



Grey Sauble Conservation Authority
R.R. #4, 237897 Inglis Falls Road
Owen Sound, Ontario N4K 5N6 (519) 376-3076; ext. 234
v.coleman@greysauble.on.ca

The next regular meeting of the Grey Sauble Conservation Authority Board of Directors is scheduled for Wednesday, January 27th, 2021, at 2:00 p.m. The regular meeting will occur via the Webex web-based application. Please notify Valerie Coleman if you are unable to attend.

Directors

Burley, Dwight
Moore Coburn, Cathy
Greig, Ryan
Greig, Scott
Little, Cathy
Koepke, Marion

Mackey, Scott
McKenzie, Paul
Matrosovs, Andrea
Greenfield, Harley
Vickers, Paul

Honourary Members

Elwood Moore
Betty Adair

Ling Mark, MECP
Katona, Keley, MECP
Lara Oosting, MNRF, Peterborough
Tracy Allison, MNRF, Owen Sound
Bill Walker, M.P.P., Bruce Grey Owen Sound
Alex Ruff, M.P., Bruce Grey Owen Sound
Terry Dowdall, M.P., Simcoe-Grey
Jim Wilson, M.P.P., Simcoe-Grey



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The regular meeting of the Grey Sauble Conservation Authority Board of Directors is scheduled for Wednesday, January 27th, 2020, at 2:00 p.m., via the Webex web-based application. Public viewing of this meeting will be available via a live stream on youOn tube at:

https://www.youtube.com/channel/UCy_ie5dXG8aFYDYG8tV9Yq/videos.

Please note that this is a Notice of Meeting only for your information.

**The Sun Times
Bayshore Broadcasting
The Meaford Independent
The Dock
The Wiarton Echo
The Advance
The Post
The Thornbury Paper
The Hub Owen Sound
Blue Mountains Review
South Grey News
Collingwood Today**

AGENDA

Grey Sauble Conservation Authority
Full Authority Meeting
Wednesday, January 27th, 2021 at 2:00 p.m.

1. Call to Order
 2. Disclosure of Pecuniary Interest
 3. Call for Additional Agenda Items
 4. Adoption of the Agenda
 5. Approval of Minutes
 - i. Full Authority – December 16th, 2020 – Resolution – Attachment #1
 - ii. Full Authority Special – January 21th, 2020 – Resolution – Attachment #2
 6. Business Out of Minutes – Nothing at this time.
 7. Consent Agenda
 - i. Environmental Planning – Section 28 Permits – December 2020 – Attachment #3
 - ii. Administration – Receipts & Expenses – December 2020 – Attachment #4
 - iii. Correspondence
 - iv. Minutes
 - a. GSCA Foundation Minutes – January - Attachment #5
 - v. Media – Attachment #6
 8. Business Items
 - i. Water Management – Nothing at this time.
 - ii. Environmental Planning – Nothing at this time.
 - iii. Conservation Lands – Nothing at this time.
 - iv. Forestry
 - a. Forestry Tender – Resolution - Attachment #7 (10 mins)
 - v. Communication/Public Relations
 - a. Branding Strategy – Resolution - Attachment #8 (20 mins)
-

Member Municipalities

Municipality of Arran-Elderslie, Town of the Blue Mountains, Township of Chatsworth, Township of Georgian Bluffs, Municipality of Grey Highlands, Municipality of Meaford, City of Owen Sound, Town of South Bruce Peninsula

- vi. Operations – Nothing at this time.
- vii. Administration
 - a. 2021 Budget – 4 Resolutions – Attachment #9 (30 min)
 - b. 2021 Operational Plan – Resolution – Attachment #10 (20 min)
 - c. Report Back on CAO Performance Standard – Resolution - Attachment #11 (15 min)
 - d. 2021 Board Meeting Schedule – Resolution (5 min)
 - e. Board Member Per Diem – Information (5 min)
 - f. Update to Conservation Authorities Act Amendments – Information (10 min)
- viii. DWSP/RMO Report – Nothing at this time.
- 9. CAO's Report
- 10. Chair's Report
- 11. Closed Session
 - i. To discuss an item in the Town of the Blue Mountains regarding litigation or potential litigation including matters before administrative tribunals and/or the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose (GSCA Administrative By-Law, Sections 4(xvii)(d)&(f))
 - ii. 2020 CAO Performance Review and Discussion – closed as it relates to personal matters about an identifiable individual including Authority directors or Authority employees (GSCA Administrative By-Law, Section 4(xvii)(b))
- 12. Adjournment



Grey Sauble Authority Board of Directors

M O T I O N

DATE: January 27, 2021

MOTION #: FA-21-012

MOVED BY: _____

SECONDED BY: _____

THAT the Grey Sauble Conservation Authority Board of Directors approve the agenda of January 27, 2021.



