plants that have been planted by a local nature group. I think overall that this land could be used in a more effective way to conserve and promote nature. Currently, it is mostly turf grass and Norway maples.
10	anonymous	Native plant communities are essential to any project of this kind, and should be considered for any such activities that require conservation. Increased wild spaces within city/county limits are beneficial to pollinators, birds, reptiles/amphibians, bats, and humans. Native plants filter storm water, mitigate flooding, clean the air, provide habitat, and attract those that feed on mosquitos. Please designate more areas could be home to native plant communities within conservation objectives.
11	anonymous	Would be pleased to meet with you to discuss opportunities for the Petrolia Discovery property. Liz Welsh petroliadiscovery@outlook.com
12	anonymous	Having access to trail(s) for hiking in all aspects. Very recreational and maintained, to a river edge trail
13	anonymous	Do not use levied tax payers money for land purchases. Conservation has lots of land to do their conservation programs. Quit forcing land owners to increase the tree cover

St. Clair Region Conservation Authority

Conservation Lands Strategy

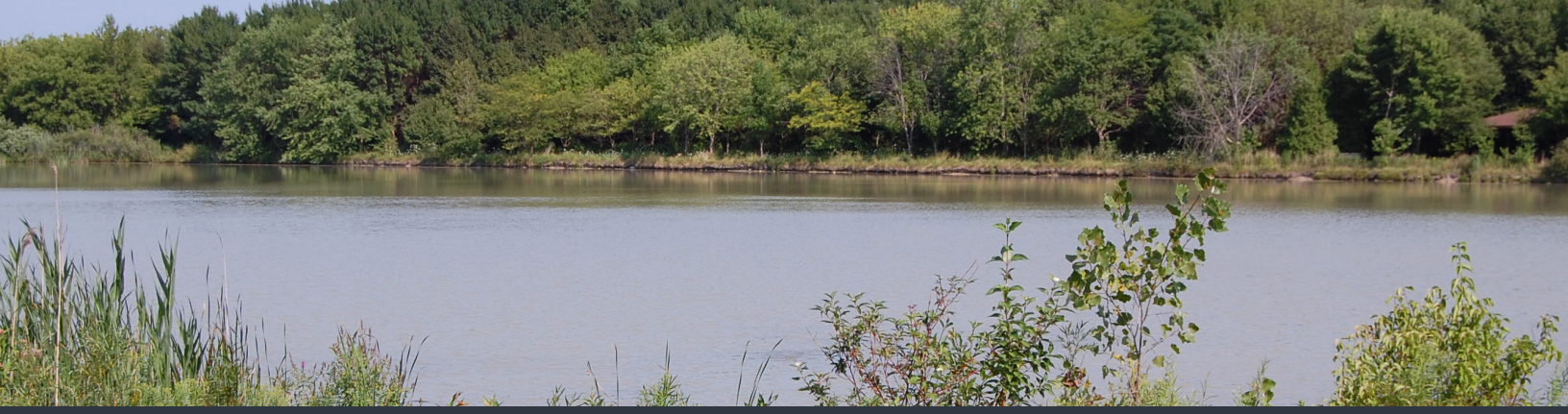
Version 1.0

For the lands owned by St. Clair Region Conservation Authority (SCRCA)

Approved by:
St. Clair Region Conservation Authority
Board of Directors

[Month] [Date], 2024

St. Clair Conservation



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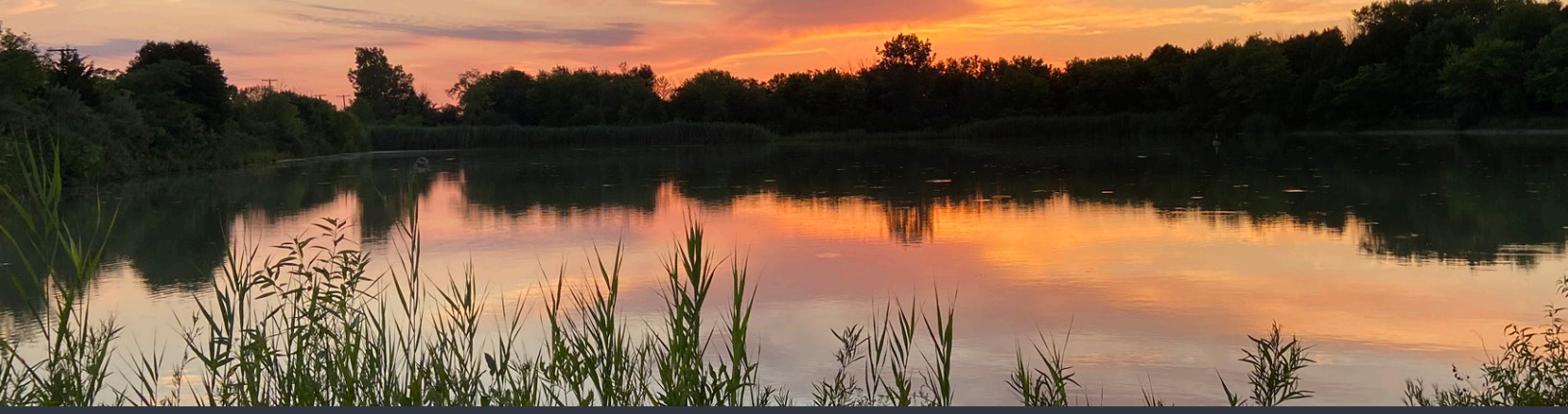


Purpose and Introduction

Legislative Background:

Proclaimed provisions within the *Conservation Authorities Act* and accompanying regulations establish requirements for Mandatory Programs and Services (see Section 21.1 of the Act and O. Reg. 686/21).

Ontario Regulation 686/21 sets out the Mandatory Programs and Services which must be delivered by all Conservation Authorities (CAs) in Ontario. Section 10 of the regulation requires all CAs to prepare a "Conservation Area Strategy" ("the Strategy") as a required component of the "Conservation and Management of Lands" mandatory CA program and service area.

As defined under Ontario Regulation 688/21 of the *Conservation Authorities Act*, "conservation area" means land owned by an authority.

Purpose:

This Conservation Lands Strategy has been developed to align with the recent changes to section 10(1) of Ontario Regulation 686/21 of the *Conservation Authorities Act*. This strategy will provide a clear set of objectives which will inform decision-making related to the land owned by the St. Clair Region Conservation Authority (SCRCA). Currently, the SCRCA has been operating under the 1987 Land Management and Conservation Area Management Plans.

Introduction:

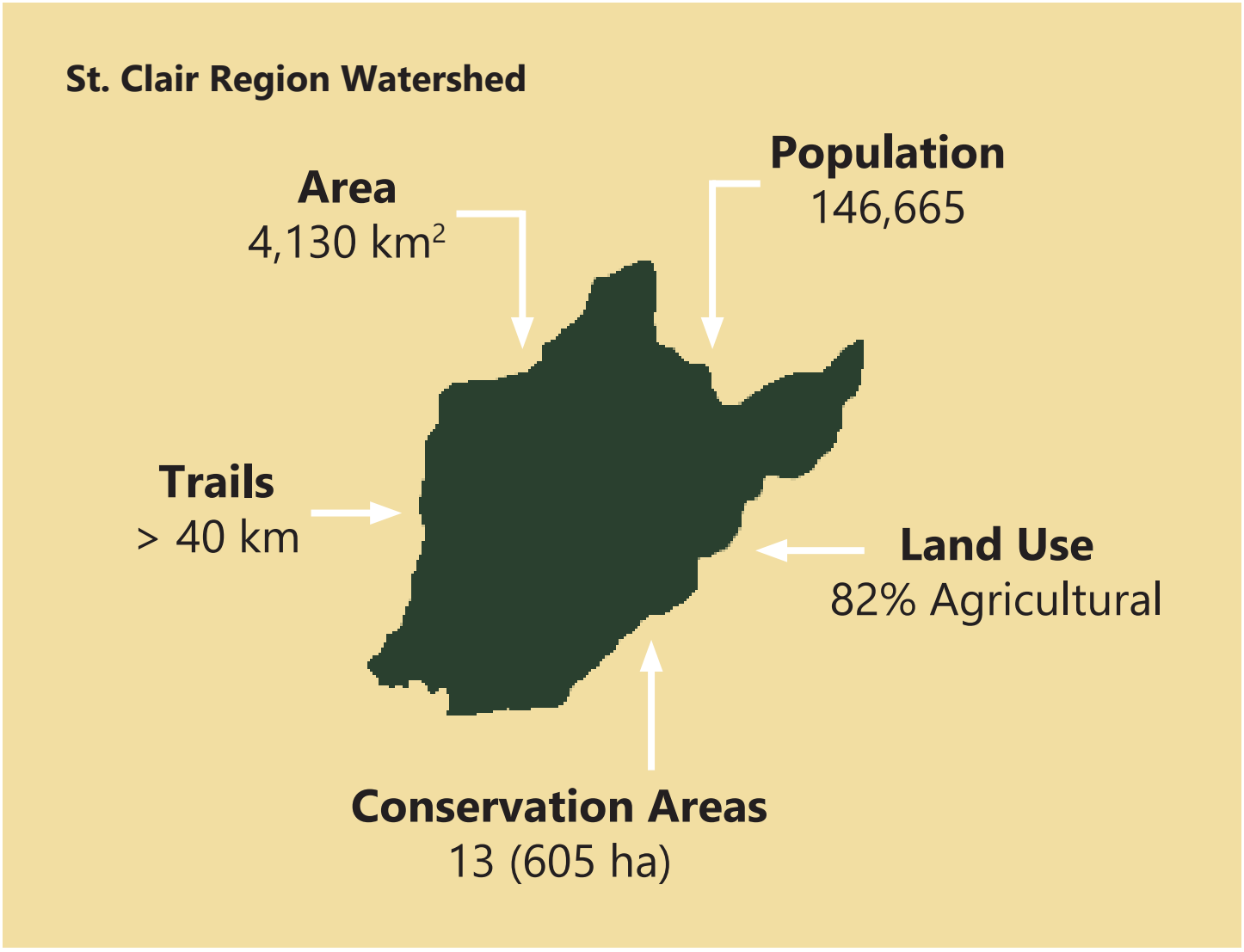
The St. Clair Region watershed is made up of the Sydenham River, east and north branches, and smaller tributaries draining into southern Lake Huron, the St. Clair River, and Lake St. Clair. The region is the traditional territory of the Anishinaabeg, Haudenosaunee, Lünaapéewak, and Chonnonton Nations who have longstanding relationships with the land and water of southwestern Ontario. Located entirely within the Carolinian Life Zone, the St. Clair Region watershed boasts warm average annual temperatures and a long frost-free season which supports a variety of plants and animals. This makes it one of the most biodiverse watersheds in Canada. The climate and rich soils also support various forms of agriculture which is the predominant land use representing 82% of the total watershed.

Approximately 1,600 hectares of land/natural areas are owned by the St. Clair Region Conservation Authority. The SCRCA has a responsibility to conserve and protect these natural areas for the future enjoyment of the public. This includes providing opportunities for outdoor education, recreation, research, and protecting habitat from future development and the impacts of climate change.

The benefit of Conservation Lands are many, including:

- providing protection of environmentally significant/sensitive lands (including wetlands, woodlands, wildlife habitat, significant vegetation communities, fish habitat).
- contributing to biodiversity and the establishment of a Natural Heritage System, including linkages and corridors for wildlife migration.
- protecting hazard lands (e.g. floodplains, erosion sensitive areas, valleylands) and reduce flooding/soil erosion.
- protecting Provincially/Regionally Significant Areas of Natural and Scientific Interest (ANSI - Earth and Life Science) and other significant features.
- protecting significant water resources (e.g. headwaters, riparian lands, significant recharge/ discharge areas) and contribute to improved water quality.
- providing active and passive recreation to the public.

The conservation lands of the SCRCA not only promote environmental awareness and recreation for the public, but also bring economic opportunities through campgrounds, agricultural leases, and outdoor education.



Traditional Territory Acknowledgement

The Sydenham River, known as the Jongquakamik in Anishinaabemowin, is the traditional territory of the Anishinaabeg, Haudenosaunee, Lünaapéewak, and Chonnonton Nations who have longstanding relationships with the land and water of southwestern Ontario.

First Nations, Inuit, and Métis Peoples in Canada have existing Indigenous rights and Treaty rights that are recognized and affirmed by Section 35 and protected by Section 25 of the *Constitution Act*, 1982. These rights include inherent rights, as described in the United Nations *Declaration on the Rights of Indigenous Peoples Act* and the Truth and Reconciliation Commission's 94 Calls to Action. In the St. Clair Region, it is local Anishinaabe First Nation communities who are rights holders with regards to the lands and waters.

First Nations

Eight First Nations have traditional territory that overlaps the Sydenham watershed:

The Anishinaabek People:

- Aamjiwnaang First Nation
- Bkejwanong – Walpole Island First Nation
- Deshkan Ziibiing – Chippewas of the Thames First Nation
- Wiiwkwedong and Aazhoodena – Chippewas of Kettle and Stony Point First Nation
- Caldwell First Nation

The Haudenosaunee People:

- Onyota'a:ka – Oneida Nation of the Thames

The Lünaapéewak People:

- Bangonaang – Munsee Delaware Nation
- Eelünaapéewi Lahkéewiit – Delaware Nation at Moraviantown

The five Anishinaabek Nations with territory in the Sydenham watershed include Ojibwe, Potawatomi, and Odawa Peoples that are members of the Three Fires Confederacy, known as Nswi-shkodewinan. The Oneida Nation of the Thames is a member of the Haudenosaunee Confederacy.

