

September 16, 2022

To: Municipalities of the Saugeen Watershed

Dear Municipal Council,

I am pleased to enclose the 2023 Draft Budget for Saugeen Conservation. The package includes all materials that were circulated during our recent draft budget review meeting. Materials included are budget summary pages, departmental line by line budgets, and a projected statement of reserves for the next two fiscal year ends. Power point presentations by department were also made to our directors and therefore these are attached for your information.

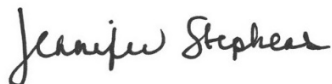
This Draft Budget provides for a municipal levy increase over the 2022 levy of \$167,412 with an assessment increase of 1.93%.

Priorities addressed in the 2023 budget include additional staff development opportunities, increased communications and education for our stakeholders and partners, hazard tree removal at our campgrounds, investment in our capital water and erosion control infrastructure, and as well as compliance with *Conservation Authority Act* amendments.

The next scheduled Authority meeting where the 2023 budget will be considered is October 20, 2022.

Saugeen Valley Conservation Authority looks forward to continuing to work with its municipal stakeholders to protect and enhance the Saugeen Valley watershed. We welcome the opportunity to present our 2023 draft budget to municipal councils at your request.

Sincerely,



Jennifer Stephens
General Manager/Secretary-Treasurer
Saugeen Conservation
Encl.



Sageen Valley Conservation Authority 2023 Draft Budget

Presented: September 15, 2022

Saugeen Valley Conservation Authority
Budget Summary
2023

			Sources of funding						
	2022 Approved budget	2023 Proposed budget	Provincial Funding	Donations/ Other funding	Special Levy	General Levy	Self Generated	Reserves	Surplus/Deficit
General Levy Programs	3,435,625	3,948,300	81,400	8,000	108,624	2,071,216	1,327,900	351,160	
Non-General Levy Programs	997,350	2,058,780	255,000	70,000	345,000		1,089,300	385,000	85,520 ¹
TOTAL	4,432,975	6,007,080	336,400	78,000	453,624	2,071,216	2,417,200	736,160	85,520

Note:

1. Non-General Levy surplus to be put into appropriate reserve for future capital reinvestment into those programs.

Saugeen Valley Conservation Authority
General levy programs
2023

			Sources of funding					
Program	2022 Approved budget	2023 Proposed budget	Provincial Funding	Donations/ Other funding	Special Levy	General Levy	Self Generated	Reserves
Corporate Services								
Administration	612,300	708,500				458,500	190,000	60,000
GIS & IT	162,875	179,600				169,600		10,000
Community Relations	116,300	132,100				132,100		
Education	105,550	100,850		7,000		53,650	40,200	
Environmental Planning & Regulations	1,060,800	1,184,300				441,300	703,000	40,000
Water Resources								
Flood Forecasting & Warning	217,000	275,800	81,400			167,905	700	25,795
Water Resources Management	168,150	256,750			108,624	71,656		76,470
Water Quality	109,650	149,050				124,155		24,895
Forestry, Lands & Stewardship								
Non-Revenue Parks & Land Management	408,500	463,900		1,000		372,900	20,000	70,000
Forestry & Stewardship	474,500	497,450				79,450	374,000	44,000
Total	3,435,625	3,948,300	81,400	8,000	108,624	2,071,216	1,327,900	351,160

Saugeen Valley Conservation Authority
Non-General levy programs
2023

			Sources of funding					
Program	2022 Approved budget	2023 Proposed budget	Provincial Funding	Donations/ Other funding	Special Levy	Self Generated	Reserves	Reserve Contributions
Forestry, Lands & Stewardship								
Agricultural Lands	10,400	8,300				17,700		9,400
Motor Pool	167,500	181,000				150,000	40,000	9,000
Bruce Dale CA	101,250	217,180				132,600	120,000	35,420
Durham CA	304,300	382,300				348,500	35,000	1,200
Saugeen Bluffs CA	393,900	600,000				440,500	190,000	30,500
Water Resources								
Capital Water Projects	20,000	670,000	255,000	70,000	345,000			
Total	997,350	2,058,780	255,000	70,000	345,000	1,089,300	385,000	85,520

Saugeen Valley Conservation Authority														
2023 General Levy														
		2022												
		Current Value	2022 CVA	CVA Based									Approximate	
	% in	Assessment (CVA)	(Modified) in	Apportionment	% Change In	% Change In	2022 Actual	Change due to	0% levy	2023 Proposed	\$ Change In	% Change In	1% of Municipal	Municipal
Municipality	CA	(Modified)	Watershed	Percentage	Apportionment	Assessment	General Levy	Assessment	change	General Levy	General Levy	General Levy	Tax Levy	levy impact
Arran-Elderslie	48	788,171,864	378,322,495	2.5083	-0.29%	1.63%	\$ 46,980	\$ 767	\$ 47,747	\$ 51,937	\$4,190	8.92%	55,000	0.076%
Brockton	100	1,302,341,980	1,302,341,980	8.6347	0.23%	2.16%	\$ 160,901	\$ 3,479	\$ 164,380	\$ 178,827	\$14,447	8.98%	96,000	0.150%
Chatsworth	49	921,751,380	451,658,176	2.9946	-0.11%	1.82%	\$ 55,983	\$ 1,021	\$ 57,004	\$ 62,008	\$5,004	8.94%	59,000	0.085%
Grey Highlands	31	2,111,456,259	654,551,440	4.3398	-0.74%	1.17%	\$ 81,655	\$ 957	\$ 82,612	\$ 89,868	\$7,256	8.89%	118,000	0.061%
Hanover	100	986,818,896	986,818,896	6.5427	-0.59%	1.33%	\$ 122,920	\$ 1,634	\$ 124,554	\$ 135,498	\$10,944	8.90%	73,500	0.149%
Howick	8	508,020,385	40,641,631	0.2695	-2.58%	-0.71%	\$ 5,160	-\$ 37	\$ 5,123	\$ 5,565	\$442	8.56%	37,000	0.012%
Huron-Kinloss	57	1,466,294,421	835,787,820	5.5414	-0.67%	1.25%	\$ 104,187	\$ 1,303	\$ 105,490	\$ 114,758	\$9,268	8.90%	90,000	0.103%
Kincardine	100	2,638,084,781	2,638,084,781	17.4908	-0.53%	1.39%	\$ 328,424	\$ 4,561	\$ 332,985	\$ 362,257	\$29,272	8.91%	193,000	0.152%
Minto Town	36	1,138,571,018	409,885,567	2.7176	1.59%	3.55%	\$ 49,958	\$ 1,772	\$ 51,730	\$ 56,271	\$4,541	9.09%	56,000	0.081%
Morris-Turnberry	5	576,923,967	28,846,198	0.1913	-0.13%	1.80%	\$ 3,669	\$ 66	\$ 3,735	\$ 4,184	\$449	12.25%	41,000	0.011%
Saugeen Shores	100	3,173,146,937	3,173,146,937	21.0384	0.44%	2.38%	\$ 391,214	\$ 9,308	\$ 400,522	\$ 435,734	\$35,212	9.00%	180,000	0.196%
South Bruce	99	737,783,088	730,405,257	4.8427	1.04%	2.99%	\$ 89,508	\$ 2,681	\$ 92,189	\$ 100,286	\$8,098	9.05%	51,000	0.159%
Southgate	94	1,095,001,488	1,029,301,399	6.8244	0.49%	2.43%	\$ 126,839	\$ 3,078	\$ 129,917	\$ 141,332	\$11,415	9.00%	130,000	0.088%
Wellington North	33	1,801,568,972	594,517,761	3.9417	-0.52%	1.40%	\$ 73,997	\$ 1,039	\$ 75,036	\$ 81,626	\$6,590	8.91%	52,000	0.127%
West Grey	100	1,828,355,239	1,828,355,239	12.1222	0.02%	1.95%	\$ 226,370	\$ 4,409	\$ 230,779	\$ 251,064	\$20,285	8.96%	110,000	0.184%
			15,082,665,578	100.00		1.93%	\$ 1,867,766	\$ 36,038	\$ 1,903,804	\$ 2,071,216	\$167,412	8.96%		

Community Relations

Expenses	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Salaries	25,210	60,500	62,000	72,500	10,500
Staff Benefits	433	3,300	5,400	5,200	- 200
Staff Benefits - Merchs & Omers	4,992	12,550	13,200	15,500	2,300
Staff Travel	187	250	6,000	3,000	- 3,000
Staff Development	-	450	600	2,000	1,400
Staff Uniforms	530	530	500	300	- 200
Office Expense	1,148	2,200	2,000	2,000	-
Telephone	317	700	700	700	-
Marketing	269	7,000	4,000	10,000	6,000
Subscriptions	931	2,500	500	3,000	2,500
Printing	-	-	1,500	-	- 1,500
Program Supplies	2,259	2,500	1,500	1,500	-
Administration Overhead	2,341	4,400	4,400	4,400	-
Staff Recognition	-	1,000	1,000	2,000	1,000
Web Page	-	7,000	6,000	10,000	4,000
Publication	1,725	1,725	7,000	-	- 7,000
Revenues					
General Levy	58,150	116,300	116,300	132,100	15,800

Total Expenses	40,342	106,605	116,300	132,100
Total Revenues	58,150	116,300	116,300	132,100
Net	17,808	9,695	-	-