**GREY SAUBLE CONSERVATION AUTHORITY
MINUTES
Full Authority Board of Directors
Wednesday, December 16, 2020, at 1:15 p.m.**

The Grey Sauble Conservation Authority Board of Directors meeting was held via the internet on the meeting application, WebEx.

1. Call to Order

Vice Chair Scott Greig called the meeting to order at 1:19 p.m.

Directors Present – Dwight Burley, Sue Carleton, Harley Greenfield, Ryan Greig, Vice Chair Scott Greig, Marion Koepke, Scott Mackey, Andrea Matrosovs, Paul McKenzie, Paul Vickers, Chair Cathy Little (arrived at 2:20)

Staff Present – Chief Administrative Officer (CAO) Tim Lanthier, Administrative Assistant Valerie Coleman, Manager of Finance and Human Resources Alison Armstrong, Manager of Information Services Gloria Dangerfield, Manager of Conservation Lands Rebecca Ferguson, Acting Operations Manager Morgan Barrie, Forestry Coordinator Mike Fry

Regrets – None

2. Disclosure of Pecuniary Interest

The Directors were reminded to disclose any pecuniary interest that may arise during the course of the meeting. No disclosures of pecuniary interest were expressed at this time.

3. Call for Additional Agenda Items - none

4. Adoption of Agenda

Motion No.:
FA-20-095

Moved by: Scott Mackey
Seconded by: Dwight Burley

THAT the Grey Sauble Conservation Authority Board of Directors approve the Agenda of December 16th, 2020.

Carried

5. **Approval of Minutes**

Motion No.:
FA-20-096

Moved by: Sue Carleton
Seconded by: Paul McKenzie

THAT the Grey Sauble Conservation Authority Board of Directors approve the minutes of November 25th, 2020.

Carried

6. **Business Out of Minutes** - none

7. **Consent Agenda**

Motion No.:
FA-20-097

Moved by: Andrea Matrosovs
Seconded by: Harley Greenfield

THAT in consideration of the Consent Agenda Items listed on the December 16th, 2020, agenda, the Grey Sauble Conservation Authority Board of Directors receives the following items: (i) Environmental Planning - Section 28 Permits – November 2020; (ii) Administration - Receipts & Expenses – November 2020; (iii) Correspondence – Beaver River Watershed Initiative November 2020 Newsletter; Hibou News Winter 2020/21; (v) Recent Media Articles;

Carried

8. **Business Items**

i. **Administration**

a) **Update on CAA Amendments**

The CAO provided the Board an update on the status of Section 6 of Bill 229 regarding the changes to the CAA. GSCA staff engaged in a great deal of outreach to the partners, stakeholders, watershed municipalities, Premiere Ford, Ministers Yurek, Yakabuski, Clark and Philips, and local MPPs.

Substantial unsolicited public comment was submitted to the Province after first reading regarding the removal of Section 6 that proposed changes to the CAA. After receiving 2nd reading the Bill went to Standing Committee on November 30th, December 1st, and December 2nd. There were some changes to Section 6 that came out of Standing Committee. On December 8th Bill 229 received 3rd reading and royal ascent.

The CAO outlined some of the changes and reported that Minister Yurek is expected to put together a working group involving CAs that is tasked with looking at regulations as they are developed.

Member Paul Vickers left the meeting at 1:35.

b) Report Back on Operational Plan

The CAO reported back with respect to the 2020 Priority Workplan that was agreed upon in January 2020. It was noted that several unforeseen challenges caused delays in the completion of some operational plan items. Despite these challenges staff were able to complete most of the workplan items, those that were not completed will be noted in the 2021 Priority Workplan with high priority.

c) Salary Review Update

The Manager of Finance and Human Resources, Alison Armstrong, updated the Board with respect to the Salary Review included in GSCA's 2020 budget. A request for proposal has been distributed and closes on January 15th, 2021. Staff expect to bring an recommendation forward to the Board on January 27th, 2021 for awarding of the contract. The scope of the review includes pay equity compliance, select job descriptions, collection and analysis of market data, an update to the existing grid, and a report to the board. It is expected to take at least three months to complete.

ii. Water Management

a) Subwatershed Report Cards

The Manager of Conservation Lands, Rebecca Ferguson, provided a presentation on the Indian Brook Subwatershed report card. Staff gave an overview of the make up of the Indian Brook Subwatershed. Indian Brook received an overall Grade of 'B' or "Good" for Stream Health, "C" or "Fair" for Forest Conditions, and "F" or "Very Poor" for Wetland Conditions. It was noted that once wetlands have been lost it can be difficult to re-establish them. Staff outlined some actions for improving the health of the watershed at individual landowner and municipal levels.

iii. Environment Planning

Nothing at this time.

iv. Conservation Lands

a) Report on Hibou Finance Agreement

The Manager of Conservation Lands, Rebecca Ferguson, reported with respect to a proposed finance agreement between GSCA and the Optimist Club of Sydenham and District to fund the construction and installation of an accessible playground at Hibou CA.