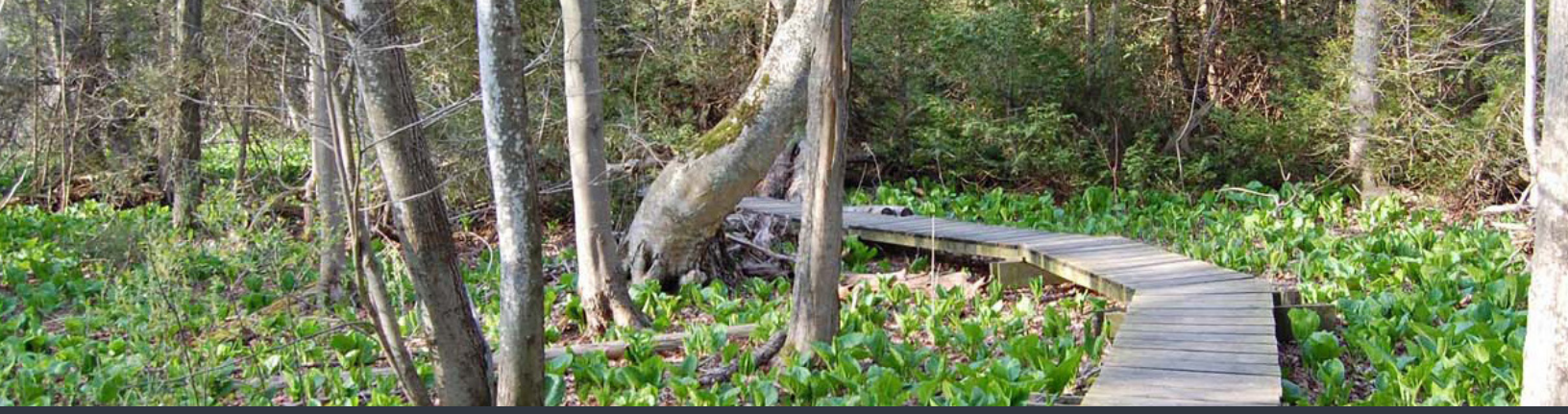
The Sydenham Watershed includes the following Upper Canada Treaties:

McKee Treaty 2 (1790)
London Township Treaty 6 (1796)
Sombra Township Treaty 7 (1796)
Long Woods Treaty 21 and/or 25 (1819 – 1822)
Huron Tract Treaty 29 (1827)
Moore Township Reserve Treaty 53 ½ (1843)

Bkejwanong Territory and Caldwell First Nation Territory is unceded land, meaning the land was never legally ceded to the Crown through a treaty or other agreement.

Métis Nation

The Métis are a distinct Indigenous People and nation that is separate from their First Nation and European forebears. Métis communities share a common history, language (Michif), way of life, culture, and kinship. The two chartered Métis Nation of Ontario (MNO) Community Councils with geographic territory in the Sydenham watershed are the Thames Blue Water Métis Council and the Windsor – Essex Métis Council. These Community Councils are part of MNO Region 9.



History of SCRCA's Conservation Lands

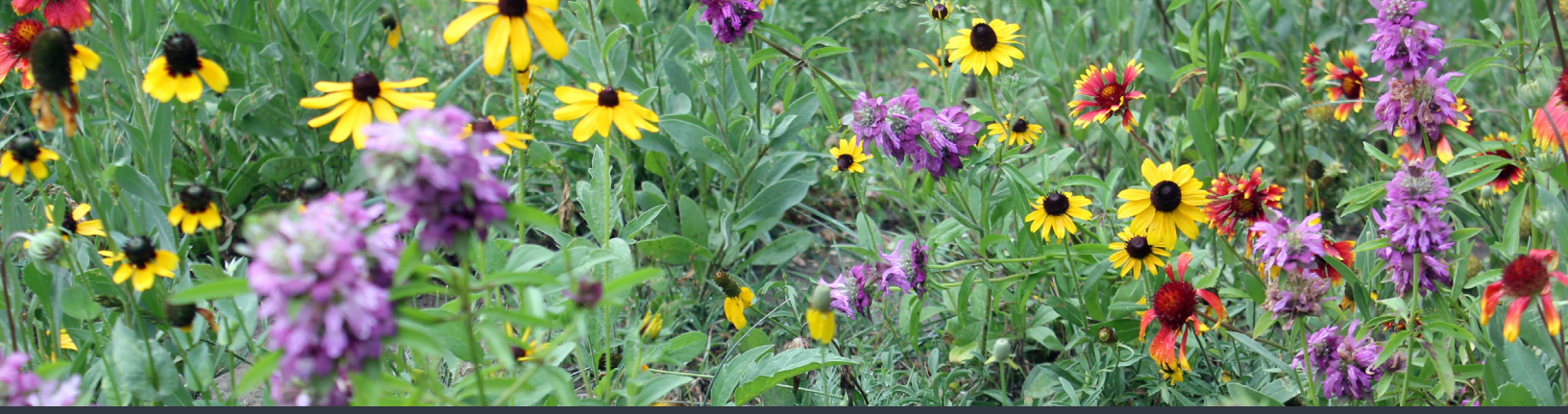
Following the adoption of the *Conservation Authorities Act* in 1946, the SCRCA was established in 1961 as the Sydenham Valley Conservation Authority, to conserve, restore, and manage natural resources within the St. Clair Region watershed. In 1974, the watershed boundaries expanded to include smaller tributaries in the St. Clair River, Lake St. Clair, and southern Lake Huron. For over 60 years, the Authority has worked in partnership with our 17 member municipalities, local communities, and other organizations to:

- protect life and property from flooding and erosion.
- improve water quality.
- promote habitat creation and stewardship.
- provide outdoor recreation and education opportunities.
- and monitor and protect our most vulnerable species.

In 1984, the SCRCA undertook the development of the W. Darcy McKeough Dam and Diversion Project, the largest flood diversion project in Ontario. This project was completed to reduce the threat of flooding in the Town of Wallaceburg by creating temporary storage upstream of the dam and diverting water along the floodway to an outlet at the St. Clair River. Several properties were acquired during this period due to increased flood risks.

The SCRCA owns 67 properties consisting of 13 Conservation Areas, 3 Agreement Forests, 32 Properties as part of operation of the W. Darcy McKeough Dam and Diversion Project, and 19 urban floodplain properties totalling more than 1,600 hectares of land. These lands include campgrounds, day use parks, wetlands, forests, floodplains, and farmland. A wide range of recreation activities are available on these lands including swimming, boating, hiking, bird watching, camping, fishing, and hunting.

Many of the properties owned by the SCRCA were acquired as part of the water, conservation, land management and recreation programs and on recommendations contained in the 1965 Sydenham Valley Conservation Report.



Authority's Mission, Vision, and Objectives

Vision is defined as foresight. The **vision** of the St. Clair Region Conservation Authority reflects the future desired state of our region.

"A healthy and sustainable natural environment in the St. Clair region."

The **mission** of the SCRCA is to provide leadership through coordination of watershed planning, implementation of resource management programs and promotion of conservation awareness, in cooperation with others.

To guide the SCRCA the following objectives have been developed for Conservation Lands under the Goals and Actions of the Strategic Plan 2023-2028:

Conservation Lands

The St. Clair Region Conservation Authority owns more than 1,600 hectares of land including campgrounds, day use parks, wetlands, and forests. Moving forward, the SCRCA must ensure that these properties remain natural assets for the community and are able to withstand the pressures of growth and climate change.

Management of Authority Owned Lands

Through the completion and implementation of Property Management Plans, the Authority continues to manage its lands to balance revenue production with effective management of woodlands, wetlands, and biodiversity. Authority Property Management Plans will be updated and will include issues such as accessibility and natural heritage protection to balance pressures caused by increased demand for natural spaces, all of which will be informed by public input and consultation with rights holding First Nations.

Create Master Plans for Conservation Areas

As the watershed population continues to grow, pressure on natural spaces for recreational, mental health, and passive use will increase exponentially. The SCRCA will undertake master plans for its properties to ensure that operations are sustainable, green infrastructure can be utilized, and revenue streams are increased.

Expand Education and Outreach

The SCRCA is the main provider of experiential environmental education in the watershed which is a valuable tool to combat climate change. Online and in-person programs have been developed to introduce students to nature and to empower them to make a difference. The SCRCA will expand programming to include adults to improve the outreach of the organization and to help increase awareness of services offered by the SCRCA. Further expansion of existing education program offerings in French and the creation of summer-based activities will also assist in helping to make the education program more sustainable and financially viable.

Ensure Accessibility for Our Programs and Parks

Utilizing Accessibility for Ontarians with Disabilities (AODA) standards for structures and communications, we will develop a plan to create accessible areas on SCRCA lands and make certain that our website and printed materials are available to meet the needs of watershed residents.

Develop Policies to Guide Acquisition/Disposal of Conservation Lands

The SCRCA will accept donations or acquire lands that further meet the objectives of the Conservation Authority. An acquisition plan will assist in prioritizing opportunities and provide direction in seeking funding for significant watershed properties.

Land Acquisition and Disposal Policy

Land Acquisition Policy

The St. Clair Region Conservation Authority does not actively seek out properties to purchase but will consider securement of lands located within its jurisdiction, on a parcel-by-parcel basis, to increase its Conservation Lands base and contribute to its vision and goals. Land securement includes obtaining from a willing landowner, interest in land title for conservation purposes through land bequest, land trading, donation, and fee simple purchase, as well as other means of holding rights on land such as leasing, restrictive covenants, and easements.

When protecting environmentally significant lands, the preferred tool is holding title to land. Use of these other land securement tools will be considered on a case-by-case basis by the Board of Directors. See SCRCA Land Acquisition and Disposition Policy for further information.

Additionally, the SCRCA works with the St. Clair Region Conservation Foundation in accepting donations of lands that further meet the objectives of the Conservation Authority.

Land Disposal Policy

Generally, the Authority will retain all properties that meet one or more criteria listed in the Land Acquisition policy. In some instances, properties acquired by or donated historically to the St. Clair Region Conservation Authority may not meet the needs and objectives of the Authority. In these instances, the Authority may look to dispose of these surplus lands. See SCRCA Land Acquisition and Disposition Policy for further information.

Guidelines for Conservation Land Management

The St. Clair Region Conservation Authority's lands are divided into four broad categories: Conservation Areas Active Recreation, Conservation Areas Passive Recreation, Management Areas, and Administration Areas (Figure 1).

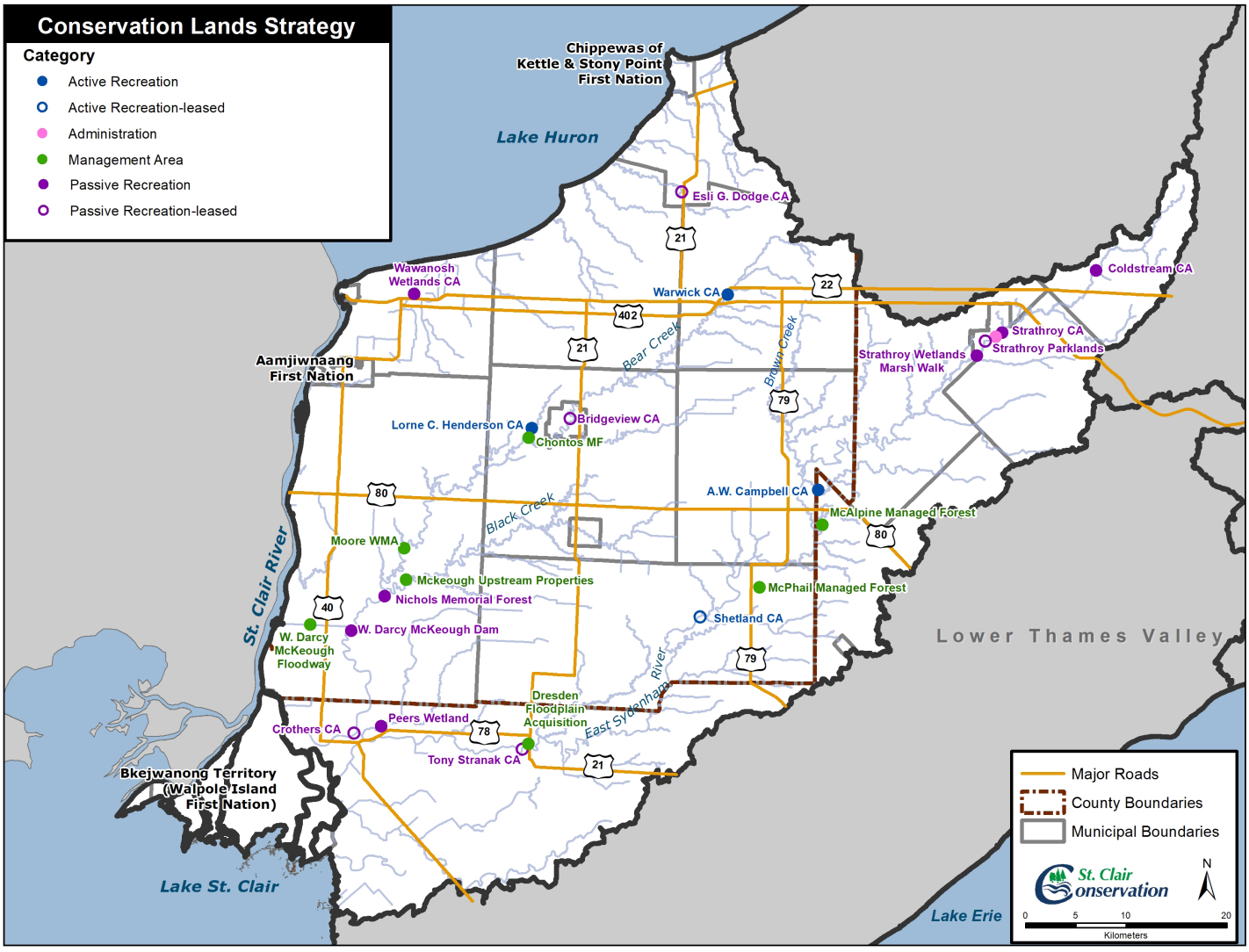


Figure 1: Map of conservation lands identified by categories throughout the St. Clair Region Conservation Authority watershed.

Conservation Areas Active Recreation

Conservation Areas-Active Recreation refers to lands which provide natural habitat protection and/or flood/erosion protection while remaining accessible and open to the public. These lands are well promoted and may contain managed trail networks, parking lots, signage, and facilities. The Authority may actively encourage and facilitate active recreation and have staffed buildings. Typically, these lands include fee for use (rather than fee for parking), supervised swimming, camping, rentals, and/or education. The lands are distinguished from passive recreation lands by the level of development and the intensity of use.