Education

Expenses	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Salaries	16,357	43,500	43,500	38,500	- 5,000
Staff Benefits	2,693	5,380	5,400	4,600	- 800
Staff Benefits - Merchs & Omers	7,514	14,550	14,800	13,400	- 1,400
Staff Travel	1,291	2,500	1,700	2,000	300
Staff Development	-	250	300	300	-
Staff Uniforms	-	250	250	250	-
Office Expense	282	500	700	500	- 200
Telephone	305	800	800	600	- 200
Printing	-	50	150	50	- 100
Program Supplies	315	1,000	1,700	1,500	- 200
Administration Overhead	2,341	4,400	4,400	3,800	- 600
Equipment Rental	-	-	200	-	- 200
Floodwaters & You	-	-	4,500	4,000	- 500
Deer Program	13,007	18,000	18,000	19,000	1,000
Wren Program	1,686	4,200	3,750	4,250	500
Summer Program	-	4,600	2,300	4,800	2,500
March Break Program	-	-	600	600	-
Earth Week Program	2,550	2,550	2,500	2,700	200
Revenues					
General Levy	33,275	66,550	66,550	53,650	- 12,900
Donations	-	7,000	7,000	7,000	-
Deer Program (Bruce Power)	27,676	27,676	21,400	24,600	3,200
Wren Program (Education)	3,923	5,500	4,500	6,000	1,500
Summer Programs	-	5,835	3,100	6,300	3,200
Earth Week Program	3,000	3,000	3,000	3,000	-
Miscellaneous	275	275	-	300	300

Total Expenses	48,341	102,530	105,550	100,850
Total Revenues	68,149	115,836	105,550	100,850
Net	19,807	13,306	-	(0)

GIS & IT

Expenses	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Salaries	35,935	78,075	78,000	84,200	6,200
Staff Benefits	2,770	5,450	5,500	5,400	- 100
Staff Benefits - Merchs & Omers	8,712	16,700	16,800	17,300	500
Staff Travel	104	1,000	1,000	1,000	-
Staff Development	-	1,000	1,000	1,000	-
Staff Uniforms	309	300	300	300	-
Office Expense	136	250	250	300	50
Telephone	331	625	625	700	75
It Hardware & Software Licensing	45,667	50,000	26,000	34,000	8,000
Administration Overhead	2,341	4,400	4,400	4,400	-
Consultant Fees	19,538	28,000	28,000	30,000	2,000
Reserve Payment (Ortho)	500	1,000	1,000	1,000	-
Revenues		-			
General Levy	76,437	152,875	152,875	169,600	16,725
Reserves	30,090	30,090	10,000	10,000	-
Miscellaneous	61	100	-	-	-

Total Expenses	116,342	186,800	162,875	179,600
Total Revenues	106,588	183,065	162,875	179,600
Net	(9,754)	(3,735)	-	-

Administration

Expenses	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Salaries	161,366	353,100	352,000	376,000	24,000
Staff Benefits	12,000	23,800	21,000	23,400	2,400
Staff Benefits - Merchs & Omers	41,767	76,600	77,000	80,000	3,000
Staff Travel	1,839	6,500	10,000	10,000	-
Staff Development	143	2,000	2,000	6,000	4,000
Staff Uniforms	1,968	2,000	500	600	100
Office Expense	7,113	12,000	8,000	12,000	4,000
Telephone	7,301	14,600	11,500	15,000	3,500
Utilities	8,542	18,000	18,000	18,000	-
Marketing	246	500	500	500	-
Insurance	19,410	38,000	26,000	38,000	12,000
Health & Safety	7,499	20,000	20,000	20,000	-
Legal Fees	-	5,000	1,000	5,000	4,000
Audit Fees	-	11,500	11,500	11,500	-
Bank Sc & Interest	805	1,200	1,000	1,200	200
Building Maintenance	31,075	52,000	58,000	95,000	37,000
Office Equipment Purchases	-	-	1,000	2,000	1,000
Property Taxes	3,872	8,000	8,000	8,000	-
Board Of Director Per Diem	8,839	18,000	20,000	18,000	- 2,000
Board Of Director Expenses	337	2,000	6,000	5,000	- 1,000
Conservation Ontario	27,481	30,000	30,000	30,000	-
Donations & Gifts	1,299	1,500	1,000	3,000	2,000
Consultant Fees	3,791	4,000	2,000	4,000	2,000
Resource Centre Expenses	2,682	4,000	4,000	4,000	-
Administration Overhead	- 40,966	- 77,700	- 77,700	- 77,700	-
Revenues					
General Levy	263,150	526,300	526,300	458,500	- 67,800
Reserves	-	29,000	31,000	60,000	29,000
Bank Interest	3,822	80,000	50,000	130,000	80,000
Miscellaneous	236	5,000	5,000	60,000	55,000

Total Expenses	308,406	626,600	612,300	708,500	
Total Revenues	267,208	640,300	612,300	708,500	
Net	(41,198)	13,700	-	-	

Environmental Planning & Regulations

Expenses	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Salaries	322,595	703,600	705,000	800,000	95,000
Staff Benefits	22,197	43,000	43,000	51,000	8,000
Staff Benefits - Mercs & Omers	77,287	154,200	152,000	170,000	18,000
Staff Travel	11,416	23,000	25,000	25,000	-
Staff Development	1,273	2,600	5,000	10,000	5,000
Staff Uniforms	3,562	4,000	4,000	4,000	-
Office Expense	9,322	10,000	12,500	12,500	-
Telephone	3,303	7,000	7,800	7,800	-
Marketing	227	2,000	4,000	17,000	13,000
Legal Fees	-	5,000	20,000	10,000	- 10,000
Planning Supplies	998	1,000	1,500	1,500	-
Administration Overhead	22,239	44,500	40,000	44,500	4,500
Consultant Fees	500	50,000	40,000	30,000	- 10,000
Reserve Payment (Ortho)	500	1,000	1,000	1,000	-
Revenues					
General Levy	171,400	342,800	342,800	441,300	98,500
Reserves	-	55,000	60,000	40,000	- 20,000
Plan Services	46,521	108,100	150,000	170,000	20,000
Legal Inquiries	9,032	18,100	27,000	27,000	-
Regulations Applications	135,426	291,000	310,000	330,000	20,000
Maps	-	-	1,000	1,000	-
Stormwater Management	6,125	30,000	45,000	45,000	-
Specific Property Inquiry Fee	58,078	116,200	125,000	130,000	5,000
Total Expenses	475,418	1,050,900	1,060,800	1,184,300	
Total Revenues	426,582	961,200	1,060,800	1,184,300	
Net	(48,836)	(89,700)	-	-	

Forestry & Stewardship

	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Expenses					
Salaries - Regular	63,495	151,500	157,000	175,000	18,000
Staff Benefits	5,447	12,650	16,500	14,000	- 2,500
Staff Benefits - Merchs & Omers	14,714	33,000	34,000	37,450	3,450
Staff Travel	9,206	29,000	29,000	29,000	-
Staff Development	1,010	15,000	15,000	15,000	-
Staff Uniforms	700	2,000	2,000	2,000	-
Office Expense	556	5,000	5,000	5,000	-
Telephone	600	2,500	2,500	2,500	-
Marketing	980	2,000	2,000	2,000	-
Forestry Supplies	416	7,000	7,000	7,000	-
Equipment Purchase	142	7,000	7,000	7,000	-
Forestry Works	-	5,000	5,000	5,000	-
Property Taxes	20,869	35,000	35,000	35,000	-
Signs	-	1,000	1,000	5,000	4,000
Administration Overhead	3,511	9,000	9,000	9,000	-
Equipment Rental	1,407	3,500	3,500	3,500	-
Stewardship Services	-	15,000	15,000	15,000	-
Reserve Payment (Ortho)	500	1,000	1,000	1,000	-
Forestry Displays	-	1,000	1,000	1,000	-
Nursery Stock Purchases	59,643	100,000	100,000	100,000	-
Landscape Stock Purchase	-	6,000	6,000	6,000	-
Arbour Day Purchases	-	20,000	20,000	20,000	-
Spraying Expense	265	1,000	1,000	1,000	-
Revenues					
General Levy	14,250	28,500	28,500	79,450	50,950
Donations	201	200	-	-	-
Reserves	29,000	73,000	73,000	44,000	- 29,000
Forest Products	-	180,000	180,000	180,000	-
Tree Planting	-	30,000	30,000	30,000	-
Nursery Stock	30,728	100,000	100,000	100,000	-

Forestry & Stewardship

	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Mftip	6,761	12,000	12,000	12,000	-
Marking & Pruning	2,740	3,000	2,000	3,000	1,000
Landscape Stock	161	13,000	13,000	13,000	-
Spraying	1,160	10,000	10,000	10,000	-
Arbour Day Sales	13,698	23,000	23,000	23,000	-
Miscellaneous	1,677	3,000	3,000	3,000	-

Total Expenses	183,463	464,150	474,500	497,450
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Total Revenues	100,377	475,700	474,500	497,450
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Net	(83,086)	11,550	-	-
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Non-Revenue Parks & Land Management