These properties are identified as Category 3 under Ontario Regulation 686/21 of the *Conservation Authorities Act* for Mandatory Programs and Services. Category 3 programs and services are those that the conservation authority determines are advisable to provide, to further the purposes of the Act. These lands provide active recreation in the form of seasonal and transient campsites supervised swimming and outdoor education opportunities. Additional facilities and programs are on site to serve the needs of visitors to these properties. Financing for these lands is provided through the revenue generated on the property (i.e., camping fees, day-use fees, education program fees, and/or donations, etc.).

Properties in this category include:

- A.W. Campbell CA
- L.C. Henderson CA
- Warwick CA

Leased Conservation Lands

In some instances, Active Recreation Conservation Areas are subject to a long or short-term lease agreement between the SCRCA and an individual, a corporation, or a municipality. Through the terms of the lease agreement, the Lessee is typically responsible for the management of these lands, however, these lands may still include public access and active recreation opportunities.

Properties in this category include:

- Shetland CA

The three regional campgrounds owned and operated by the SCRCA boast a combined total of 500 campsites including 420 seasonal sites. The camping season runs from May until October, annually.

Objectives

The objectives of these properties are:

- Pursue research and monitoring opportunities, identify gaps, and strengthen the knowledge of the natural heritage system including integration of Traditional Knowledge where appropriate and where consent is given from local First Nations communities, to better determine appropriate management actions for these properties.
- Ensure ecological integrity and biological diversity of the natural heritage systems are maintained long-term through naturalization or wildlife habitat enhancement or maintenance.
- Ensure all new properties acquired have a management and/or master plan developed.
- Ensure management plans are reviewed when significant changes in management are proposed to address public concerns or to remain current with evolving legislations and standards.
- Ensure that future revisions or development of management plans are informed by Indigenous communities, the public, agencies, or any group that may have interest in the property.
- Identify permitted and prohibited uses.
- Identify future needs of the conservation areas to expand or enhance opportunities for active recreation and increase revenue to ensure sustainability of these areas for public use.
- Identify additional areas or natural heritage systems that will expand education programming for all ages and improve knowledge of these systems and/or concepts.
- Ensure all infrastructure meets current accessibility and safety standards including facilities and trails.
- Ensure all SCRCA lands information on the website is AODA compliant and provides valuable and meaningful information to the public regarding facilities, properties, and hazards.
- Ensure all service disruptions are communicated to the public in an easily accessed and efficient manner.
- Ensure all present and future SCRCA land holdings contribute to the goals and objectives of the CA.
- Prioritize land acquisitions where a connected natural heritage system can be maintained or enhanced.
- Ensure properties generate revenue while balancing protection of natural heritage features and maintaining public access.
- Ensure the establishment and spread of invasive species is managed through site appropriate control methods.

Conservation Areas Passive Recreation

Conservation Areas-Passive recreation refers to lands which provide habitat protection and/or flood/erosion protection while permitting public access on a passive basis. These lands include signage, trails, parking lots, and may have facilities such as washrooms. These lands typically are not staffed, but rather visited by staff for maintenance and inspection.

These properties are identified as Category 2 under Ontario Regulation 686/21 of the *Conservation Authorities Act* for Mandatory Programs and Services, as the lands are provided at the request of the municipality or through an agreement with the municipality. Funding for these lands is provided from the municipality through a Memorandum of Understanding (MOU) or agreement. The McKeough Dam is funded annually by the Province.

Properties in this category include five day-use properties and three McKeough Upstream Lands:

- Coldstream CA
- Peers Wetland CA
- Strathroy CA
- Strathroy Wetlands Marsh Walk
- Wawanosh CA
- Property 2/3 McKeough Dam and public use area
- Property 55 Boat Ramp
- Property 56 Nicholls Memorial Forest Area

Leased Conservation Lands

In some instances, some day-use Conservation Areas are subject to a long or short-term lease agreement between the SCRCA and an individual, a corporation, or a municipality. Through the terms of the lease agreement, the Lessee is typically responsible for the management of these lands, however, these lands may still include public access and passive recreation opportunities.

Properties in this category include:

- Bridgeview CA
- Crothers CA
- Esli Dodge CA
- Tony Stranak CA
- Strathroy Parklands

Objectives

The objectives of these properties are:

- Pursue research and monitoring opportunities, identify gaps, and strengthen the knowledge of the natural heritage system including integration of Traditional Knowledge where appropriate and where consent is given from local First Nations communities, to better determine appropriate management actions for these properties.
- Ensure ecological integrity and biological diversity of the natural heritage systems are maintained long-term through naturalization or wildlife habitat enhancement or maintenance.
- Ensure all new properties acquired have a management and/or master plan developed.
- Ensure management plans are reviewed when significant changes in management are proposed to address public concerns or to remain current with evolving legislations and standards.
- Ensure that future revisions or development of management plans are informed by Indigenous communities, the public, agencies, or any group that may have interest in the property.
- Identify permitted and prohibited uses.
- Identify future needs of the conservation areas to expand or enhance opportunities for active recreation and increase revenue to ensure sustainability of these areas for public use.
- Identify additional areas or natural heritage systems that will expand education programming for all ages and improve knowledge of these systems and/or concepts.
- Ensure all infrastructure meets current accessibility and safety standards including facilities and trails.
- Ensure all SCRCA lands information on the website is AODA compliant and provides valuable and meaningful information to the public regarding facilities, properties, and hazards.
- Ensure all service disruptions are communicated to the public in an easily accessed and efficient manner.
- Ensure all present and future SCRCA land holdings contribute to the goals and objectives of the CA.
- Prioritize land acquisitions where a connected natural heritage system can be maintained or enhanced.
- Ensure properties generate revenue while balancing protection of natural heritage features and maintaining public access.
- Ensure the establishment and spread of invasive species is managed through site appropriate control methods.

Management Areas

Management Areas refer to lands where public access is prohibited and/or are generally not managed for public access. These lands may serve as resource management areas, agricultural fields, and potential flood lands during McKeough dam operation, etc. These areas typically do not have facilities and/or parking lots. Trail networks, if existing, are simple, minimal, and/or unmaintained.

These properties are identified as Category 1 under Ontario Regulation 686/21 of the *Conservation Authorities Act* for Mandatory Programs and Services, which are lands owned or controlled by the Authority for conservation and management. Expenses associated with these properties are funded through agricultural lease revenue or logging operations. The McKeough floodway is funded annually through the province.

Properties in this category include three historic Managed Forest Agreement Tracts, 32 properties acquired for the operation of the W. Darcy McKeough Dam and Diversion Floodway, and 19 urban floodplain acquisition properties:

- W. Darcy McKeough Floodway – channel and berms, includes Flood Easements
- W. Darcy McKeough Floodway Upstream properties includes agricultural lands
- Dresden Floodplain acquisitions
- Camden Conservation Area
- McPhail Tract
- Chontos Tract
- McAlpine Tract

Objectives

The objectives of these properties are:

- Pursue research and monitoring opportunities, identify gaps, and strengthen the knowledge of the natural heritage system including integration of Traditional Knowledge where appropriate and where consent is given from local First Nations communities, to better determine appropriate management actions for these properties.
- Ensure ecological integrity and biological diversity of the natural heritage systems are maintained long-term through naturalization or wildlife habitat enhancement or maintenance.
- Ensure all new properties acquired have a management and/or master plan developed.
- Ensure management plans are reviewed when significant changes in management are proposed to address public concerns or to remain current with evolving legislations and standards.
- Ensure that future revisions or development of management plans are informed by Indigenous communities, the public, agencies, or any group that may have interest in the property.
- Identify permitted and prohibited uses.
- Ensure all present and future SCRCA land holdings contribute to the goals and objectives of the CA.
- Prioritize land acquisitions where a connected natural heritage system can be maintained or enhanced.
- Ensure the establishment and spread of invasive species is managed through site appropriate control methods.

Administration Areas

Only one property owned by the SCRCA falls under Administration Areas, which is the property that contains the administration building for the Authority. Located adjacent to the Strathroy Conservation Area, this property supplements the delivery of services to our residents, visitors, stakeholders, and partners. Most staff are based at this location.

This property falls under Category 1 under Ontario Regulation 686/21 of the *Conservation Authorities Act* for Mandatory Programs and Services.

Objectives

The objectives of these properties are:

- Ensure all infrastructure meets current accessibility and safety standards including facilities.
- Ensure management plans are reviewed when significant changes in management are proposed to address public concerns or to remain current with evolving legislations and standards.
- Ensure that future revisions or development of management plans are informed by Indigenous communities, the public, agencies, or any group that may have interest in the property.
- Ensure all SCRCA lands information on the website is AODA compliant and provides valuable and meaningful information to the public regarding facilities, properties, and hazards.
- Ensure all service disruptions are communicated to the public in an easily accessed and efficient manner.
- Ensure properties generate revenue while balancing protection of natural heritage features and maintaining public access.

Conservation Lands Strategy Review:

To ensure this document remains current, a review of the Strategy will be conducted every 5 years. The Strategy will be updated, and public consultation required, when major changes are made to the overall objectives and goals of the Authority, or when new land is acquired. If the Strategy is deemed to be current and accurate the Board of Directors may approve the Strategy as is for the next 5-year cycle. If updates are necessary, the Board of Directors determine whether public consultation is required as part of the update process.

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Staff Report

Meeting Date: December 12, 2024 **Item 7.7**
Report Date: December 2, 2024
Submitted by: Ken Phillips

Subject: Final Watershed-Based Resource Management Strategy

Recommendation:

That the board of directors approves the final Watershed Based Resource Management Strategy developed to comply with the changes to the Mandatory Programs and Services regulation under the Conservation Authorities Act, with integration of comments from Indigenous engagement and public consultations.

Background:

Following the direction of the board in motion BD-24-73, the SCRCA circulated the draft Watershed-Based Resource Management Strategy (WBRMS) to Indigenous communities and watershed municipalities to gain feedback and comments in order to finalize the WBRMS. The document was also posted on the SCRCA website for 30 days with an accompanying survey to receive further feedback.

SCRCA staff received 1 comment from watershed municipalities, are awaiting responses from First Nations and have received 2 comments from the public. If/when comments are received from First Nations, their feedback may be included in future updates of the document as required by the province. Edits requested by the Board of Directors at the October 24 meeting have been included.

The final version of the WBRMS will be made available to the public on the Authority's website once approved.

Summary of Comments:

Municipal Comments

Date	Municipality	Comment Method	Comment
November 15, 2024	Village of Newbury	Email	The Council of the Village of Newbury had no concerns or comments on the Draft Watershed-based Resource Management Strategy.

Public Comments

Date	Comment Method	Comment
November 14, 2024	Website Form	Please consider allowing a natural burial site on watershed lands. The landscape would be protected in perpetuity because of Ontario's laws regarding burials. User fees would maintain the area. If appropriate, native trees/shrubs/plants could be planted in memory of loved ones. Graves are noted by GPS coordinates and possibly by a a common memorial marker or flat natural stones. For more info, see https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fyoutu.be%2FZTCLVxihSsE%3Fsi%3D3hmJmaxyohvSMi_c&data=05%7C02%7Cdblue%40scrca.on.ca%7Cb4820a61fc7d4af0f9e208dd04f5134c%7C69e6873e540e41748d7f770d45305fff%7C0%7C0%7C638672173806383412%7CUnknown%7CTWFpbGZsb3d8eyJFbXB0eU1hcGkiOnRydWUsIlYiOiIwLjAuMDAwMCIsIlAiOiJXaW4zMiIsIkFOIjoiTWFpbCIsIldUIjoyfQ%3D%3D%7C40000%7C%7C%7C&sdata=fy9JzYrI%2FTA475XJqML4v3IWWAmgsE70MlKupMupbas%3D&reserved=0 or https://can01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fnaturalburialassociation.ca%2F&data=05%7C02%7Cdblue%40scrca.on.ca%7Cb4820a61fc7d4af0f9e208dd04f5134c%7C69e6873e540e41748d7f770d45305fff%7C0%7C0%7C638672173806413076%7CUnknown%7CTWFpbGZsb3d8eyJFbXB0eU1hcGkiOnRydWUsIlYiOiIwLjAuMDAwMCIsIlAiOiJXaW4zMiIsIkFOIjoiTWFpbCIsIldUIjoyfQ%3D%3D%7C40000%7C%7C%7C&sdata=02tXFN5bFiwCSymEIreCPPLR%2FHYHmyt8s%2F19hW34qcg%3D&reserved=0 Note: I'm not an environmentalist nor have a lot of knowledge about this. I only heard about natural burials a few years ago and would very much like to have this option.
November 20, 2024	Website Form	It's evident that dam removal, and restoration, will be necessary at some point. Currently it's uncertain when this needs to occur. To remove some speculation, in my view, the actual dam conditions need first to be identified and timing coinciding with adequate funding sources and restoration necessity. I'm the meantime, more immediately, care should be taken at clearing debris from the

		downstream river through Strathroy. The current condition is deplorable. Branches, logs, vines etc. and a shopping cart which has been in the River for at least the last 5 years, needs clearing. At that time perusing the dam situation will have more validity. I was formerly a volunteer member of Friends of Medway Creek, upper Thames River, where a number of initiatives had taken place.

Watershed-based Resource Management Strategy

DRAFT

October 2024

St. Clair Conservation

St. Clair Region Conservation Authority

Introduction

In accordance with direction from the Province of Ontario, the St. Clair Region Conservation Authority (SCRCA) has prepared this Watershed-based Resource Management Strategy (WBRMS) to meet the provisions set out under Section 21.1 of the *Conservation Authorities Act* (CA Act) and Ontario Regulation 686/21 (Mandatory Programs and Services). The Strategy sets out the guiding principles, objectives and resources of the SCRCA, its Categories of Programs and Services and the knowledge base for the work the SCRCA conducts on a day-to-day basis.

The WBRMS will assist SCRCA with enhancing the delivery of its Mandatory Programs and Services and with assessing any issues and identifying risks that impact the effective delivery of its non-mandatory programs and services. It also identifies desirable future programs, services and actions that will help the SCRCA meet its objectives and long-term goals.