Expenses	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Salaries	55,141	180,500	174,000	217,000	43,000
Staff Benefits	5,867	11,400	11,000	12,000	1,000
Staff Benefits - Merchs & Omers	13,399	38,500	34,400	45,300	10,900
Staff Travel	5,652	15,000	15,000	15,000	-
Staff Development	819	2,000	2,000	2,000	-
Staff Uniforms	3,066	4,500	1,500	1,500	-
Office Expense	2,614	4,000	1,000	1,000	-
Telephone	1,795	4,500	4,500	4,500	-
Utilities	7,801	18,000	18,000	18,000	-
Advertising	91	1,000	1,000	1,000	-
Insurance	9,620	14,000	14,000	14,000	-
Park Repairs & Maintenance	13,166	85,000	85,000	75,000	- 10,000
Hazard Trees	13,059	25,000	15,000	20,000	5,000
Park Supplies	3,713	6,000	6,000	6,000	-
Water Sampling Costs	407	1,500	1,500	1,500	-
Property Taxes	4,002	9,000	9,000	9,000	-
Park Signage	305	1,500	1,500	5,000	3,500
Administration Overhead	1,170	2,100	2,100	2,100	-
Equipment Rental	3,578	7,000	7,000	7,000	-
Durham Day Use Water	342	1,500	1,500	1,500	-
Shop Supplies	800	2,500	2,500	2,500	-
Small Tools	183	1,000	1,000	3,000	2,000
Revenues					
General Levy	164,250	328,500	328,500	372,900	44,400
Reserves	-	-	60,000	70,000	10,000
Rental Revenue	2,874	12,000	12,000	12,000	
Donations	984	1,000	-	1,000	1,000
Admission Non Revenue Parks	2,906	7,000	7,000	7,000	-
Summer Career Grant	-	14,520	-	-	-
Miscellaneous	611	61,000	1,000	1,000	-

Total Expenses	146,592	435,500	408,500	463,900	
Total Revenues	171,626	424,020	408,500	463,900	
Net	25,034	(11,480)	-	-	

Motor Pool

Expenses	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Salaries	18,475	25,000	17,000	20,000	3,000
Staff Benefits - Merchs & Omers	4,154	5,400	3,500	4,500	1,000
Equipment Purchase	-	23,000	23,000	7,500	- 15,500
Vehicle Fuel	20,491	42,500	35,000	40,000	5,000
Equipment Fuel	2,577	5,500	5,500	5,500	-
Vehicle Repairs & Maintenance	6,462	12,500	12,500	12,500	-
Equipment Repairs & Maintenanc	6,275	10,000	10,000	10,000	-
Office Equipment Rep & Maint	3,580	8,000	8,000	8,000	-
Licences & Insurance	6,396	13,000	13,000	13,000	-
Vehicle Purchase	-	55,000	40,000	60,000	20,000
Revenues					
Reserves	-	55,000	40,000	40,000	-
Vehicle Rental	39,251	90,000	135,000	120,000	- 15,000
Equipment Rental	6,270	15,000	20,000	18,000	- 2,000
Office Equipment Rental	5,881	12,000	12,000	12,000	-
Sale Of Motor Pool Assets	-	-	-	-	-
Miscellaneous	-	-	-	-	-

Total Expenses	68,411	199,900	167,500	181,000
Total Revenues	51,402	172,000	207,000	190,000
Net	(17,009)	(27,900)	39,500	9,000

Brucedale CA

Expenses	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Salaries	4,929	9,000	9,000	9,600	600
Salaries - Contract	5,400	16,800	16,800	17,430	630
Salaries - Seasonal	825	3,500	3,000	3,500	500
Staff Benefits - Merchs & Omers	2,073	3,000	2,800	3,500	700
Staff Travel	502	1,200	1,200	1,200	-
Staff Uniforms	332	350	250	250	-
Office Expense	1,815	5,000	5,000	5,000	-
Telephone	724	2,600	2,600	2,600	-
Utilities	3,979	13,000	13,000	13,000	-
Marketing	22	300	300	300	-
Insurance	1,487	2,000	2,000	2,000	-
Printing	-	250	250	250	-
Park Repairs & Maintenance	3,831	15,000	10,000	20,000	10,000
Hazard Trees	-	20,000	20,000	120,000	100,000
Park Supplies	1,815	2,000	2,000	2,000	-
Water Sampling Costs	193	500	500	500	-
Equipment Purchase	-	3,000	1,500	1,500	-
Property Taxes	1,441	3,000	3,000	3,000	-
Wood Purchases	528	1,000	1,000	1,000	-
Ice Purchases	119	500	500	500	-
Park Signage	85	1,500	1,500	5,000	3,500
Fuel Expense	117	300	300	300	-
Equipment Rental	54	250	250	250	-
Equipment Maintenance	-	500	500	500	-
Reserve Repayment	-	4,000	4,000	4,000	-
Revenues					
Reserves	-	-	-	120,000	120,000
Seasonal Camping	92,810	97,200	97,200	105,000	7,800
Daily Camping	10,600	15,000	3,000	15,000	12,000
Trailer Storage	-	8,000	8,000	9,000	1,000
Wood Sales	210	1,200	1,200	1,500	300
Reservation Fee	757	1,200	300	1,300	1,000
Entry & Vehicle Fees	-	300	300	300	-
Store Revenue	25	500	500	500	-
Miscellaneous	175	200	-	-	-

Total Expenses	30,273	108,550	101,250	217,180	
Total Revenues	104,576	123,600	110,500	252,600	
Net	74,303	15,050	9,250	35,420	

Durham CA

	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Expenses					
Salaries - Regular	26,047	68,000	68,000	76,500	8,500
Salaries - Contract	15,873	53,000	30,000	36,100	6,100
Salaries - Seasonal	9,812	36,000	45,000	50,000	5,000
Staff Benefits	2,757	5,500	5,500	8,300	2,800
Staff Benefits - Merchs & Omers	11,312	26,000	26,000	29,800	3,800
Staff Travel	261	1,500	1,500	1,500	-
Staff Development	-	2,000	2,000	2,000	-
Staff Uniforms	2,202	2,500	900	1,500	600
Office Expense	6,995	10,000	10,000	10,000	-
Telephone	1,859	6,000	6,000	6,000	-
Utilities	12,790	35,000	33,000	35,000	2,000
Marketing	79	750	500	1,000	500
Insurance	4,781	7,000	7,000	7,000	-
Printing	-	1,000	1,000	1,000	-
Park Repairs & Maintenance	15,870	38,000	23,000	27,000	4,000
Hazard Trees	-	10,000	-	10,000	10,000
Park Supplies	2,686	5,000	5,000	5,000	-
Water Sampling Costs	268	600	600	600	-
Equipment Purchase	-	1,500	1,500	25,000	23,500
Property Taxes	1,812	4,000	3,800	4,000	200
Wood Purchases	9,229	13,000	7,000	13,000	6,000
Store Purchases	2,952	4,000	3,000	4,000	1,000
Park Signage	305	5,000	5,000	5,000	-
Fuel Expense	4,109	8,000	4,000	8,000	4,000
Equipment Rental	-	500	500	500	-
Equipment Maintenance	1,709	2,500	2,500	2,500	-
Vehicle Maintenance	-	7,000	7,000	7,000	-
Reserve Repayment	-	5,000	5,000	5,000	-
Revenues					
Reserves	-	15,000	-	35,000	35,000

Durham CA

	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Rentals	956	2,000	2,000	2,000	-
Donations	75	75	-	-	-
Seasonal Camping	187,608	196,000	196,000	218,000	22,000
Daily Camping	39,856	70,000	62,000	75,000	13,000
Group Camping	3,228	5,000	3,000	5,000	2,000
Trailer Storage	- 186	14,200	14,200	16,000	1,800
Wood Sales	2,704	8,500	8,500	8,500	-
Reservation Fee	4,415	9,000	7,000	9,700	2,700
Entry & Vehicle Fees	1,421	3,500	3,500	3,800	300
Store Revenues	1,640	5,500	5,500	5,500	-
Summer Career Grant	-	24,300	-	-	-
Card Reader Deposits	675	1,000	5,000	-	- 5,000
Miscellaneous	1,670	5,000	5,000	5,000	-

Total Expenses	133,706	358,350	304,300	382,300	
Total Revenues	244,063	359,075	311,700	383,500	
Net	110,357	725	7,400	1,200	

Sageen Bluffs CA

	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Expenses					
Salaries - Regular	24,620	66,500	68,500	71,000	2,500
Salaries - Contract	9,898	32,000	29,000	38,000	9,000
Salaries - Seasonal	20,400	58,000	57,500	60,000	2,500
Staff Benefits - Merchs & Omers	9,628	20,000	20,000	22,500	2,500
Staff Travel	228	1,500	1,500	1,500	-
Staff Development	805	1,500	1,500	2,000	500
Staff Uniforms	1,967	2,000	1,000	1,500	500
Office Expense	7,183	10,000	10,000	10,000	-
Telephone	2,615	8,000	14,000	8,000	- 6,000
Utilities	16,252	40,000	38,000	40,000	2,000
Marketing	519	750	500	1,000	500
Insurance	5,543	10,000	7,400	11,000	3,600
Printing	-	1,000	1,000	1,000	-
Park Repairs & Maintenance	24,386	78,000	78,000	78,000	-
Hazard Trees	-	20,000	20,000	190,000	170,000
Park Supplies	4,316	6,000	5,000	6,000	1,000
Water Sampling Costs	440	1,400	1,500	1,500	-
Equipment Purchase	-	3,000	3,000	3,000	-
Property Taxes	2,002	4,500	4,500	4,500	-
Wood Purchases	8,828	12,000	7,000	12,000	5,000
Store Purchases	7,113	11,000	1,500	8,000	6,500
Horse Campground	-	5,000	-	-	-
Park Signage	290	5,000	5,000	10,000	5,000
Fuel Expense	3,698	7,000	6,000	7,000	1,000
Equipment Rental	24	1,000	1,000	1,000	-
Equipment Maintenance	2,576	3,000	2,500	2,500	-
Vehicle Maintenance	80	5,000	5,000	5,000	-
Reserve Repayment	-	4,000	4,000	4,000	-
Revenues					
Reserves	-	14,955	25,000	190,000	165,000
Rentals	902	1,500	1,400	1,500	100
Seasonal Camping	181,080	185,000	158,500	199,800	41,300