Vision:

The vision of the St. Clair Region Conservation Authority reflects the future desired state of our region, that being, a healthy and sustainable natural environment in the St. Clair region.

Mission:

The St. Clair Region Conservation Authority has, as its mission, to provide leadership through coordination of watershed planning, implementation of resource management programs and promotion of conservation awareness, in cooperation with others.

Accounting for over half of the SCRCA's jurisdiction, the Sydenham River watershed covers an area of 2,751 square kilometres. It is the only major watershed that lies completely in the Carolinian Life Zone. The river suppports an incredible variety of life, making it one of the most species-rich watersheds in Canada.

Guiding Principles and Purpose

Guiding Principles

The SCRCA's approach to watershed-based resource management and the development of the organization's programs and services are guided by 4 principles:

- **Develop and maintain programs that will protect life and property from natural hazards such as flooding and erosion.**
  The SCRCA works in partnership with its municipal partners to protect life and property through the development of programs that minimize or prevent the impact of disasters such as flooding and erosion.
- **Protect, manage and restore our woodlands, wetlands and natural habitat.**
  Activities done on land are reflected in the local water and ecosystems, and as such, the SCRCA develops programs that protect our land resources and promotes watershed stewardship practices that lead to healthy, sustainable communities and industries.
- **Ensure that our rivers, lakes and streams are properly safeguarded, managed and restored.**
  Based on our system of watersheds, the SCRCA develops and delivers watershed-based programs that work with nature to protect, restore and effectively manage our water resources.
- **Provide opportunities for the public to enjoy, learn from, and respect our natural environment.**
  Through the lands we manage and own, as well as the educational programs we deliver, the SCRCA provides opportunities for our citizens to understand and appreciate the value of their natural environment as well as the social and economic benefits of protecting that environment.

Purpose of the Watershed-based Resource Management Strategy

Under the *Conservation Authorities Act*, each Conservation Authority in Ontario is required to prepare a Watershed-based Resource Management Strategy (Strategy). The goal of the Strategy is to ensure that the SCRCA's programs and services respond to watershed issues and reflect the organization's mandate under the *Conservation Authorities Act*. In developing the Strategy, watershed health and trends, program effectiveness, and other SCRCA plans and strategies that guide the organization's activities, were considered, including the following:

- The SCRCA's Strategic Plan 2023-2028
- The SCRCA Conservation Lands Strategy (2024 Draft)
- The St. Clair Region Conservation Authority Watershed Plan 1983
- The Sydenham Valley Conservation Report 1965

Consultation

The SCRCA will post a draft of the Strategy on-line for public input and circulate to member municipalities and Indigenous communities.

St. Clair Region Watershed Characteristics

The St. Clair Region Conservation Authority watershed is part of the traditional territories of the Anishinaabeg, Haudenosaunee, Lünaapéewak and Chonnonton Nations who have held a long, sacred responsibility to preserve the land and water of southwestern Ontario. The SCRCA also acknowledges the Treaties that allow us to work alongside the First Nation Communities of Kettle and Stony Point, Aamjiwnaang, and Bkejwanong (Walpole Island) First Nations to ensure the shared responsibility of preserving the land and water.

The St. Clair Region watershed is located in southwestern Ontario and is 4,130 square kilometers in size. The SCRCA watershed is comprised of the Sydenham River (East and North Branches), the St. Clair River, the southeastern section of Lake Huron, and the northeastern portion of Lake St. Clair. In total there is approximately 4,500 kilometres of watercourses (rivers, creeks, streams, and drainage systems) throughout the region.

The St. Clair Region Conservation Authority was formed in 1961 under the CA Act. It's area of jurisdiction has increase twice, first in 1974 and again in 2005. The SCRCA watershed area of jurisdiction includes all, or portions of, seventeen municipalities:

- Township of Adelaide-Metcalfe
- Municipality of Brooke-Alvinston
- Municipality of Chatham-Kent
- Township of Dawn-Euphemia
- Township of Enniskillen
- Municipality of Lambton Shores
- Municipality of Middlesex Centre
- Town of Petrolia
- Town of Plympton-Wyoming
- Village of Point Edward
- City of Sarnia
- Municipality of Southwest Middlesex
- Village of Newbury
- Village of Oil Springs
- Township of St. Clair
- Municipality of Strathroy-Caradoc
- Township of Warwick

In 2023, the watershed population was estimated to be 146,665 people with the largest concentration being within the City of Sarnia. While the watershed does contain some mid-sized communities (Corunna, Petrolia, Strathroy, and Wallaceburg), the majority of the land is dedicated to agricultural use and remains sparsely populated. Approximately 81% of land use is utilized for agriculture, largely composed of cash crops such as soy, wheat and corn. Under prefereable conditions, the SCRCA watershed would have forest cover over approximately 30% of the land, however, the region remains with only 11% forest cover. Of that 11%, most is composed of small, fragmented woodlots that do not provide large, undisturbed areas for wildlife. The SCRCA actively seeks out interested landowners willing to commit to reforestation but available land for large scale planting remains a challenge for the organization. The SCRCA plants approximately 60,000 trees (seedlings and large stock) annually.

In addition to a lack of forest cover, wetlands cover only 2.7% of the watershed, well below the 10% recommended by Environment and Climate Change Canada to provide ecological and hydrologic benefits. Historically, the watershed was dominated by wetlands, with areas such as the Enniskillen Swamp covering approximately 60% of the watershed in the early 1800s. Through the use of extensive drainage techniques, the area was turned into prime agricultural lands with municipal drains extending throughout the local landscape. It is estimated that 60% of watercourses in the watershed are municipal drains. The SCRCA works with interested landowners to convert less productive lands or retired acreage into wetlands in an effort to restore the natural heritage of the

area.

At present, the SCRCA maintains a network of stream gauges, weather stations, and snow sampling sites to monitor local watershed conditions. The SCRCA is also tasked with the operation and maintenance of the McKeough Floodway as a measure to reduce the threat of flood damage to the town of Wallaceburg located in Chatham-Kent.

The SCRCA actively monitors surface and groundwater through the Provincial Groundwater Monitoring Network (PGMN) and the Provincial (Stream) Water Quality Monitoring Network (PWQMN), along with tracking risks to municipal water supplies as part of Drinking Water Source Protection Program. SCRCA staff also utilize benthic invertebrate monitoring to assess surface water quality. Phosphorus loadings represent the greatest challenge for improved surface water quality in the SCRCA watershed. Groundwater quality can be classified as "good" based on monitoring data from nine wellheads.

The Sydenham River, with a drainage area of 2,751 square kilometres, is one of the most biologically diverse rivers in Canada. The river is home to 34 of the 41 species of freshwater mussels and 82 of 160 species of freshwater fish. Annually, SCRCA staff monitor and collect data on the various aquatic life and ecological characteristics of the Sydenham River which provides a broader picture of the river's water quality and overall watershed health.

The SCRCA owns and maintains 13 Conservation Areas that span a total of 605 hectares throughout the watershed. The SCRCA operates campgrounds, manages natural areas, and leases land for agricultural purposes. For more details, refer to the SCRCA Conservation Land Strategy.

A comprehensive list of existing technical studies, monitoring programs, and other information SCRCA staff rely on to undertake the various tasks of the organization, as well as the Categories of Services is attached in Appendix A.

The SCRCA is the 9th largest watershed by area in Ontario, and spans all or portions of 17 municipalities and two counties. There are 14 subwatersheds that drain into one of southern Lake Huron, the St. Clair River, northeastern Lake St. Clair, or the Sydenham River.

Watershed Stressors

Water Quality

Pollution in local water courses is a key issue in the SCRCA watershed. Pollution comes from various urban, residential, and agricultural sources including fertilizers, pesticides, eroded soils and improperly maintained septic systems. Rain or snowmelt wash these diffuse sources of pollution off streets, backyards, and fields, into streams, lakes, and groundwater where they can have a cumulative negative impact on local and regional water quality. Additionally, the loss of natural cover contributes to the warming of waterways and easier infiltration of pollutants into water bodies. The SCRCA has undertaken a series of initiatives, including monitoring, education, and stewardship, to raise awareness of these local issues, engage residents, and improve the health of the watershed.

The St. Clair Region watershed has been identified as a significant contributor of nutrients to Lake Erie. From 2012-2021, 90% of water quality samples in the Sydenham Watershed exceeded the Provincial Water Quality Objective (PWQO) of 0.03 mg/L for Total Phosphorus (TP).

Nutrient loadings in watersheds (primarily phosphorus) can have significant ecological and economic impacts. Nutrients often originate from both point and non-point sources. Commencing in 2025, the SCRCA will be undertaking a program, in conjunction with Environment and Climate Change Canada, to work with local stakeholders to increase awareness and the application of best management practices to help reduce phosphorous loads into local waterways.

Climate Change

In 2023 and 2024, the St. Clair Region watershed bore witness to challenges posed by climate change. Extreme storm events in both years caused extensive damage to infrastructure, homes and crops. The storm events of August 2023 and July 2024 created a challenge for the SCRCA flood forecasting and warning program as the storms manifested into very localized, intense precipitation events, that were unable to be captured by the Authority's current suite of monitoring equipment. Moving forward, the SCRCA will be increasing its monitoring network in order to acquire real-time storm data and better assist local communities. It will also be imperative to maintain up-to-date floodplain mapping resources.

The St. Clair Region watershed has also experienced periods of drought during the last three decades that have resulted in depleted aquifers, putting strain on both agriculture and natural features such as wood lots and wetlands. The SCRCA is committed to working with the local community to enhance watershed resilience to the impacts of climate change through the implementation of stewardship practices, among others.

Also of concern is the need for increased monitoring to observe the gradual rise in winter temperatures that will result in decreased snowfall amounts and less frozen ground/soil conditions during the winter months. Lack of snow cover and frozen ground will have long term impacts on the landscape and watershed conditions.

Invasive Species

Ontario is among the regions that have the highest risk for introduction of invasive species and ranks as the leader in Canada with at least 441 invasive plants and 191 non-native and invasive aquatic species in the Great Lakes.

Invasive species have impacted the St. Clair watershed with from both an economic and ecological standpoint. These impacts stem from both aquatic and terrestrial invasive species that significantly

alter ecosystem dynamics, threaten native biodiversity, and are costly and labour intensive to contain and eliminate. The most common invasive species found in the SCRCA are Invasive Phragmites (*Phragmites australis subsp. australis*), Round Goby (*Neogobius melanostomus*), and Common Carp (*Cyprinus carpio*). These three species are challenging to eradicate as they have no natural predators, can quickly dominate an ecosystem, and the monitoring and elimination of their threat has a considerable financial cost.

Habitat Degradation

The watershed has changed dramatically since industrialization and settlement. The woodlots that remain are often small, isolated, and fragmented making them susceptible to development pressures, invasive species, and loss of biodiversity. In addition, many of the woodlots are too small to support species reliant upon forest interior habitat. Loss of wetlands for agricultural development reduces biodiversity, natural water filtration, and flood mitigation capacity. The removal of vegetation along watercourses can destabilize stream banks and increase erosion.

Biodiversity Loss

Habitat loss and fragmentation are the biggest threats to Ontario's biodiversity as it leads to isolated populations and reduced genetic diversity. Invasive species, pollution, and climate change also have impacts on watershed biodiversity. There are 243 species at risk (SAR) in Ontario according to the Ontario Biodiversity Council. The St. Clair Region watershed is home to 33 SAR including 15 species of mussels, 10 species of fish, 3 species of snakes, and 5 species of turtles. The SCRCA actively monitors SAR and engages in intervention activities to ensure the survival of local turtle populations.

Localized flooding resulting from the August 2023 and July 2024 storm events caused extensive damage to infrastructure and crops. During both events, some areas of the SCRCA watershed received a months worth of precipitation over a 24-hour period. As a result, the SCRCA will be increasing it's monitoring network to better capture extreme storm events and assist local communities.

Watershed Resource Management Strategy

The future growth, sustainability, and prosperity of the St. Clair Region watershed depends on a robust and healthy river system. Addressing existing and emerging issues are critical in order to guarantee that the watershed remains a viable entity for generations to come. Water and ecosystems are shared resources and consequently, responsibility for these resources is shared by all who live, work, and recreate in the area. The SCRCA's Watershed-based Resource Management Strategy is driven by the legislative mandate under the *Conservation Authorities Act*, watershed issues, and municipal needs.

Objectives

The objectives of the SCRCA's Watershed-based Resource Management Strategy are to:

1. Protect life and minimize property damage from natural hazards, including drought, flooding, erosion, dynamic beaches, and hazardous lands and sites.
2. Improve water quality to enhance water course health and reduce harmful impacts on the Great Lakes.
3. Protect, enhance, and restore natural areas.
4. Manage the SCRCA's landholdings in a responsible and sustainable way.
5. Connect people to the environment through outdoor experiences.
6. Protect drinking water sources from contamination and overuse.
7. Continue to work toward the delisting of the St. Clair River Area of Concern.
8. Increase monitoring capacity to obtain additional data used to measure watershed health.

Programs and Services

The SCRCA's programs and services contribute to achieving the Watershed-based Resource Management Strategy's objectives. A list of Authority programs along with associated guiding documents is provided in Appendix A.

The St. Clair River was identified as an Area of Concern (AOC) in 1987 due to urban and industrial development. For over 30 years, the SCRCA along with the local community, First Nation communities, government and industry have been working together to improve the water quality and aquatic habitat of the St. Clair River and remove it from the list of Great Lakes Areas of Concern.

Appendix A

St. Clair Region Conservation Authority Categories and Programs

Category 1 Programs	
Mandatory programs and services as identified in Ontario Regulation 686/21. These programs are eligible to be funded through general municipal levy (no agreement required).	
Conservation Management of CA Lands	**Guiding Document(s)**
SCRCA Forests and Management Areas (McKeough Upstream Lands)	GIS Mapping, SCRCA Strategic Plan, Managed Forest Tax Incentive Program plans, SCRCA Forest Inventories, Natural Heritage Information Centre Data, Consultant Reports, Provincial and Federal Species at Risk Recovery Strategies, Significant Wildlife Habitat technical guide, Conservation Land Tax Incentive Program plans, Ontario Minstry of Natural Resources Guidebooks
Strategy for CA Owned or Controlled Lands	GIS Mapping, SCRCA Strategic Plan
Land Acquisition and Disposition Strategy	Ontario Wetland Evaluation System, Floodplain and Natural Hazard Mapping, SCRCA fish and mussel data, Natural Heritage Information Centre data, GIS mapping
Land Inventory	GIS mapping
Land Management Plans	GIS mapping, SCRCA fish, mussel, and reptile monitoring data, Ontario Wetland Evaluation System, Floodplain and Natural Hazard Mapping, Managed Forest Tax Incentive Program plans, SCRCA Forest Inventories, Natural Heritage Information Centre Data, Consultant Reports, Municipal Age Friendly Community Action Plans, Provincial and Federal Species at Risk Recovery Strategies, Significant Wildlife Habitat Technical Guide
Watershed-based Resource Management Strategy	
Water Quality Monitoring Program	Provincial Water Quality Monitoring Network Stream Monitoring Protocol
General Operating Expenses	**Guiding Document(s)**
Corporate Services	
Administration Buildings	Asset Management Plan
Communications and Outreach	
Natural Hazards Communications, Outreach, and Education	

Financial Services	Generally Accepted Accounting Principles, *Conservation Authorities Act,* O.Reg. 686/21, O.Reg. 402/22, and O.Reg.401/22
Governance	
Information Technology	
GIS	
Watershed Geographical Information Management	
Strategy Development	
Vehicles and Equipment	Asset Management Plan
Natural Hazards, Flooding, and Erosion	**Guiding Document(s)**
Flood and Erosion Control Infrastructure (WECI)	WECI Program Guidelines
WECI Major Maintenance/Capital Projects	Engineering inspection of control structures, Internal inspection reports, Shoreline assessments
WECI Operation and Management	Dam inspection report, Risk Management reports
Drinking Water Source Protection Program	Assessment reports, Source Protection Plans
Low Water Response	Ontario Low Water Response document
Municipal Plan Input and Review	
Section 28.1 Permit Administration	
Technical Studies and Policy Review	

Category 2 Programs

Municipal programs and services that are provided at the request of the municipality. These programs can be funded through self-generated revenue, government and other agency grants, and/or municipal funding under a Memorandum of Understanding (MOU) or agreement with the municipality.

Conservation Management of CA Lands	**Guiding Document(s)**
Local Conservation Areas	GIS mapping, SCRCA fish, mussel, and reptile monitoring data, Ontario Wetland Evaluation System, Floodplain and Natural Hazard Mapping, Managed Forest Tax Incentive Program plans, SCRCA Forest Inventories, Natural Heritage Centre Information Data, Consultant Reports, Municipal Age Friendly Community Action Plans, Provincial and Federal Species at Risk Recovery Strategies, SCRCA Conservation Area Management Plans

Owned and Operation by SCRCA	GIS mapping, SCRCA fish, mussel, and reptile monitoring data, Ontario Wetland Evaluation System, Floodplain and Natural Hazard Mapping, Managed Forest Tax Incentive Program plans, SCRCA Forest Inventories, Natural Heritage Information Centre Data, Consultant Reports, Municipal Age Friendly Community Action Plans, Provincial and Federal Species at Risk Recovery Strategies, SCRCA Conservation Area Management Plans, Illustrated Technical Guide to the Accessibility Standard for the Design of Public Spaces
Long-term Lease to Municipality	GIS mapping, SCRCA fish, mussel, and reptile monitoring data, Ontario Wetland Evaluation System, Floodplain and Natural Hazard Mapping, Managed Forest Tax Incentive Program plans, SCRCA Forest Inventories, Natural Heritage Information Centre Data, Consultant Reports, Municipal Age Friendly Community Action Plans, Provincial and Federal Species at Risk Recovery Strategies, Significant Wildlife Habitat technical guide
Natural Hazards, Flooding, and Erosion	**Guiding Document(s)**
DRWSP Protection Risk Management Official	
Plan Review Not Related to Natural Hazards	

Category 3 Programs

Other programs and services that an Authority (Board) determines are advisable. These programs can be funded through self-generated revenue, user fees, government and other agency grants, dontations, etc. Any use of municipal funding will require an agreement and would be subject to cost apportioning.

Conservation Management of CA Lands	Guiding Document(s)
Managed Lands (Lambton County	GIS mapping, SCRCA fish, mussel, and reptile monitoring data, Ontario Wetland Evaluation System, Floodplain and Natural Hazard Mapping, SCRCA Forest Inventories, Natural Heritage Information Centre Data, Consultant Reports, Municipal Age Friendly Community Action Plans, Provincial and Federal Species at Risk Recovery Strategies, Lambton County Property Management Plans
Land Management for St. Clair Region Conservation Foundation	GIS mapping, SCRCA fish, mussel, and reptile monitoring data, Ontario Wetland Evaluation System, Floodplain and Natural Hazard Mapping, Managed Forest Tax Incentive Program plans, SCRCA Forest Inventories, Natural Heritage Information Centre Data, Consultant Reports, Provincial and Federal Species at Risk Recovery Strategies, St. Clair Region Conservation Foundation Property Management Plans, Conservation Land Tax Incentive Program plan, Ontario Land Trust Alliance guides
Regional Conservation Areas, including campgrounds	GIS mapping, SCRCA fish, mussel, and reptile monitoring data, Ontario Wetland Evaluation System, Floodplain and Natural Hazard Mapping, Managed Forest Tax Incentive Program plans, SCRCA Forest Inventories, Natural Heritage Information Centre Data, Consultant Reports, Municipal Age Friendly Community Action Plans, Provincial and Federal Species at Risk Recovery Strategies, SCRCA Property Management Plans, Illustrated Technical Guide to the Accessibility Standard for the Design of Public Spaces
Conservation Services	
Invasive Species Management	
Woodlands Conservation By-Law	County Woodlands Conservation By-Law, County of Lambton Woodlands Conservation By-Law policies, Ontario Ministry of Natural Resources Guidebooks
Great Lakes Regional Initiative	
Sydenham River Regional Initiative	

Watershed Report Cards	Conservation Ontario Watershed Report Card Guiding Document
General Operating Expenses	**Guiding Document(s)**
School and Community Programs	Elementary (K-8) and Secondary (9-12) Ontario Curriculum
Private Land Stewardship	
Conservation Services	
Natural Hazards, Flooding, and Erosion	**Guiding Document(s)**
Drinking Water Source Protection Program (DWSP)	Assessment reports, Source Protection Plans, Risk Management reports
Ecological Monitoring, Plans/Strategies	All federal and provincial strategies for Species at Risk, 2018 Action Plan for the Sydenham River in Canada: An Ecosystem Approach, 2003 Recovery Action Plans for Species at Risk in the Sydenham River Watershed, 2003 National Recovery Strategy for Species at Risk in the Sydenham River: An Ecosystem Approach
Municipal Drain and Fisheries Reveiw	Classifying Ontario Municipal Drains Protocol

Staff Report

Meeting Date: October 24, 2024 **Item 8.1 (a)**
Report Date: October 3, 2024
Submitted by: Ashley Fletcher

Subject: Business Arising

Regarding BD-21-29
Report on reserves deferred until Asset Management Plan in place
Directors request a report on the benchmark data from the 2017 Conservation Authorities Statistical Survey and comparative analysis of Conservation Authority annual statements, of which have reserves, focusing on the SCRCA's position of fiscal health.

Regarding BD-24-61
Report to be provided at a future meeting

Grimes – Broad
"That the Board of Directors acknowledge the report dated September 6, 2024 regarding the revisions to the Conservation Authorities Act and further, that the Board of Directors establish a Hearing Board of five individuals to deal with appeals under Section 28 of the Conservation Authorities Act; and further, that the General Manager be appointed the designated official to conduct the administrative review in accordance with s.8 Ontario Regulation 41/24."

DEFERRED

Regarding BD-24-62
Report to be provided at a future meeting
Directors request that a report be provided exploring the options and costs associated with providing an electric vehicle (EV) charging station within campground parking lots. It is also suggested that campground rules and regulations be proactively updated to prohibit EV charging on camp sites.

Staff Report

Meeting Date: December 12, 2024 **Item 8.1 (b)**
Report Date: November 19, 2024
Submitted by: Emily De Cloet

Subject: Watershed Conditions

Report Highlights:

- The watershed flood threat is currently low.
- Long-term rainfall amounts for the region are near and/or above their normal amounts.
- Water levels on Lakes Huron, St. Clair and Erie are near their long-term averages for the month of October, and are below their averages recorded in October 2023.

Precipitation

Table 1: Pecipitation (in milimetres) for surrounding stations. Source: ECCC, 2024.

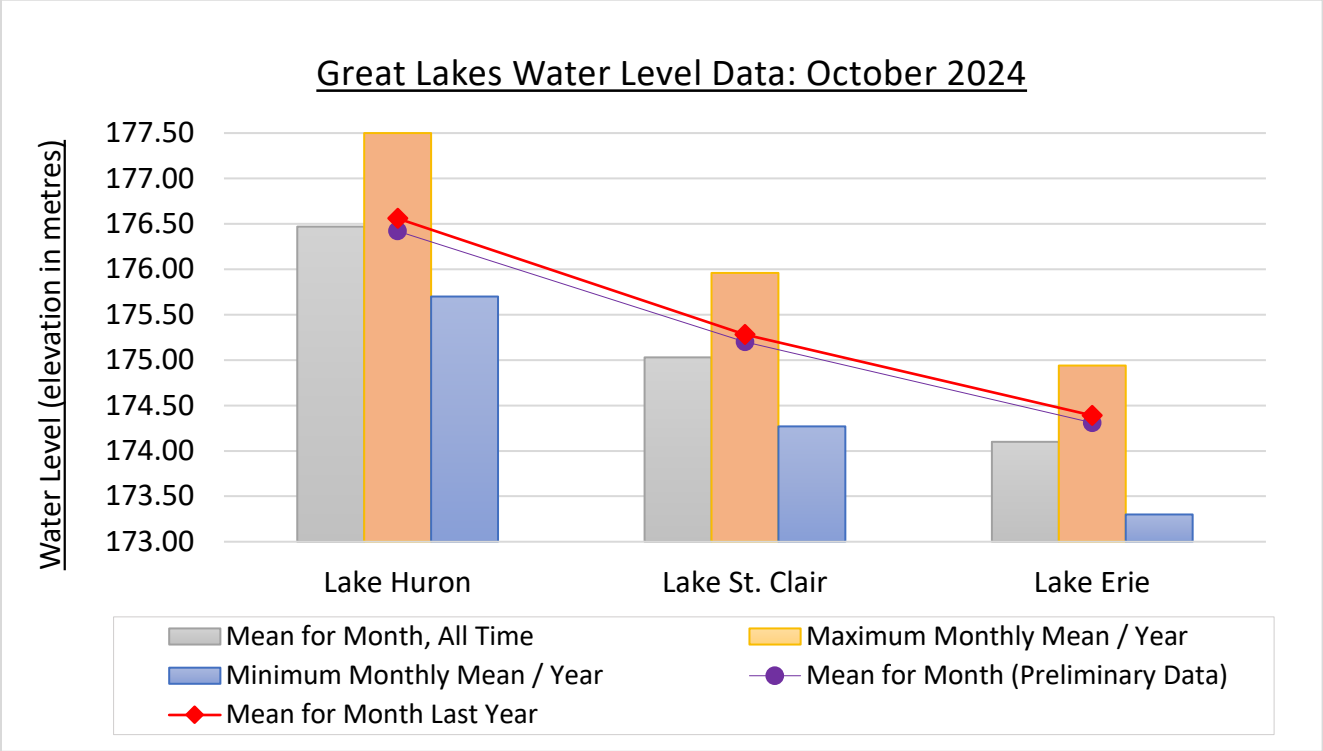
Precipitation (mm)	Sarnia		Strathroy		London		Windsor	
Last Quarter	Actual	Normal	Actual	Normal	Actual	Normal	Actual	Normal
August 2024	81.6	77.1	64.2	82.1	74.8	85.3	155.1	79.7
September 2024	18.7	94	69.4	89.8	46.2	97.7	21.9	96.2
October 2024	88.3	66	59.6	70.8	33.6	77.6	40.9	64.9
Averages								
last 3 month totals	188.6	237.1	193.2	242.7	154.6	260.6	217.9	240.8
3 month % of normal	79.5%		79.6%		59.3%		90.5%	
regional average	**77.2%**							
last 6 month totals	481.6	466.6	661.6	462.9	543.1	512.5	476.8	493.2
6 month % of normal	103.2%		142.9%		106.0%		96.7%	
regional average	**112.2%**							
last 12 month totals	825.1	846.8	1118.2	945.1	1008	987	748.6	918.4
12 month % of normal	97.4%		118.3%		102.1%		81.5%	
regional average	**99.8%**							

- The past three months (August-September-October) recorded near-normal precipitation values of approximately 80% in Sarnia and Strathroy.
- The six-month precipitation amounts are above normal for both Sarnia and Strathroy, with 103.2% and 142.9% respectively.

- Particularly wet months over the past 12 months, namely July 2024, have bolstered the overall precipitation averages in Sarnia and Strathroy to near- and above-normal values.

Lake Levels

Figure 1: Surrounding lakes water level comparison. Source: ECCC, 2024.



- The October mean water level for Lake Huron was 14 cm lower compared to October 2023, and 5 cm lower than the full period of record's average for the month. Lakes St. Clair and Erie were both 8 cm lower compared to October 2023, however 17 cm and 21 cm above their mean for the full period of record.
- 1986 remains the maximum October mean for all three lakes, with Lakes Huron, St. Clair and Erie reporting below their respective record by 108 cm, 76 cm and 63 cm.
- Lake Huron was 72 cm above its 1964 record minimum monthly mean, with Lakes St. Clair and Erie 93 cm and 101 cm above their 1934 minimum records for October.