Sageen Bluffs CA

	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Horse Camping	12,360	21,000	21,000	22,000	1,000
Trailer/Bunkie Use	5,600	10,000	10,000	10,000	-
Daily Camping	76,938	124,200	124,200	125,000	800
Group Camping	157	5,000	5,000	5,000	-
Trailer Storage	-	14,000	10,800	15,500	4,700
Wood Sales	3,851	14,000	7,500	14,000	6,500
Reservation Fee	10,279	20,000	22,000	24,000	2,000
Entry & Vehicle Fees	1,064	2,000	2,000	2,200	200
Laundromat	77	500	500	500	-
Store Revenues	3,877	14,000	2,000	15,000	13,000
Summer Career Grant	-	14,520	-	-	-
Card Reader Deposits	3,500	5,000	-	-	-
Miscellaneous	2,226	41,000	6,000	6,000	-

Total Expenses	153,411	417,150	393,900	600,000
Total Revenues	301,909	486,675	395,900	630,500
Net	148,498	69,525	2,000	30,500

Water Quality

Expenses	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Salaries	30,567	61,000	58,000	83,700	25,700
Staff Benefits	2,632	5,360	5,300	5,400	100
Staff Benefits - Merchs & Omers	6,886	13,000	12,500	17,900	5,400
Staff Travel	1,421	4,500	6,500	7,500	1,000
Staff Development	-	500	1,200	1,200	-
Staff Uniforms	413	415	300	300	-
Office Expense	506	600	300	500	200
Telephone	306	615	650	650	-
Program Supplies	1,540	1,750	1,200	1,200	-
Administration Overhead	2,341	4,700	4,400	4,400	-
Software Licensing/Hosting	-	2,500	2,500	-	- 2,500
Groundwater	943	1,800	1,800	1,800	-
Surface Water	10,867	17,000	14,000	18,000	4,000
Benthic Monitoring	459	5,650	1,000	6,500	5,500
Revenues					
General Levy	54,825	109,650	109,650	124,155	14,505
Reserves	-		-	24,895	24,895

Total Expenses

58,881

119,390

109,650

149,050

Total Revenues

54,825

109,650

109,650

149,050

Net

(4,056)

(9,740)

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(0)

Flood Forecasting & Warning

Expenses	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Salaries	40,361	98,200	123,000	152,700	29,700
Staff Benefits	2,962	6,850	9,000	9,900	900
Staff Benefits - Merchs & Omers	9,629	21,600	26,700	32,300	5,600
Staff Travel	4,601	9,200	9,500	12,000	2,500
Staff Development	589	1,000	1,000	3,500	2,500
Staff Uniforms	674	675	300	600	300
Office Expense	78	300	300	500	200
Telephone	8,031	16,200	16,500	16,500	-
Utilities	2,283	4,600	4,800	4,800	-
Marketing	38	150	-	400	400
Insurance	556	1,200	1,000	1,200	200
Program Supplies	79	500	500	1,000	500
Equipment Purchase & Maintenance	-	11,000	11,000	25,000	14,000
Administration Overhead	2,341	4,400	4,400	4,400	-
Software Licensing/Hosting	3,500	8,000	8,000	10,000	2,000
Reserve Payment (Ortho & Software)	500	1,000	1,000	1,000	-
Revenues					
General Levy	67,025	134,050	134,050	167,905	33,855
Mnrf Grant	40,700	81,400	81,400	81,400	-
Reserves	433	900	850	25,795	24,945
Streamgauge Maintenance	101	400	400	400	-
Miscellaneous	-	300	300	300	-

Total Expenses	76,223	184,875	217,000	275,800
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Total Revenues	108,260	217,050	217,000	275,800
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Net	32,037	32,175	-	(0)
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Water Resources Management

Expenses	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Salaries	10,425	28,825	35,000	58,400	23,400
Staff Benefits	1,837	4,200	2,300	9,150	6,850
Staff Benefits - Merchs & Omers	2,732	21,000	7,000	12,300	5,300
Staff Travel	3,101	7,500	8,000	10,000	2,000
Staff Development	-	500	1,000	2,000	1,000
Staff Uniforms	237	250	500	600	100
Office Expense	960	1,000	1,000	1,000	-
Telephone	116	700	1,000	1,400	400
Marketing	35	150	-	400	400
Insurance	524	1,100	750	1,200	450
Program Supplies	-	-	-	500	500
Signage	-	-	-	3,000	3,000
Administration Overhead	2,341	4,400	4,400	4,400	-
Consultant Fees	-	35,000	-	25,000	25,000
Durham Ice Management	10,732	14,000	10,000	15,000	5,000
Durham Lower Dam	3,438	6,500	6,500	6,500	-
Durham Middle Dam	7,745	15,000	12,000	15,000	3,000
Durham Upper Dam	4,638	12,000	15,000	18,000	3,000
Inverhuron Flood Control	960	2,500	4,000	10,000	6,000
Kincardine Projects	124	500	4,000	2,500	- 1,500
Neustadt Flood Control	449	4,000	6,000	7,500	1,500
Paisley Dyke	14,066	28,000	28,000	32,000	4,000
Pinkerton Dyke	138	300	800	500	- 300
Southampton Erosion Control	-	2,200	2,500	5,000	2,500
Walkerton Dykes	5,900	10,000	18,000	15,000	- 3,000
Mount Forest Dam Maintenance	-	400	400	400	-
Revenues					
General Levy	31,121	61,624	62,241	71,656	9,415
Special Levy	46,680	94,236	93,361	108,624	15,263
Reserves	7,230	41,365	12,548	76,470	63,922
Miscellaneous	2,800	2,800	-	-	-

Total Expenses

70,498

200,025

168,150

256,750

Total Revenues

87,831

200,025

168,150

256,750

Net

17,333

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1

0

Capital - Water

Expenses	Balance June 2022	YE Projection	Budget 2022	Budget 2023	Difference
Lake Huron Centre Coastal Conservation	-	10,000	10,000	10,000	-
Meux Creek	626	1,000	-	400,000	400,000
Durham Dam Safety	-	10,000	10,000	-	- 10,000
Paisley Dyke	-	56,000	-	-	-
Walkerton Dyke Repairs	-	-	-	20,000	20,000
Durham Lower Dam Safety	-	-	-	40,000	40,000
Port Elgin Erosion Control	-	-	-	5,000	5,000
Neustadt Study & Dud Assessment	-	-	-	50,000	50,000
Neustadt Weir	-	-	-	15,000	15,000
Flood Hazard Information Mapping	-	-	-	130,000	130,000
Revenues					
Special Levy	-	39,000	10,000	345,000	335,000
MNRF Grant - Special Projects	7,000	28,000	-	255,000	255,000
Other Funding	-	10,000	10,000	70,000	60,000

Total Expenses	626	77,000	20,000	670,000
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Total Revenues	7,000	77,000	20,000	670,000
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Net	6,374	-	-	-
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Sageen Valley Conservation
Authority
2023 Draft Reserve
Schedule

Presented: September 15, 2022

**Saugeen Valley Conservation Authority
Statement of Reserves
For 2023 Budget Deliberations**

Reserve	Balance June 30, 2022	Projected Balance Dec 31, 2022	Proposed Budget 2023	Projected Balance Dec 31, 2023
Agricultural Lands	41,368	51,168	(15,600)	35,568
Computer Upgrades	40,832	40,832	(10,000)	30,832
Environmental Planning	58,118	37,118	(30,000)	7,118
Forest Management	252,646	264,196	-	264,196
House Repairs	42,108	42,108	-	42,108
Kincardine Maintenance	135,960	137,065	(19,875)	117,190
Land Management	111,161	111,161	(70,000)	41,161
Legal Fees	51,174	41,174	(10,000)	31,174
LTD/OMERS/Benefits	21,548	21,548	-	21,548
Office Building & Equipment	40,293	25,293	(25,000)	293
Ortho Imagery/FW Software	22,142	24,142	4,000	28,142
Property Acquisition	168,010	168,010	-	168,010
Resource Centre	4,884	4,884	-	4,884
Retiree Benefits	28,954	27,304	(3,300)	24,004
Saugeen Parks	722,678	768,023	(252,880)	515,143
Insurance Deductible	27,645	27,645	-	27,645
Short Term Disability	31,741	31,741	-	31,741
Stewardship	84,591	40,591	(40,000)	591
Vehicle Replacement	52,965	50,965	(18,000)	32,965
Water Management	130,361	430,361	(78,985)	351,376
Wetland Acquisition	58,322	58,322	-	58,322
Working Capital	1,146,767	960,615	(64,000)	896,615
	3,274,266	3,364,264	(633,640)	2,730,624



2023 Budget

September 15, 2022



Contents

- 01** **Introduction**
Guiding Document
- 02** **Corporate Services**
Communication, Education, Finance,
GIS Mapping
- 03** **Environmental Planning
and Regulations**

- 04** **Forestry and Lands**
Forestry and Stewardship, Non-
Revenue Parks, Campgrounds, Motor
Pool
- 05** **Water Resources**
Water Quality, Flood Forecasting and
Warning, Water Quality Maintenance
and Capital Work

01

Introduction



Budget 2023

Guiding Document: *Inventory of Programs and Services*

Required deliverables by December 31, 2024, include:

- Strategy for CA owned or controlled lands
- Development and maintenance of a land inventory
- Develop and implement a core watershed-based resource management strategy
- Develop an Ice Management Plan
- Develop a Water and Erosion Infrastructure Asset Management Plan
- Develop a Water and Erosion Infrastructure Operational Plan