Forecast

- Environment Canada's 3-month outlook for November-December-January is forecasting above normal temperatures and precipitation for the region.
- Over the next 5 days, the region is forecast to receive between 10 and 20 mm of accumulated rainfall.
- As of this report, the water level in Wallaceburg is 95 cm below the top-of-bank threshold for minor flooding. With only minor precipitation amounts forecast over the next 5 days, the flood threat is low.

Staff Report

Meeting Date: December 12, 2024 **Item 8.1 (c)**
Report Date: November 19, 2024
Submitted by: Melissa Deisley, Shelby Campbell, Kelsey Oatman

Subject: Planning Activity Summary

A summary of staff activity related to Municipal Plan Input and Review is presented below. This report covers the period from October 1, 2024 to October 31, 2024

Municipal Plan Input and Review

File Reference	Location	Municipality	Municipal File
PL#2022-0065	29845 St. Clair Parkway	Chatham-Kent	
PL#2023-0070	lot east of 7325 North River Line	Chatham-Kent	
PL#2024-0079	7384 Langstaff Line	Chatham-Kent	B-59/24 A-39/24
PL#2024-0081	15198 St. Ignatius Line	Chatham-Kent	
PL#2024-0084	6600 & 6642 Mallard Line	Chatham-Kent	B-67/24; B-72/24; B-73/24
PL#2024-0086	north of 957 Nelson St	Chatham-Kent	
PL#2024-0080	Con 5, Lot 29 (1664 Smith Falls Rd)	Dawn-Euphemia	
PL#2024-0082	6231 & 6249 Fansher Rd	Dawn-Euphemia	
PL#2022-0052	9395 Ipperwash Road	Lambton Shores	OPA03-2024 (OPA11) Z08-2024 (By-law 44 of 2024)
PL#2021-0113	22603-22669 Vanneck Road	Middlesex Centre	B-03-2023 A-06-2023
PL#2022-0053	Country View Drive	Petrolia	38T-24003
PL#2020-0086	3096 Lakeshore Road	Plympton-Wyoming	22 of 2024 38T-24001
PL#2021-0118	3890 Ferne Ave	Plympton-Wyoming	A-02/22
PL#2023-0047	5859 Fisher Line	Plympton-Wyoming	A-16/23; A-22/24
PL#2024-0061	3828 Egremont Road	Plympton-Wyoming	ZBA 115 of 2024
PL#2024-0078	5249 Egremont Rd, 6242 Blue Heron Rd, 5202 Michigan Line	Plympton-Wyoming	
PL#2019-030	1099 Finch Drive	Sarnia	

PL#2020-0083	4957 Kimball Road	Sarnia	1-2023-85 of 2002 SD3-2021; SD1-2022
PL#2024-0064	5641 Blackwell Sideroad	Sarnia	
PL#2024-0074	2056 Lakeshore Road	Sarnia	A49/2024
PL#2024-0076	Lot 14, Con 5, Sarnia (Confederation Line)	Sarnia	
PL#2024-0085	1991 Churchill Line	Sarnia	
PL#2024-0087	SW corner of Hagerty Rd & Wellington St	Newbury	B03-2024
PL#2020-0085	403 LaSalle Line	St. Clair	ZBA 9 of 2022
PL#2024-0059	520 Pointe Line	St. Clair	By-law No. 48 of 2024 B-06-24
PL#2024-0083	1151 Kimball Road	St. Clair	B-07-24
PL#2018-056	390 Second Street, Pt Lt 25, Con 3	Strathroy-Caradoc	ZBA17-2022 39T-SC2401
PL#2022-0041	Saulsbury St, Part Lot 20, Part 5, Con 4, SER	Strathroy-Caradoc	39T-SC1601
PL#2024-0077	29 Caradoc Street South	Strathroy-Caradoc	ZBA13-2024
PL#2021-0069	308 St. Clair Street	Warwick	Z-05-23 38T-23004
PL#2024-0024	7047 London Line	Warwick	

Total Plan Review Items: 31

Environmental Assessments

File Reference	Location	Municipality
EA#2023-0002	Line bw Longwoods & Lakeshore	Strathroy-Caradoc

Total Environmental Assessments: 1

Legal Inquiries

File Reference	Location	Municipality
LL#2024-0049	144 Margaret Ave	Chatham-Kent
LL#2024-0050	6014 Dufferin Ave	Chatham-Kent
LL#2024-0048	9537 Army Camp Road	Lambton Shores
LL#2024-0047	9754 Lamont Drive	Middlesex Centre
LL#2024-0045	8524 Falconbridge Drive	Strathroy-Caradoc

Total Legal Inquiries: 5

Staff Report

Meeting Date: December 12, 2024 **Item 8.1 (d)**
Report Date: November 19, 2024
Submitted by: Melissa Deisley, Jeff Vlasman, Meagan Weber, Merrick Van Der Vaart, Kelsey Oatman

Subject: Regulations Activity Summary

A summary of staff activity related to the Conservation Authority's *Prohibited Activities, Exemptions and Permits* (Ontario Regulation 41/24) is presented below. This report covers the period from October 1, 2024 to October 31, 2024

Regulations Permits Issued

Application #	Location	Municipality	Proposal	Submitted	Issued	Days
R#2024-0621	7481 Abraham Ln (closest address)	Chatham-Kent	part one of St. Clair Transmission Line	Oct-16	Oct-22	6
R#2024-0627	1612 Nelson St, Port Lambton	Chatham-Kent	Wetland Creation	Sep-11	Oct-02	21
R#2024-0643	10914 Countryview Ln, Dresden	Chatham-Kent	water crossing for fibre in RoW	Sep-19	Oct-11	22
R#2024-0656	28710 Islandview Rd, Wallaceburg	Chatham-Kent	build an addition	Sep-24	Oct-23	29
R#2024-0690	353 Wallace St, Wallaceburg	Chatham-Kent	build a lean-to	Oct-08	Oct-31	23
R#2024-0699	30766 Jane Rd, Zone	Chatham-Kent	install approx. 1142 metres new pipeline	Oct-08	Oct-24	16
R#2024-0612	8416 Fuller Rd (closest address)	Lambton Shores	water crossings for fibre in Row	Sep-05	Oct-22	47
R#2024-0594	across from 4592 (4589) Victoria Street	Oil Springs	build a new dwelling	Oct-21	Oct-28	7
R#2024-0616	2590 Richmond St, Oil Springs	Oil Springs	build a new shed	Sep-30	Oct-01	1
R#2023-0343	540 First Ave, Petrolia	Petrolia	build a shed	Oct-04	Oct-04	1
R#2024-0528	4288 Bluepoint Dr, Plympton	Plympton-Wyoming	build a new shore wall	Sep-04	Oct-21	47

R#2024-0529	4298 Bluepoint Dr, Plympton	Plympton-Wyoming	build a new shore wall	Sep-04	Oct-21	47
R#2024-0530	4308 Bluepoint Dr, Plympton	Plympton-Wyoming	build a new shore wall	Aug-12	Oct-21	70
R#2024-0550	4130 Bluepoint Dr, Plympton	Plympton-Wyoming	build a new shore wall	Aug-13	Oct-16	64
R#2024-0611	5121 Hubbard Ln (closest address)	Plympton-Wyoming	multiple water crossing for fibre in RoW	Sep-05	Oct-09	34
R#2024-0644	2874 Moore Ln, Moore	St. Clair	build a wetland	Sep-19	Oct-16	27
R#2024-0648	2567 Telfer Rd, Brigden	St. Clair	build new natural gas storage well and pipeline	Sep-19	Oct-16	27
R#2024-0686	447 Bentpath Ln (one location)	St. Clair	HDD for new observation well rectifiers	Oct-24	Oct-24	1
R#2024-0687	across from 2260 Holt Line	St. Clair	replacement of the existing pipeline	Oct-03	Oct-24	21
R#2023-0620	77 Kittridge Ave E, Strathroy	Strathroy-Caradoc	build a granny suite	Oct-22	Oct-22	1
R#2024-0490	7657 Egremont Rd, Watford	Warwick	build berm to make an irrigation pond	Oct-10	Oct-17	7

Total Permits Issued: 21 **Average Number of Days to Issue for this Period: 24.71**

Regulations Inquiries

FileReference	Municipality	Location
R#2021-0136	Adelaide-Metcalfe	25700 Kerwood Road
R#2024-0729	Adelaide-Metcalfe	Strathroy
R#2024-0672	Brooke-Alvinston	7435 Shiloh Ln, Alvinston
R#2024-0316	Chatham-Kent	744 Nelson St, Wallaceburg
R#2024-0413	Chatham-Kent	7837 McCreary Ln (lot west)
R#2024-0595	Chatham-Kent	5616 Bluewater Ln, Wallaceburg
R#2024-0676	Chatham-Kent	lot across from 30762 Clachan Rd
R#2024-0707	Chatham-Kent	35 Hiram St, Wallaceburg
R#2024-0731	Dawn-Euphemia	4986 Edys Mills Ln, Oil Springs
R#2024-0703	Enniskillen	2669 Marthaville Rd, Oil Springs

R#2024-0732	Enniskillen	3977 Oil Heritage Rd, Petrolia
R#2024-0675	Lambton Shores	5026 Hilltop Rd, Lambton Shores
R#2024-0684	Lambton Shores	5250 Cliff Rd, Lambton Shores
R#2024-0711	Lambton Shores	east of 5396 Oak Ave
R#2024-0722	Lambton Shores	6388 West Parkway Drive
R#2024-0726	Lambton Shores	9672 Ruth Place, Lambton Shores
R#2024-0733	Lambton Shores	5486 Beach St, Lambton Shores
R#2024-0723	Middlesex Centre	24275 Coldstream Rd, Ilderton
R#2022-0670	Plympton-Wyoming	4420 Lakeshore Road
R#2024-0523	Plympton-Wyoming	3080 (3078) Lake View Ave, Camlachie
R#2024-0526	Plympton-Wyoming	4074 Bluepoint Drive
R#2024-0689	Plympton-Wyoming	3296 Devonshire Rd, Camlachie
R#2024-0702	Plympton-Wyoming	3296 Devonshire, Camlachie
R#2024-0705	Plympton-Wyoming	4338 & 4344 Bluepoint Dr, Plympton
R#2024-0730	Plympton-Wyoming	SCRCA Watershed
R#2024-0179	Sarnia	1736 LaSalle Ln, Sarnia
R#2024-0407	Sarnia	1832 Lakeshore Rd, Sarnia
R#2024-0557	Sarnia	land b/w 5600 + 5700 Blackwell Sideroad
R#2024-0698	Sarnia	Hwy 40 & Tashmoo Ave
R#2024-0709	Sarnia	north of 6561 Mandaumin Rd
R#2024-0719	Sarnia	5883 Blackwell Sideroad, Sarnia
R#2024-0739	Sarnia	800 Tashmoo Ave, Sarnia
R#2024-0414	Southwest Middlesex	5853 Glendon Dr, Appin
R#2024-0727	Southwest Middlesex	24768 Dundonald Rd (closest address)
R#2024-0655	St. Clair	2811 St. Clair Pkwy, Sombra
R#2024-0679	St. Clair	1797 St. Clair Pkwy, Courtright
R#2024-0701	St. Clair	St. Clair Township
R#2024-0716	St. Clair	Queen St Ext, Corunna
R#2024-0720	St. Clair	Bickford Nature Preserve (704 Bickford Ln)
R#2024-0721	St. Clair	Hwy 40 & Stanley Line
R#2024-0724	St. Clair	551 Riverside Dr, Corunna
R#2023-0276	Strathroy-Caradoc	62 McKeller Rd, Strathroy
R#2024-0514	Strathroy-Caradoc	8157 Inadale Dr, Strathroy
R#2024-0610	Strathroy-Caradoc	402 Victoria St, Strathroy

R#2024-0615	Strathroy-Caradoc	571 Metcalfe Street East, Strathroy
R#2024-0639	Strathroy-Caradoc	north of 337 Albert St, Strathroy
R#2024-0677	Strathroy-Caradoc	6997 Falconbridge Dr, Melbourne
R#2024-0695	Strathroy-Caradoc	44 Concord Street, Strathroy
R#2024-0710	Strathroy-Caradoc	Christina Rd & Falconbridge Rd
R#2024-0717	Strathroy-Caradoc	6997 Falconbridge Dr, Melbourne
R#2024-0734	Warwick	6193 Digby St, Watford

Total Regulations Inquiries: 51

Regulations - DART Completed Files

File Reference	Municipality	Drain / Watercourse
R#2024-0685	Brooke-Alvinston	12th Concession Outler Drain
R#2024-0682	Lambton Shores	Ipperwash Drain

Total DART Permits Issued: 2

Regulations Permits - Drains

File Reference	Municipality	Drain / Watercourse
R#2021-0729	Adelaide-Metcalfe	Toohill Drain
R#2024-0713	Enniskillen	Thompson Drain
R#2024-0700	Oil Springs	18 Side Road

Total Regulations Inquiries Regarding Drains: 3

Prepared By: Chunning Li
November 15, 2024
DRAFT

ST CLAIR REGION CONSERVATION AUTHORITY
Statement of Revenue and Expenditure
As at Oct 31, 2024

	Actual To Date			Annual Budget Prorated		Variance from Budget	
	Revenue	Expenditures	Surplus(Deficit)	Revenue	Expenditures	Revenue	Expenditures
Flood Control & Erosion Control	$564,171	$280,526	$283,645	$443,929	$443,929	$120,242	($163,403)
Capital Projects/WECI	$4,311,509	$3,773,216	$538,293	$3,537,500	$3,537,500	$774,009	$235,716
Conservation Area's Capital Development	$0	$23,744	($23,744)	$215,833	$215,833	($215,833)	($192,090)
IT Capital	$22,825	$20,067	$2,758	$22,825	$16,667	$0	$3,401
Equipment	$154,153	$269,396	($115,243)	$215,508	$221,667	($61,356)	$47,729
Planning & Regulations	$1,002,357	$618,193	$384,165	$830,954	$830,954	$171,403	($212,762)
Technical Studies	$826,808	$433,408	$393,401	$529,391	$529,391	$297,418	($95,983)
Recreation	$1,729,215	$1,724,110	$5,105	$1,439,158	$1,439,158	$290,057	$284,952
Property Management	$289,652	$248,875	$40,776	$260,234	$260,234	$29,417	($11,359)
Education	$74,793	$120,855	($46,062)	$180,300	$180,300	($105,508)	($59,445)
Communication	$122,528	$110,559	$11,969	$97,905	$97,905	$24,623	$12,654
Source Water Protection	$339,847	$247,015	$92,831	$401,879	$401,879	($62,033)	($154,864)
Conservation Services/Healthy Watersheds	$1,520,237	$753,440	$766,797	$422,315	$422,315	$1,097,922	$331,125
Administration/AOC Management	$1,719,070	$742,566	$976,504	$761,508	$761,508	$957,562	($18,942)
	$12,677,164	**$9,365,969**	**$3,311,195**	**$9,359,241**	**$9,359,241**	**$3,317,923**	**$6,728**
	-	-	-				

Notes:
1. General and special levies have been invoiced and are recorded in the actual revenue reported above. See General Levy Report for amounts outstanding.
2. The significant variances from budget to actual is reflective of the nature/timing and uniqueness of the particular projects. The variances will reduce and disappear as the year progresses.
3. Budget for the year is divided by 12 and multiplied by the number of months in the reporting period, this does not reflect the seasonality of the nature/ timing of projects

ST. CLAIR REGION CONSERVATION AUTHORITY

Cheques issued October 2024

CHQ. #	DATE	VENDOR	DESCRIPTION		AMOUNT
124026	2024-10-01	PSD Citywide Inc.	Compliant Asset Management Plan	$	5,650.00
124029	2024-10-01	University of Windsor	Sydenham Phosphorus Reduction Year 1	$	40,000.00
124034	2024-10-10	Fortify Protection Incorporated	Campground security	$	11,593.80
124039	2024-10-10	KT Excavating	Warwick CA trail	$	25,121.48
124045	2024-10-10	Podolinsky Farm Equipment	John Deere lawn mowers	$	32,155.14
124046	2024-10-10	Southern Comfort Landscape Design	Grass cutting	$	6,062.45
124068	2024-10-24	Van Bree Drainage & Bulldozing	Penhuron to Kenwick shoreline improvements	$	259,482.65
		TOTAL CHEQUE DISBURSEMENTS -		**$**	**380,065.52**

Internet banking payments for October 2024

TRANS #	DATE	VENDOR	DESCRIPTION		AMOUNT
10719	2024-10-31	Hydro One Networks Inc.	Electricity	$	39,524.95
10720	2024-10-31	Libro Credit Union - Visa	Employee expenses	$	17,570.04
10721	2024-10-31	OMERS	Employee pension plan	$	47,628.56
10722	2024-10-31	Ontario Minister of Finance	Employer Health Tax	$	5,242.03
10725	2024-10-31	Receiver General	Payroll source deductions	$	69,426.48
10727	2024-10-31	RWAM Insurance Administrators Inc.	Employee group benefits	$	16,895.60
10732	2024-10-31	Workplace Safety & Insurance Board	WSIB	$	7,703.16
		TOTAL INTERNET BANKING DISBURSEMENTS -		**$**	**203,990.82**

Visa purchases:	Adobe Creative Cloud renewal 1 of 2	$	623.62	
	Adobe Creative Cloud renewal 2 of 2	$	623.62	
	Lake St Clair conference sponsorship	$	680.90	
	Four Points by Sheraton dinner & room rental	$	5,288.99	
	CA Workshop 1 of 2	$	841.85	
	CA Workshop 2 of 2	$	1,584.88	
	Stinson stewardship signs - 40 posts	$	1,210.22	
	PAYROLL RUNS			
	Payroll No. 21			$ 94,264.51
	Payroll No. 22			$ 94,046.70
	TOTAL PAYROLL RUNS -			**$ 188,311.21**
	TOTAL DISBURSEMENTS -			**$584,056.34**

2024 GENERAL LEVY SUMMARY

MUNICIPALITY	GROSS LEVY	PAID TO DATE	OUTSTANDING
Sarnia	$ 593,817.96	$ 296,908.98	$ 296,908.98
Chatham-Kent	$ 210,141.49	$ 210,141.49	$ -
Brooke-Alvinston Twp.	$ 28,215.78	$ 28,215.78	$ -
Dawn Euphemia Twp.	$ 42,224.94	$ 42,224.94	$ -
Enniskillen Twp.	$ 30,928.50	$ 30,928.50	$ -
Lambton Shores M.	$ 81,969.10	$ 81,969.10	$ -
Oil Springs V	$ 3,242.06	$ 3,242.06	$ -
Petrolia T	$ 41,928.24	$ -	$ 41,928.24
Plympton-Wyoming T	$ 92,091.51	$ 46,045.76	$ 46,045.75
Point Edward V	$ 34,184.04	$ 34,184.04	$ -
St. Clair Twp.	$ 179,264.40	$ 179,264.40	$ -
Warwick Twp.	$ 36,573.01	$ 36,573.01	$ -
Adelaide Metcalfe Twp.	$ 31,456.75	$ 31,456.75	$ -
Middlesex Centre Twp.	$ 37,781.90	$ 37,781.90	$ -
Newbury V	$ 2,545.80	$ 2,545.80	$ -
Southwest Middlesex M.	$ 18,857.98	$ 18,857.98	$ -
Strathroy-Caradoc M.	$ 146,121.55	$ 146,121.55	$ -
TOTAL	**$ 1,611,345.01**	**$ 1,226,462.04**	**$ 384,882.97**

Item 8.1 (h)

Non-registered account #440-17189-13

September 30, 2024

ST. CLAIR REGION
CONSERVATION AUTHORITY
205 MILL POND CRESCENT
STRATHROY ON N7G 3P9

Your Investment Report

AccountSummary

This table provides an overview of your account; including the opening and closing balance for the reporting period.

Your Investments	Opening Value Sep 1, 2024	Closing Value Sep 30, 2024	Balance on Sep 30, 2024 (CAD$)
Canadian Dollar Investments			
Cash Account	1,636,510.68	1,636,996.66	1,636,996.66
	1,636,510.68	1,636,996.66	1,636,996.66
Grand Total (CAD$)			1,636,996.66

Last Statement Aug 31, 2024	1,636,510.68

You can access up-to-date account information online through BMO Nesbitt Burns Gateway at: www.gateway.bmonesbittburns.com. To register for Gateway, please contact your Investment Advisor.

We're here to help

We're dedicated to helping you succeed in meeting all of your wealth management goals. Call any member of our team referenced below if you have questions about Your Investment Report.

FLICK/BATCH#4
Investment Advisor
519-646-1180

Batch Flick Wealth Management
www.batchflick.com
Assistant: Patricia Daer
Patricia.Daer@nbpcd.com

ADAM D'SILVA
BMO Private Wealth Market Leader
(519) 672-8560

Suite 1900
One London Place
255 Queens Avenue
London, ON N6A 5R8

Non-registered account #440-17189-13

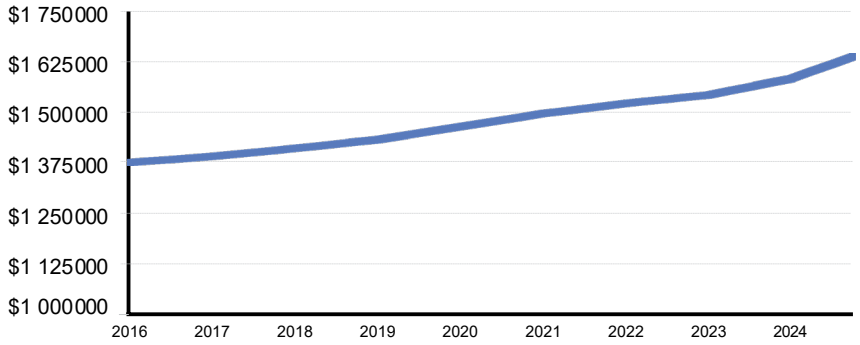
September 30, 2024

Changes to your account

This table provides a summary of the change in value of your account, including all deposits, withdrawals and the change in market value of your investments, for both the current year and as of the start of reporting. Where applicable, balances have been converted to Canadian dollars, see page 1 for exchange rates.

Net Invested is the value of total deposits less the value of total withdrawals.

	This Year (2024)	Since January 1, 2016
Opening Value	1,583,521.90	1,379,179.68
Deposited	+ 0.00	+ 0.00
Withdrawn	- 0.00	- 0.00
Net Invested	= 0.00	= 0.00
Change In Market Value	+ 53,474.76	+ 257,816.98
Closing Value on Sep 30, 2024	1,636,996.66	1,636,996.66



MARKET VALUE

NET INVESTED

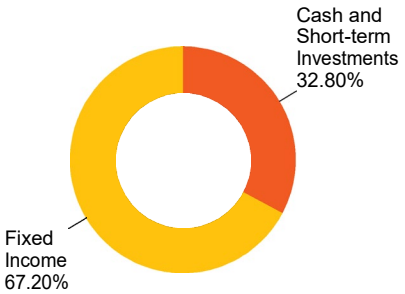
The Change in Market Value of your account since January 1, 2016 is $257,816.98.
This includes gains, losses and income received with respect to the investments held in your account.

Summary of your investments in Canadian dollars

Your Investor Profile

Investment Objective	Income
Time Horizon	10 yrs and more

Investment Category	Amount	Target %	Holdings %
Cash and Short-term Investments	536,996.66	10.00	32.80
Fixed Income	1,100,000.00	90.00	67.20
Equities	0.00	0.00	0.00
Total	1,636,996.66		100.00



Investments held in your account have been chosen based on objectives you selected on the Client Account Agreement. As your circumstances change, it is important to talk to your Investment Advisor about updating these objectives.

Non-registered account #440-17189-13

September 30, 2024

Your Canadian Dollar Investments

All amounts are reported in Canadian Dollars.

Income you received

Type of Income	Current Month	Year to Date
Interest	0.00	50,067.66
Total	0.00	50,067.66

Under Income you received:

- Distributions for ETFs, REITS, Funds are not officially classified by the issuer until after year-end. For this reason, we do not include that income in this section - even though these distributions are provisionally reported as 'dividends' under "Account activity for this month".
- Stock dividends reported in this statement's investment details will be included in subsequent statements under Year to date.

Your investment details

	Quantity	Cost Per Unit	Cost Total	Market Value on September 30, 2024 Per Unit	Market Value on September 30, 2024 Total
Cash Account					
* Cash and Short-term Investments					
CASH			1,507.29		1,507.29
BANK OF MONTREAL CAD HISA SERIES A (101) - BMT101	135,489.370	1.000	135,489.37	1.000	135,489.37
HOME TRUST COMPANY GIC ANNUAL DUE 05/27/2025 4.020%	100,000	100.000	100,000.00	100.000	100,000.00
ICICI BANK GIC ANNUAL DUE 06/30/2025 4.430%	100,000	100.000	100,000.00	100.000	100,000.00
BANK OF MONTREAL GIC ANNUAL DUE 07/07/2025 5.250%	100,000	100.000	100,000.00	100.000	100,000.00
BANK OF MONTREAL GIC ANNUAL DUE 07/21/2025 4.980%	100,000	100.000	100,000.00	100.000	100,000.00
Subtotal			536,996.66		536,996.66
* Fixed Income					
Fixed Income					
BMO TRUST COMPANY GIC ANNUAL DUE 03/02/2026 5.000%	100,000	100.000	100,000.00	100.000	100,000.00
BMO TRUST COMPANY GIC ANNUAL DUE 06/01/2026 4.810%	100,000	100.000	100,000.00	100.000	100,000.00

Your Canadian Dollar Investments (continued)

All amounts are reported in Canadian Dollars.

Your investment details (continued)

	Quantity	Cost Per Unit	Cost Total	Market Value on September 30, 2024 Per Unit	Market Value on September 30, 2024 Total
EQUITABLE BANK GIC ANNUAL DUE 06/01/2026 4.810%	100,000	100.000	100,000.00	100.000	100,000.00
HOMEQUITY BANK GIC ANNUAL DUE 06/01/2026 4.810%	100,000	100.000	100,000.00	100.000	100,000.00
MCAN MORTGAGE GIC ANNUAL DUE 07/06/2026 5.230%	100,000	100.000	100,000.00	100.000	100,000.00
BANK OF MONTREAL MORTGAGE CORP GIC ANNUAL DUE 11/08/2027 5.270%	200,000	100.000	200,000.00	100.000	200,000.00
GENERAL BANK OF CDA GIC ANNUAL DUE 07/19/2028 4.420%	100,000	100.000	100,000.00	100.000	100,000.00
COMMUNITY TRUST GIC ANNUAL DUE 09/19/2028 3.730%	100,000	100.000	100,000.00	100.000	100,000.00
FAIRSTONE BANK GIC ANNUAL DUE 07/19/2029 4.440%	100,000	100.000	100,000.00	100.000	100,000.00
HOMEQUITY BANK GIC ANNUAL DUE 07/19/2029 4.440%	100,000	100.000	100,000.00	100.000	100,000.00
Fixed Income Subtotal			1,100,000.00		1,100,000.00
Subtotal			1,100,000.00		1,100,000.00
Total for Cash Account			1,636,996.66		1,636,996.66
Total Canadian Dollar Investments			1,636,996.66		1,636,996.66

Average cost and market price indicator descriptions can be found in "Important information about your account".

Non-registered account #440-17189-13

September 30, 2024

Account activity for this month

Date	Activity	Description	Quantity	Unit Price	Commission	Amount
Cash Account						
Sep 1, 2024		Opening Cash Balance				101,507.29
Sep 3, 2024	Interest	1000THS BANK OF MONTREAL CAD HISA SERIES A (101) AS OF 08/30/24 REINVESTED @ $1.00	980		0.00	0.00
Sep 3, 2024	Interest	BANK OF MONTREAL CAD HISA SERIES A (101) AS OF 08/30/24 REINVESTED @ $1.00	485		0.00	0.00
Sep 19, 2024	Bought	COMMUNITY TRUST GIC ANNUAL DUE 09/19/2028 03.730% SEP 19 FLAT	100,000	100.0000	0.00	-100,000.00
Sep 30, 2024		Closing Cash Balance				1,507.29

This report includes activity recorded in your account since your last statement. For a more comprehensive listing of your account activity, sign into your BMO Nesbitt Burns Gateway account.