02

Corporate Services

Corporate Services 2022 Activities and Staff



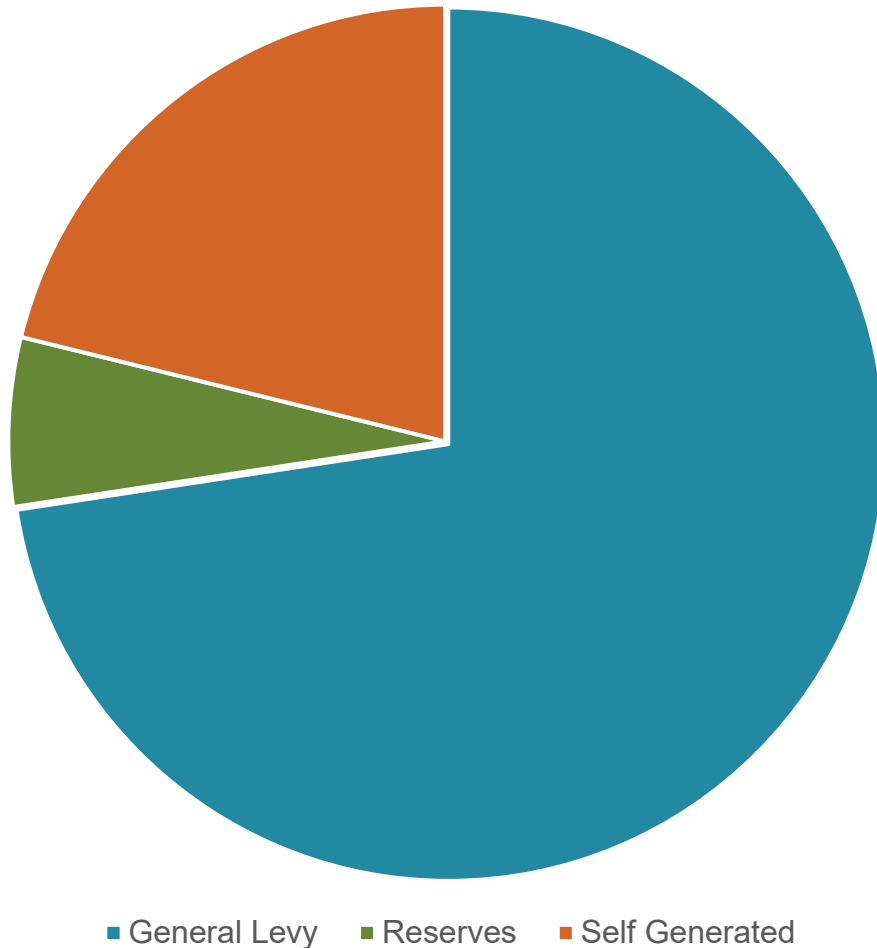
- Six full-time staff
- Successfully filled staff vacancy in Community Relations & hired candidate to replace one retiring staff member in Finance
- In person education programming resumed post Covid-19 restrictions
- Successful migration to new computer server and completed transition to fibre internet
- Initiated new processes for accounts receivable
- Continuing to implement website improvements and new document templates in compliance with AODA
- Improved social media presence to increase public awareness
- Strategic plan development ongoing
- Continued rebranding exercise

Corporate Services 2023 Activities and Staff



- Expand use of accessible documents internally and externally
- Support other departments with improved financial reporting, communications, marketing and education, as well as GIS & IT support
- GIS & IT department will assist with implementation of the Content Management System
- Establish agreements with member municipalities in accordance with CA Act changes
- Policy development including fee policy, electronic monitoring policy, and health and safety policies

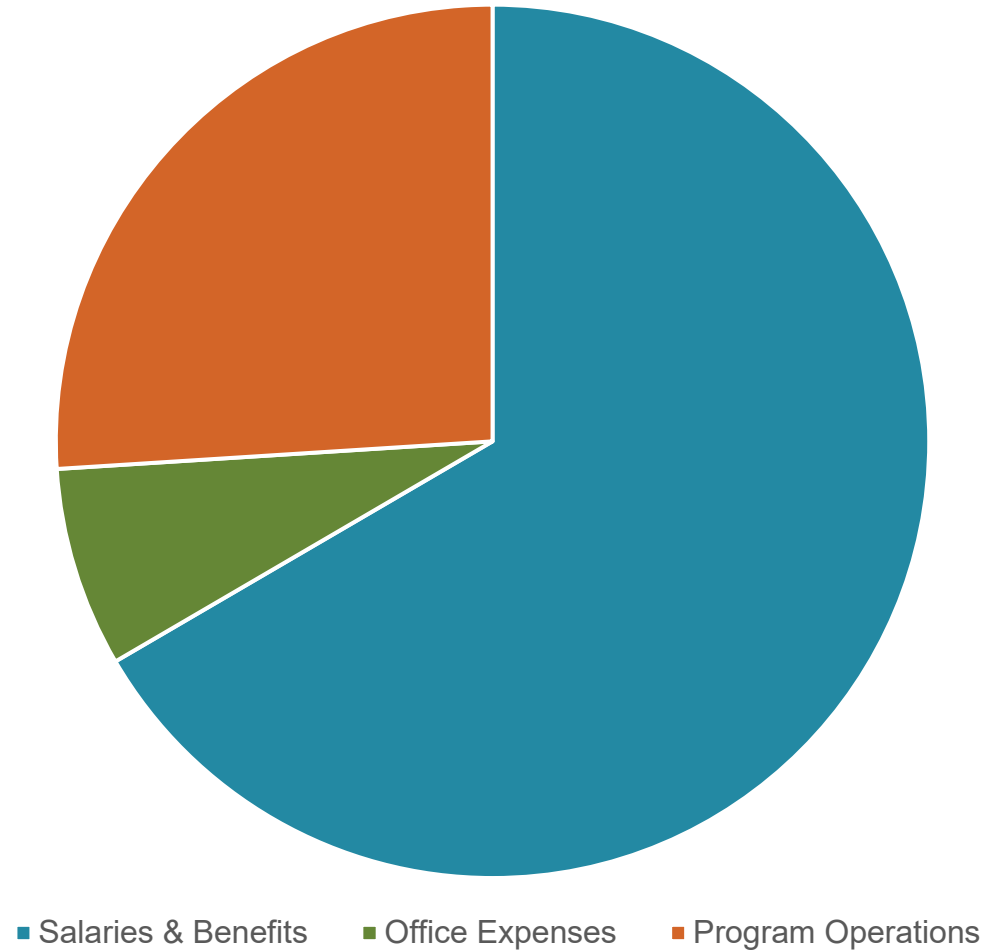
2023 Revenues



Most programs in Corporate Services are funded through General Levy.

In 2023 we expect an increase in self generated revenues due to increased project management fees and improved investment income.

2023 Expenses



Expenses for 2023 are comparable to prior years, however, do include increased investment in technology and marketing across Corporate Services.

03

Environmental Planning and Regulations

Planning and Regulations 2022 Activities and Staff



- Eleven full-time staff; nine permanent, one 12-month contract, one parental leave contract
- Additional Environmental Planning Coordinator to meet demand (contract)
- Staff retention has become a challenge
- Relocation of EPR space within the Formosa Administration Office
- 2021's unprecedented, record high number of permit and planning applications continued into 2022
- Updates to Environmental Planning and Regulations Policies Manual
- Continued User Fee review to confirm that the fees for services rendered are appropriate
- Continued work on Violations Strategy
- Continued establishment of updated Planning Service Agreements
- Working to improve EPR correspondence to become AODA compliant and support wider comprehension and understanding of SVCA interests

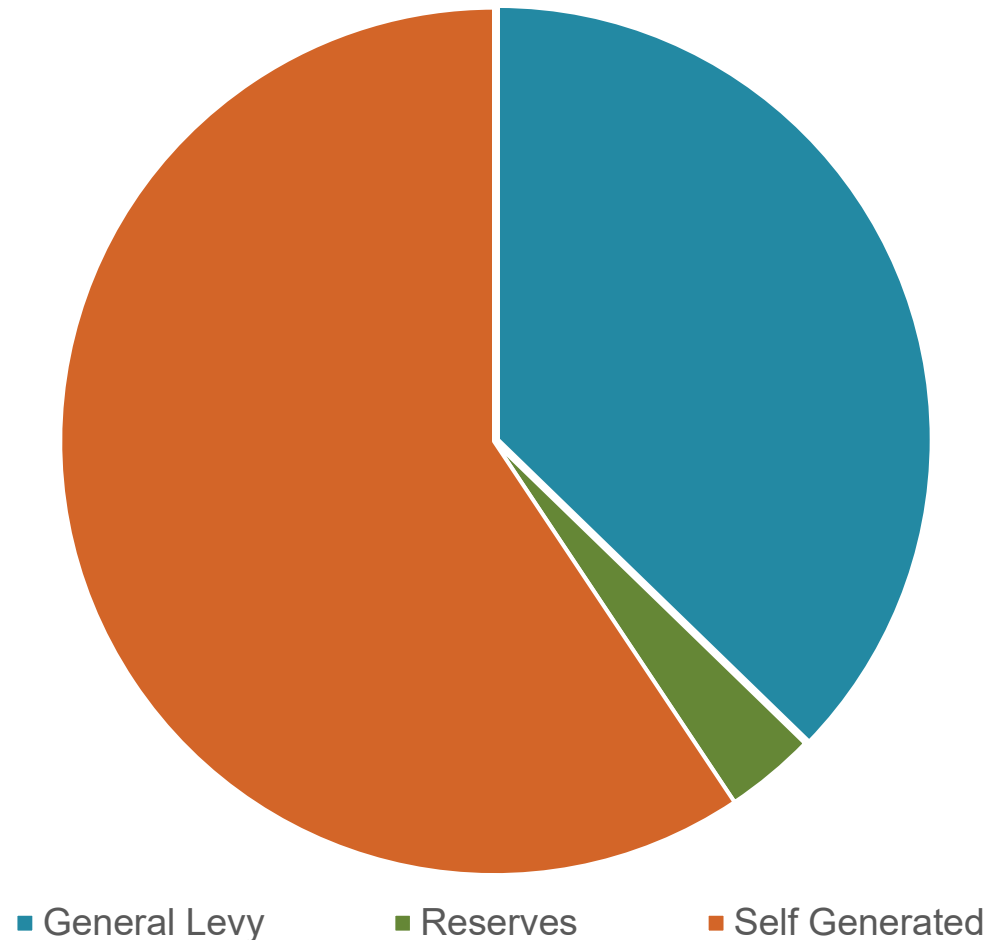
Planning and Regulations 2023 Activities and Staff



- Maintain eleven full-time staff
- Expand use of expert resources within SVCA review
- Support professional development and training of EPR staff to improve employee retention
- Implement findings of User Fee Review
- Design and populate Content Management System
- Complete updates to Environmental Planning and Regulations Policies Manual
- Begin assessment of risks associated with natural hazards, including impact of climate change

Environmental Planning and Regulations priorities for 2023 are departmental organization and professional development to ensure timely and appropriate guidance for clients.

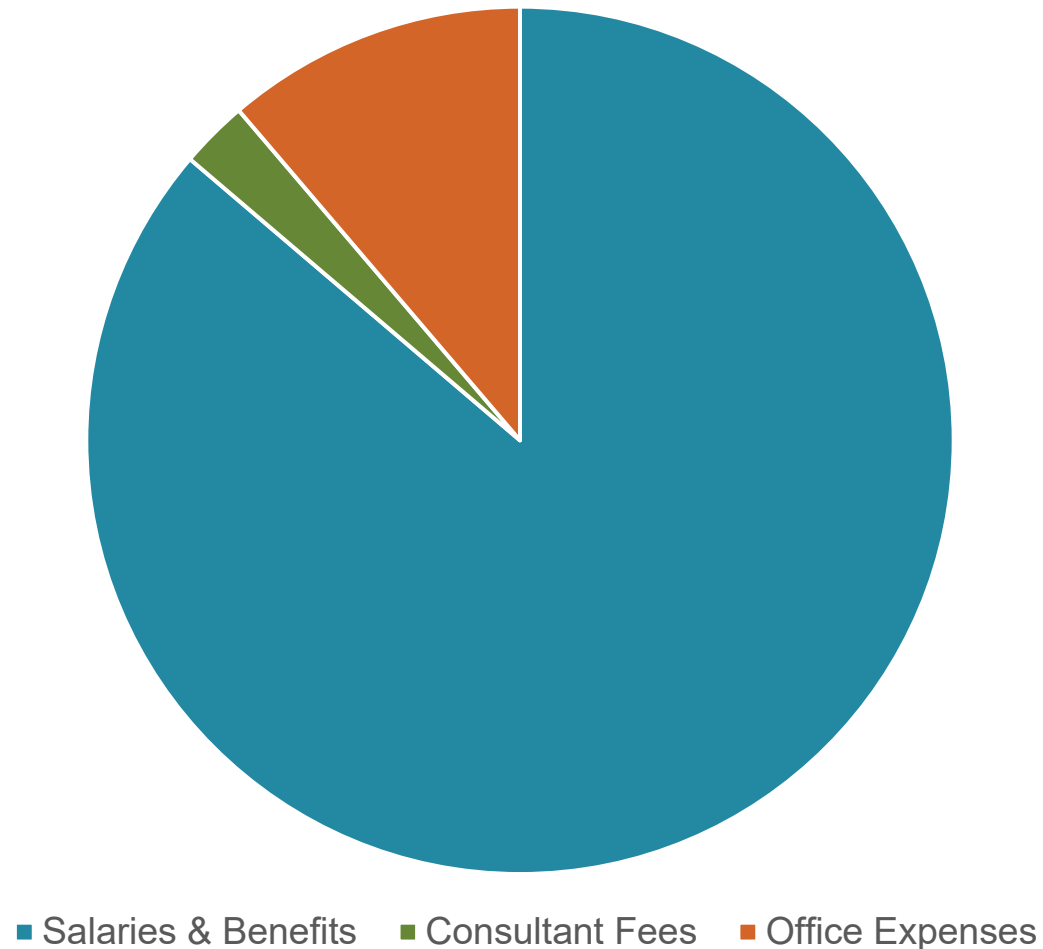
2023 Revenue



Revenues in the Environmental Planning and Regulations department are expected to be consistent with 2022 figures.

The trend in previous years of record high number of permit and planning applications are projected for 2023.

2023 Expenses



Expenses include eleven full-time staff and additional resources for staff training and development.

A new marketing and education component has been developed to further enhance the knowledge of our watershed municipal staff, professionals who engage with SVCA, and the public with whom we wish to continue building positive relationships.

04

Forestry and Lands



Forestry and Stewardship 2022 Activities and Staff



- Three full-time staff
- Tree planting for private landowners
- Managed Forest Tax Incentive Program Plan Preparation
- Increased demand for private land tree marking and tendering
- Significant increase in large scale landscape stock planting projects in spring and fall
- Management activities and maintenance of CA managed forests

Forestry and Stewardship 2023 Activities and Staff



- Tree and shrub planting for private landowners
- Managed Forest Tax Incentive Program Plan Preparation
- Private land tree marking and tendering
- Management activities and maintenance of CA managed forests

Non-Revenue Parks 2022 Activities and Staff



- Two full-time staff
- Hosted Brad Sprague Fishing Derby
- Continued property and infrastructure maintenance
- Planning for future infrastructure improvements
- Replacement of bridges at Stoney Island

Non-Revenue Parks 2023 Activities and Staff



- Continued updates to aged infrastructure
- Continued maintenance
- Improved signage, parking, facilities
- Enforcement of *Conservation Authorities Act* regarding the use of CA properties
- Progress on CA Act deliverables

Campgrounds 2022 Activities and Staff



- One full-time staff
- Continued improvements to infrastructure
- Installation of controlled entry Saugeen Bluffs
- Increased enforcement of campground rules to ensure camper satisfaction

Campgrounds 2023 Activities and Staff



- Removal of dead and dying ash and other hazard trees, as was forecasted in 2015
- Replacement of one mower
- Continued maintenance of infrastructure
- Improved signage

Motor Pool

2022 Activities and Staff



- Continued maintenance of fleet and equipment
- Ordered and received one of two cars to add to fleet

Motor Pool

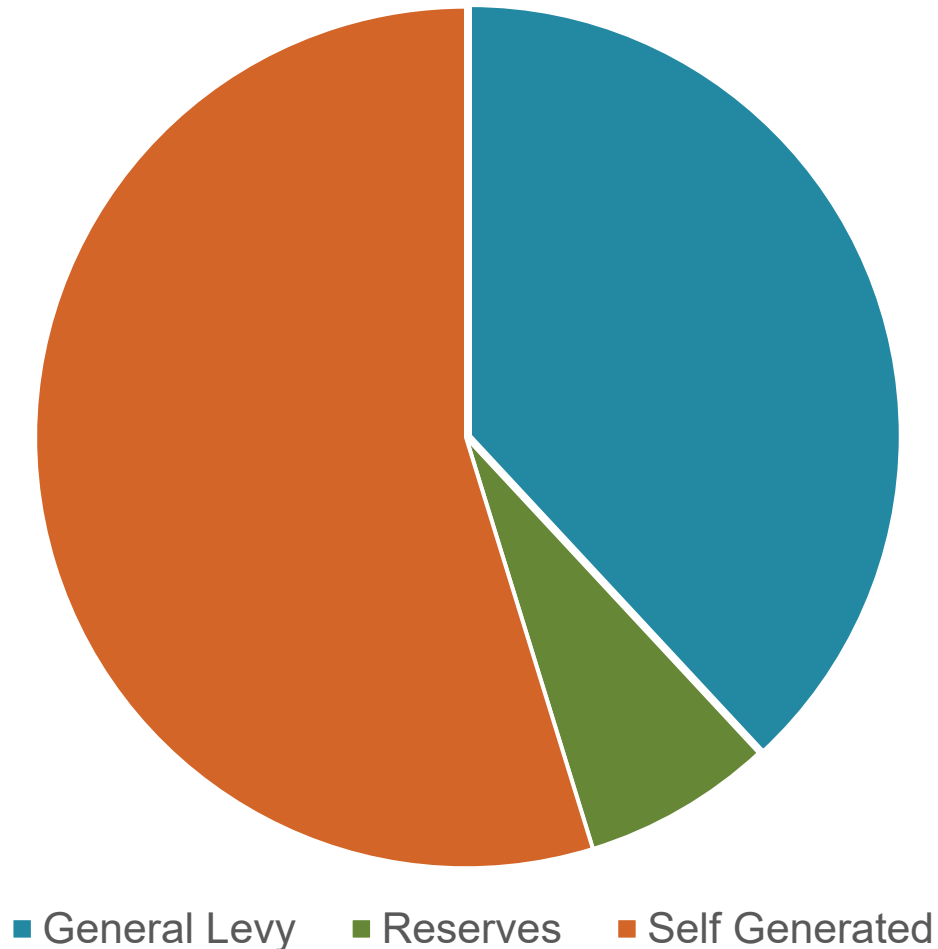
2023 Activities and Staff



- Replace decrepit truck with new 4 x 4 truck
- Continue to maintain aging fleet and plan to secure replacements
- Purchase replacement trimmers