Non-registered account #440-17189-13

September 30, 2024

Your Year-to-Date Fees Summary

Fees you paid

This section summarizes all compensation received by BMO Nesbitt Burns with respect to your account. Our compensation comes from two sources: what we charge you directly (Operating and Transaction charges), and payments we receive from third parties.

See examples of operating charges in "Important Information about your Account". Some fees and charges may be reported as before-tax amounts and applicable tax is reported separately within the 'Sales Tax' line item. Where this is not possible the sales tax is included within the line item.

	CAD ($)
Operating charges	
Total operating charges	0.00
Transaction charges	
Total transaction charges	0.00
Total fees you paid in 2024	0.00

Payments BMO received from third parties

	CAD ($)
GIC Commission	5,252.73
Trailing Commission	185.39
Total payments BMO Nesbitt Burns received from third parties in 2024	5,438.12

We received trailing commissions with respect to securities you owned during the reporting period.

Investment funds pay the investment fund managers a management fee for managing their funds. In turn, the investment managers pay us ongoing trailing commissions for the advice and services we provide to you. The amount of the trailing commission depends on the sales charge option under which you purchased your mutual fund. You are not directly charged a trailing commission or management fee; however, these fees will reduce the fund's overall investment return to you. Information about management fees and other charges to your investment funds is included in the applicable fund facts document.

Bulletin board

The USD/CAD conversion rate is: 1.3525, as of September 30, 2024

Now's the time to go paperless. Switch to paperless, plant a tree! We'll plant a tree on your behalf for each account you switch to paperless. Visit www.bmo.com/gateway to learn more.

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ST CLAIR REGION CONSERVATION AUTHORITY
205 MILL POND CRES
STRATHROY ON N7G 3P9

Account Number: 460-16010
Account Type: Regular Account
For the Period: September 1 to 30, 2024
Last Statement: August 30, 2024

Address Information

255 Queens Avenue
Suite 900
London ON
N6A 5R8

Phone: (519) 679-9490
Website: www.scotiawealthmanagement.com
Branch Manager: Christie Nicolacopoulos

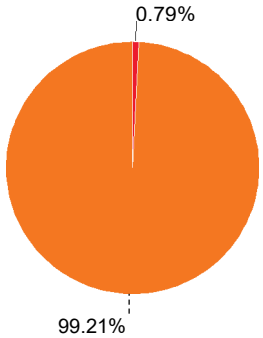
Your Wealth Advisor
Craig Emptage (519) 660-3259
craig.emptage@scotiawealth.com

Your Investment Team
Michael Willemse (519) 660-3268
Tammy Jackson (519) 660-3215
Yousef Nassereddine (519) 660-3224

CANADIAN Account Overview

Currency: Canadian Dollar

Asset Class Summary	Sep. 30, 2024 Market Value	% of Total Assets
Cash	6,332	0.79
Fixed Income	785,238	99.21
Total Value of Account	$791,570	100.00
Total Value on Last Statement, August 30, 2024	$777,066	



Regulated by CIRO
Canadian Investment Regulatory Organization

Details of Your Account Holdings

Type	Security Description	Quantity	Average Cost	Adjusted Book Value	Market Price	Market Value
Cash						
CASH						6,332
Total Cash						$6,332
Fixed Income						
CASH	ISHARES CANADIAN UNIVERSE BOND INDEX ETF	13,600	27.331	371,706	28.630	389,368
CASH	SCOTIA CANADIAN INCOME FUND CL F(577)	31,398.287	12.122	380,620	12.608	395,870
Total Fixed Income						$785,238
Total Account Holdings				$758,658		$791,570

The average cost and adjusted book value displayed on this statement incorporates re-invested dividends and/or mutual fund distributions and does not necessarily reflect your original purchase price. Please see Average Cost & Adjusted Book Value in the Statement Notes for more information.

Monthly Activity

Date	Type	Activity	Description	Quantity	Price	Credit/Debit(-)
Opening Cash Balance						$5,272.14
Sep. 03, 2024	CASH	DIVIDEND	SCOTIA CANADIAN INCOME FUND CL F (577) REINVEST 08/29/24 @ $12.3962 PLUS FRACTIONS OF 0.803 BOOK VALUE $939.67	75		
Sep. 27, 2024	CASH		ISHARES CANADIAN UNIVERSE BOND INDEX ETF DIST ON 13600SHS REC 09/24/24 PAY 09/27/24		0.0780	1,060.80
Closing Cash Balance						$6,332.94

Summary

Income Summary

	This Period	Year-to-Date
Total Income	$0	$0

A Note From ScotiaMcLeod

Auditor's Message
Our auditors, KPMG LLP, are presently engaged in the examination of our year-end financial statements. Please compare this statement against your records and advise our auditors of any discrepancies: Shareholders' Auditors, Attention: Taryn Tian, KPMG Audit Team, Bay Adelaide Centre, 333 Bay Street - Suite 4600, Toronto, ON, M5H 2S5, Canada, fax at (416) 777-8818 or email: scotiacapitalconfirm@kpmg.ca.

Please be advised that you can request a Fund Facts document for mutual funds purchased through your systematic or pre-authorized purchase plan or group investment plan by contacting your Wealth Advisor.

Our Options Trading Agreement (the "Agreement") and *Derivatives Risk Disclosure Statement* ("Risk Statement") have been updated in accordance with Canadian Investment Regulatory Organization (CIRO) rule amendments.

The Agreement now includes a requirement to notify us of changes to your insider status, and a notification that we may be required to provide information on your account if required by applicable law or by CIRO. While the risks associated with trading Options have not changed, the Risk Statement has been enhanced to provide greater clarity, upon direction by CIRO.

If you have further questions or require a copy of the updated Agreement, please contact your Wealth Advisor.

Updates have been made to the *ScotiaMcLeod Relationship Disclosure Document and Terms and Conditions* brochure, effective October 1, 2024.

A link to the brochure can be found here:
https://www.scotiawealthmanagement.com/content/dam/scotiabank/swm/TandC_eng.pdf

To obtain a physical copy of this updated brochure, please contact your Wealth Advisor or the Scotia Wealth Management Service Centre at 1-844-840-4518.

Substantive changes are summarized below under the heading for each amended section.

Please note that ScotiaMcLeod, a division of Scotia Capital Inc. ("ScotiaMcLeod") was formerly regulated by the Investment Industry Regulatory Organization of Canada (IIROC), which has been amalgamated into a new regulator, the Canadian Investment Regulatory Organization (CIRO), and therefore any references to IIROC in this document have been updated to CIRO.

1.3 Account relationships
First Home Savings Accounts have been added to the list of account types offered.

1.14 Complaint handling procedures
This section has been updated to clarify the process and timelines applicable to the review of complaints by ScotiaMcLeod and the Scotiabank Customer Complaints Appeals Office. Should you have any questions about our complaint handling procedures, please speak to your advisor or branch manager.

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11.5 Trusted Contact Person and Temporary holds
This section has been updated to clarify that there is no obligation to provide a Trusted Contact Person if you do not wish to do so.

2.3 Types of accounts
As a result of recent regulatory changes, the following settlement dates have been updated to reflect such changes:

- for Government of Canada bonds with a term of three years or less, the normal settlement date will be the next business day after the transaction date; and
- for those securities not listed in this section, including mutual funds, the normal settlement date will be the next business day after the transaction date, unless otherwise indicated in the security's offering documents

2.5 General terms and conditions applicable to all accounts

This section has been amended under Operation of account to add the following language:

We reserve the right to transfer your account to a centralized advisor team should your account fall below a minimum asset threshold, as determined by ScotiaMcLeod at our discretion.

This section has been amended under *Client information* to update the representation made to us that, unless you have notified us to the contrary in your Confidential Account Application, neither you nor your spouse is, among other things:

- a deemed insider (as defined in Applicable Law) of any public company(ies); or
- an employee, director, partner or officer of a member of any stock exchange, CIRO member, or of a stock exchange itself.

2.6 Amendment and term
The language in this section has been updated to clarify the following regarding account closure:

An account may be closed and the Contract Documents terminated at any time by you or us by giving notice in writing to the other. The termination of the Contract Documents will be effective on the date of account closure.

2.10 Privacy
This section has been updated under Information we hold about you to add the following language:

When providing the personal information of other individuals such as a spouse, you confirm that you have their consent to do so.

Appendix "A": Conflicts of Interest Disclosure

This appendix has been updated to add MD Financial Management to the list of affiliates with which ScotiaMcLeod may enter into a referral arrangement with.

Your Personal Investment Profile

The following information reflects your stated investment objectives and risk tolerance for this account, as well as your overall investment knowledge. If you would like to make any changes, have questions about whether or not this is appropriate for you or would like to discuss how your current investments correspond to this profile, please contact your Wealth Advisor.

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Your Personal Investment Profile - continued

For more information, please review Guidelines for Investment Objectives and Related Account Risk Factors in the ScotiaMcLeod Relationship Disclosure Document and Terms and Conditions brochure.

Alternatively, please visit https://www.scotiawealthmanagement.com/content/dam/scotiabank/swm/TandC_eng.pdf

Investment Objectives

Income:	100%
Growth:	
Speculative Trading:	

Risk Tolerance

Low:	75%
Medium:	25%
High:	

Overall Investment Knowledge

Investment Knowledge:	Medium

Time Horizon

Long Term:	7+ Years

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Staff Report

Meeting Date: December 12, 2024 **Item 8.1 (i)**
Report Date: November 21, 2024
Submitted by: Mike Moroney and Donna Blue

Subject: St. Clair River Area of Concern Update

Recommendation:

That the Board accept this update on the status of efforts to address the remaining Beneficial Use Impairments (BUIs) in the St. Clair River Area of Concern.

Background:

Degradation of Fish and Wildlife Populations – BUI #3
The community engagement process on the recommendation to redesignate this BUI to "not impaired" remains underway. Presentations have been made to the Aamjiwnaang First Nation Environment Committee, the Walpole Island First Nation Heritage Centre Open House, and the Walpole Island First Nation community on July 17, 2024.

Restrictions on Drinking Water Consumption or Taste and Odour Problems – BUI #9
Staff received confirmation from Environment and Climate Change Canada on June 13, 2024, that this BUI has been officially redesignated to not impaired as per the recommendation of the status assessment report prepared by the Canadian Remedial Action Plan Implementation Committee (CRIC). The Binational Public Advisory Council is considering opportunities for a celebration to recognize this achievement.

Loss of Fish and Wildlife Habitat – BUI #14
The status assessment report was completed and included a recommendation that this BUI be redesignated too Not Impaired. The CRIC endorsed this recommendation on June 18, 2024, and efforts are currently underway to conduct community engagement, starting with the First Nation communities. A presentation to the Aamjiwnaang First Nation Environment Committee has been scheduled for December 3, 2024.

Recent and Scheduled Meetings

Canadian RAP Implementation Committee (CRIC)

- April 25, 2024
- June 18, 2024
- Next meeting is scheduled for November 27, 2024.

Friends of the St. Clair River (FOSCR)

- March 7, 2024
- May 13, 2024

- June 24, 2024
- July 25, 2024
- October 30, 2024
- Annual General Meeting scheduled for December 9, 2024.

Binational Public Advisory Council (BPAC)

- January 31, 2024
- May 2, 2024
- August 7, 2024
- November 7, 2024
- Next meeting to be scheduled in Winter/Spring 2025

Outreach and Engagement

Newsletter

Friends of the St. Clair River and the RAP Office continue to partner on the production of St. Clair River News, a free monthly e-newsletter and enhancing it, where appropriate, through the use of AI technology: November 2024 Newsletter

Information Signs

The Friends of the St. Clair River completed their project that involved the creation of information signs for posting along the St. Clair River at various locations, covering 5 topics related to the restoration of the St. Clair River. The Village of Point Edward and St. Clair Township have completed installation of the signs. The City of Sarnia is currently arranging for installation of 5 signs in Centennial Park.

Second Annual Honouring the St. Clair River Event

A video of the presentations made during the evening has been posted to the Friends of the St. Clair River website for viewing by those that were unable to attend the event on September 26, 2024, in Sarnia.

Photo Contest

On September 4, 2024, Friends of the St. Clair River (FOSCR) launched their photo contest by inviting all amateur digital photographers to submit photographs of the St. Clair River. **"Celebrating Recovery on the St. Clair"** was the theme for the contest. The deadline for submitting photos was November 1, 2024. A total of 143 photos were submitted by 60 individuals. The winning photos were selected by the FOSCR Photo Review Committee. Contest winners have been invited to meet with members of the FOSCR Board of Directors on December 9, 2024, for a photo opportunity. First place winners in each of the three categories will receive $500, second place winners will receive $300, and third place winners will receive $200.

Management of Contaminated Sediment

The Ontario Ministry of the Environment, Conservation, and Parks (MECP), with assistance from Environment and Climate Change Canada (ECCC), are taking the lead on outreach activities associated with the implementation phase of this project. Dow is leading the

implementation work and covering the associated costs. On November 18, 2024, local media reported that work to apply the erosion resistant cover over the mercury contaminated sediment in the St. Clair River was scheduled to begin the week of November 18, 2024 and was expected to take up to seven weeks to complete.

Strategic Objectives(s):

To ensure that our rivers, lakes and streams are properly safeguarded, managed and restored.

Financial Impact:

Funding for the RAP Coordinator position is provided by the Ministry of the Environment, Conservation and Parks (MECP) and Environment and Climate Change Canada (ECCC).

Funding was secured from MECP for the 2024-2025 and 2025-2026 fiscal years under their Great Lakes Program, and funding was secured from ECCC for the 2024-2025 and 2025-2026 fiscal years under the federal Great Lakes Freshwater Ecosystem Initiative Program.

The RAP Coordinator continues to hold monthly meetings with ECCC and MECP, providing regular updates on the status of the project work.