2023 Revenues

Forestry, Stewardship, Lands and Motorpool

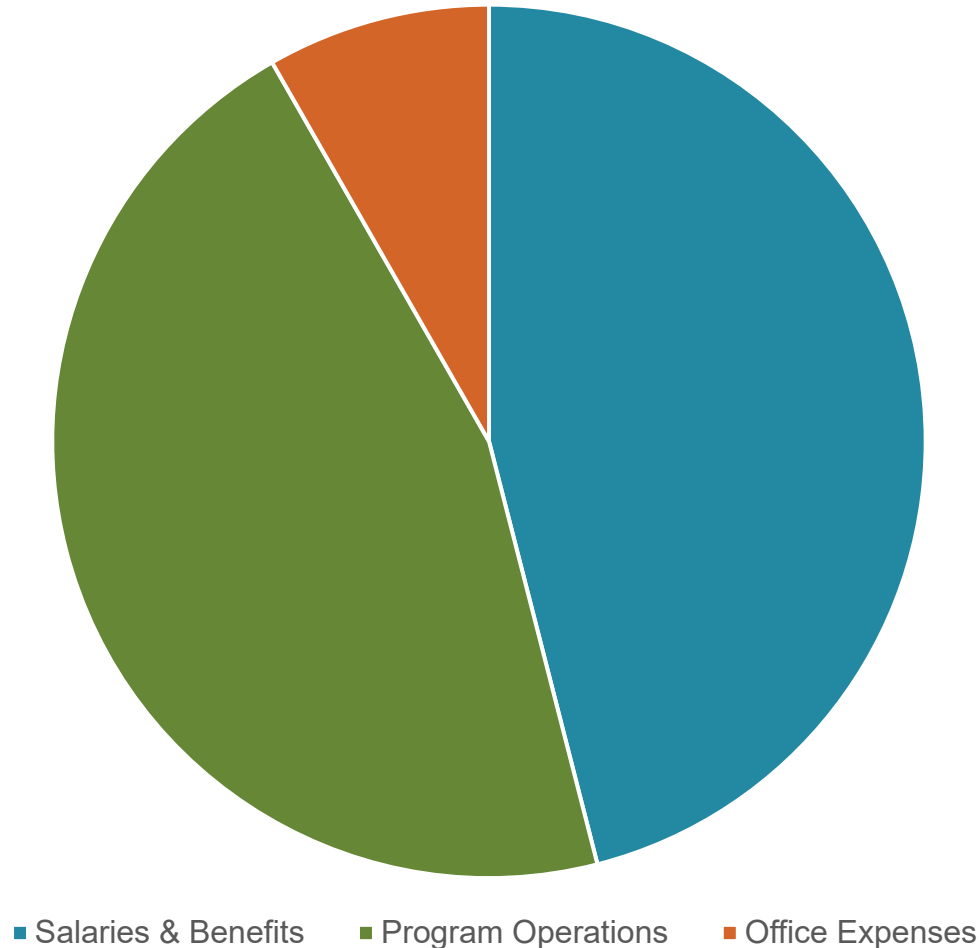


Revenues in these departments are similar to prior years.

Reserve revenues in 2023 will be for the completion of various capital projects.

2023 Expenses

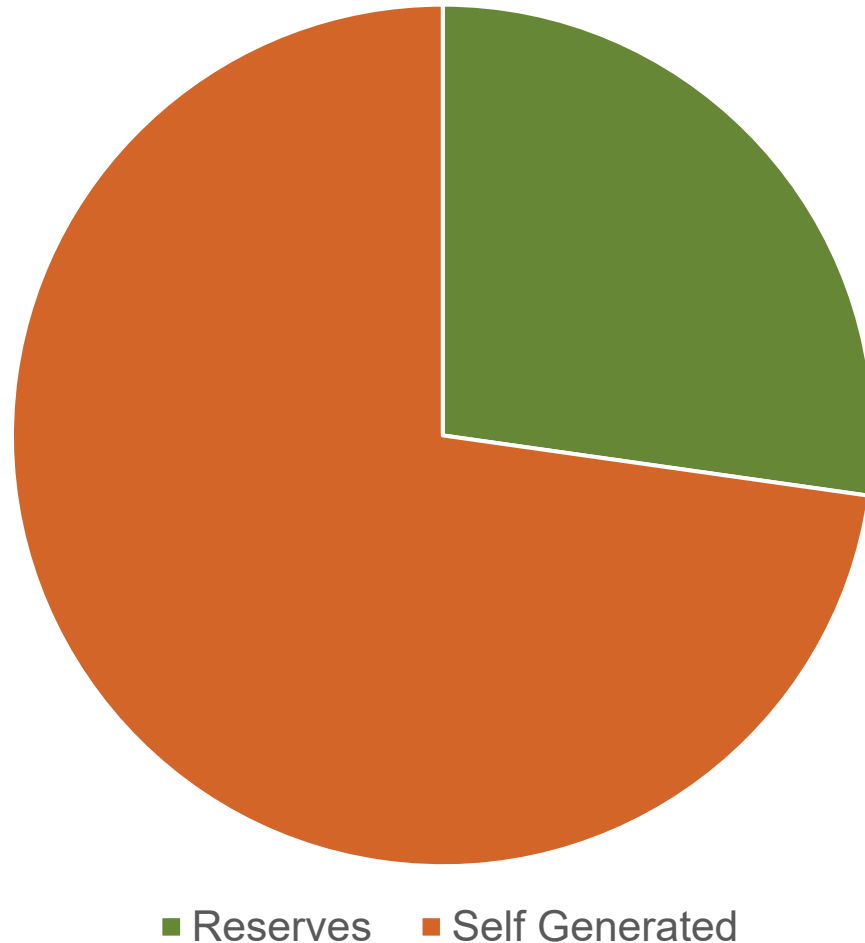
Forestry, Stewardship, Lands and Motorpool



Expenses are mostly consistent with prior years. Several capital projects have been completed during 2022.

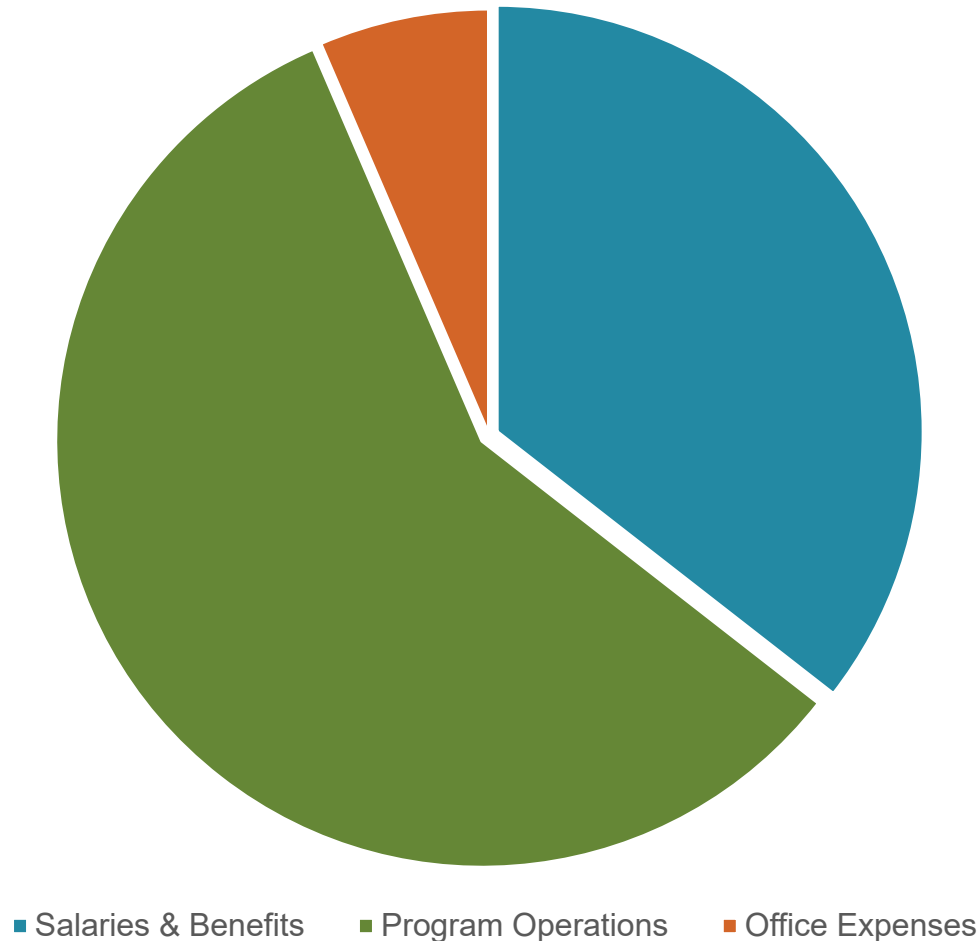
The 2023 motor pool expenses include the replacement of a truck with those funds being drawn from the motor pool reserve.

2023 Revenues Campgrounds



Revenues will increase during 2023 as a result of the implementation of a new fee schedule. We have also been experiencing an increased interest in our campgrounds due to ongoing improvements to infrastructure and camper satisfaction.

2023 Expenses Campgrounds



Expenses in our campgrounds for 2023 are similar to prior years, with the exception of hazard tree removal.

These expenses will be offset by reserve usage. All three campgrounds are projected to have a surpluses at the conclusion of 2022 & 2023 to assist in replenishing these reserves.

05

Water Resources

Water Quality 2022 Activities and Staff



- One full-time staff member
- Preparation of the 2023 Watershed Report Card
- Participation in the Provincial Water Quality Monitoring Network, the Provincial Groundwater Monitoring Network, and the Ontario Benthos Biomonitoring Network
- Participate in Healthy Lake Huron partnership (Ripley station)
- Continue annual water temperature monitoring upstream and downstream of dam removal sites through partnership with local engineering firm

Water Quality 2023 Activities and Staff



- One full-time staff member
- Issuance of the 2023 Watershed Report Card
- Participation in the Provincial Water Quality Monitoring Network, the Provincial Groundwater Monitoring Network, and the Ontario Benthos Biomonitoring Network
- Participate in Healthy Lake Huron partnership (Ripley station)
- Continue annual water temperature monitoring upstream and downstream of dam removal sites through partnership with local engineering firm
- Assist with the preparation of the SVCA annual report

Flood Forecasting and Warning 2022/23 Activities and Staff



2022

- One full-time staff member
- Monthly maintenance of stream gauges and annual calibration of precipitation gauges
- Issuance of flood messages and participation in flood monitoring, low water response, and snow survey programs
- Daily monitoring of weather forecasts, stream response, precipitation, etc.
- Completion of stream gauge inventory

2023

- One full-time staff member
- Monthly maintenance of stream gauges and annual calibration of precipitation gauges
- Issuance of flood messages and participation in flood monitoring, low water response, and snow survey programs
- Daily monitoring of weather forecasts, stream response, precipitation, etc.
- On-site review of flood prone areas to assess potential risk under various rainfall events
- Finalize working capital plan for hydrometric network
- Purchase and install new stream gauge equipment for Aberdeen and Greenock stations
- Review and assess need for updating rating curves for SVCA owned stations

Water Maintenance and Capital Work 2022 Activities and Staff



- One full-time staff member and one student (under Canada Summer Jobs program)
- Ongoing development of a data management system
- Issuance of RFP and completion of 2022 annual inspections of SVCA flood and erosion control projects (inspections in September with reports due in December)
- Draft dam safety review plans for Durham Upper and Lower Dams
- Ongoing maintenance and operation of flood and erosion control projects
- Coordination with engineers on the following construction projects: Meux Creek Gabion Improvements; and Paisley Dyke Improvements
- Initiated discussions with the Municipality of West Grey regarding feasibility assessment for Neustadt Creek and an EA for Durham Upper Dam
- Participated in information sessions for the CA Act Ice Management Plan
- Initiated discussions with SVCA staff to improve on-site health and safety
- Submission of funding applications under the Federal Hazard and Identification Mapping Program (FHIMP)
- Developed a standard Utility Agreement to support Planning & Regulation files that are in close proximity to SVCA flood and erosion control projects

Water Maintenance and Capital Work 2023 Activities and Staff



- Two full-time staff members (one staff member salary taken from WR reserves)
- Continued development of a data management system
- Review of structure reports from RFP and develop working capital plans for all SVCA projects
- Issuance, award, and completion of a second inspection RFP for remaining SVCA projects
- Submission of funding applications for 5 projects under the Water and Erosion Infrastructure Program (WEIC)
- Follow-up and/or coordination of projects receiving funding under WEIC and FHIMP
- Ongoing maintenance and operation of flood and erosion control projects
- Ongoing discussions with SVCA staff to improve on-site health and safety
- Review of SVCA easements and land ownership associated with infrastructure
- Start preparation of CA Act deliverables under Water Resources

Water Maintenance and Capital Work 2023 Proposed Maintenance



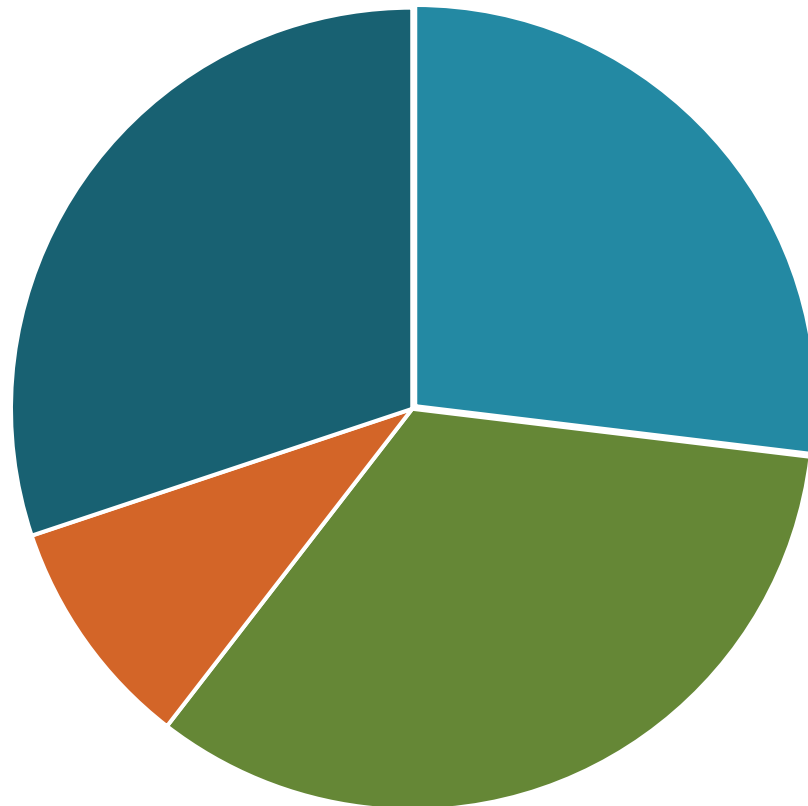
- Additional safety signage and replacement of vandalized signs
- Durham Ice Management Channel – annual cleanout of the gravel bar
- Durham Upper Dam – removal of gravel bar and re-alignment of rip rap downstream of dam
- Inverhuron – CCTV camera work of closed pipe sections
- Southampton Erosion Control – finish tree removal on the slope

Water Maintenance and Capital Work 2023 Proposed Capital Work



- Meux Creek Gabion Wall Improvements – was not constructed in 2022 (WECI application)
- Paisley Dyke Improvements – ongoing construction project from 2022 (WECI application)
- Walkerton Dyke Repairs – tree removals, concrete repairs on floodwalls, Silver Creek (WECI application)
- Durham Lower Dam – fencing improvements for public safety (WECI application)
- Port Elgin Erosion Control – proposed removal of infrastructure (previously approved in 2010 by SVCA Board)
- Neustadt Feasibility Study and Durham Upper Dam EA – West Grey Council support (WECI application for Dam EA)
- Neustadt Weir – engineering assessment and/or emergency works for failed structure

2023 Revenues



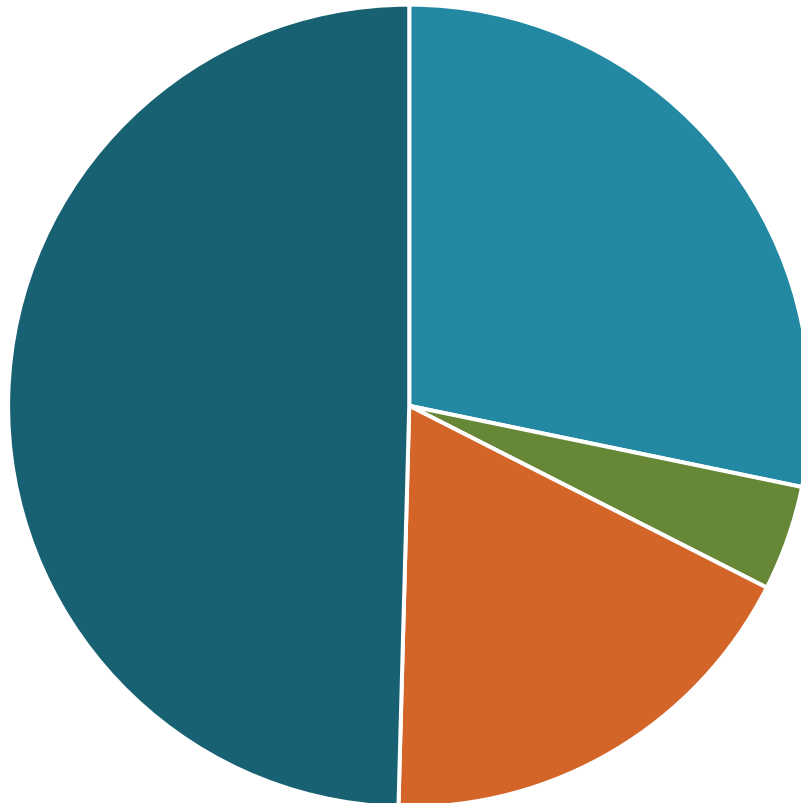
■ General Levy ■ Special Levy
■ Reserves ■ Other Sources

Revenue sources rely heavily on independent grant applications and Water & Erosion Control Infrastructure (WECI) grants from the Province.

Staff continue to pursue all avenues and are successfully completing grant applications on-time and with fulsome information in hopes of seeing continued positive results.

Continued engagement and support from the applicable Municipalities is essential to natural hazard protection efforts.

2023 Expenses



■ Salaries & Benefits ■ Office Expenses
■ Program Operations ■ Capital Projects

The majority of expenses are a result of pending capital projects.

Water Management structures and Flood Forecasting and Warning departments have increased expenses due to necessary repair and maintenance efforts.