The Optimist Club has been actively fundraising and have received more than \$21,000 in donations to date.

In an effort to keep the project moving forward, the Optimist Club has requested that GSCA pay for the playground with the understanding that the Optimist Club would reimburse those funds through their ongoing fundraising efforts. It was noted that the cost of the equipment is expected to increase in 2021. Staff recommend ordering the equipment before the end of 2020 to avoid the extra cost. Additionally, if GSCA orders the equipment rather than the Optimist Club, there is no deposit required and payment is not due until installation.

Construction is scheduled to begin in April 2021 with the playground structure to be installed in May 2021.

Staff asked for a Board motion supporting GSCA entering into this financial agreement with the Optimist Club of Sydenham and District.

Member Paul Vickers re-joins the meeting at 2:11 p.m.

Motion No.:
FA-20-098

Moved by: Marion Koepke
Seconded by: Harley Greenfield

WHEREAS under Section 21(1)(m) of the Conservation Authorities Act, Grey Sauble Conservation Authority (GSCA) has the authority to use lands owned or controlled by the authority for park or other recreational purposes, and to erect, or permit to be erected, buildings, booths and facilities for such purposes and to make charges for admission thereto and the use thereof;

AND WHEREAS under Section 21(1)(n) of the Conservation Authorities Act, GSCA has the authority to collaborate and enter into agreements with ministries and agencies of government, municipal councils and local boards and other organizations and individuals; and

THAT the GSCA Board of Directors support the proposed Financial Contribution Agreement with the Optimist Club of Sydenham and District for an accessible playground at Hibou Conservation Area.

Carried

v. Forestry

Noting at this time.

vi. Communications/Public Relations

a) Update on Branding

The Manager of Information Services, Gloria Dangerfield, reported back with regards to the creation of the GSCA brand strategy. Key messaging was one of the strategy's deliverables and will assist in achieving consistency and setting a professional tone.

GSCA staff have given input regarding these Key Messages and are asking one last time for any additional feedback or comment from Board members.

Staff will be working with eSolutions to finalize the strategy documents and wrap up the process. As part of this process, eSolutions will be providing Brand Ambassador and Plain Language Writing training sessions for staff and Board members in February 2021.

vii. Operations

a) Request for Quotation Recommendation: Vehicle Purchase Tender

The Acting Operations Manager, Morgan Barrie, reported back with the results of the vehicle tender for the purchase of two new trucks. Staff previously tendered the vehicle purchase in the summer of 2020 but did not receive a sufficient number of submissions. Staff chose to expand the tender search area and received nine tender submissions.

Staff recommended Wilson Niblett, having quoted the best price to meet the specifications required.

Chair Little joined the meeting at 2:20.

**Motion No.:
FA-20-099**

**Moved by:
Seconded by:**

**Dwight Burley
Paul McKenzie**

WHEREAS GSCA staff issued a tender for the purchase of two pickup trucks;

AND WHEREAS, Staff have received and reviewed nine proposals.

AND WHEREAS, Wilson Niblett Motors LTD provided the lowest bid that met the requirements of the tender document.

THAT the Board of Directors authorize staff to approve the purchase of two trucks from Wilson Niblett Motors LTD.

Carried

viii. Education

Noting at this time.

ix. GIS/IT

Nothing at this time.

x. Drinking Water Source Protection & Risk Management

Nothing at this time.

9. CAO's Report

The CAO reported that he has been active in reaching out to media, MPPs, Ministers, government staff, partners, and stakeholders with regards to changes to the CAA. Also, reaching out to partners and stakeholders on a variety of GSCA initiatives keeping relationships strong.

The CAO and Manager of Conservation Lands, Rebecca Ferguson took part in a stakeholder meeting hosted by Grey County to discuss increased visitation to the region and how this can be managed.

Staff have been working on year end performance reviews and goal setting for 2020. Putting together workplan items and goals for 2021.

Dates for 2021 Board Meetings are voted on at the AGM. Currently, staff are continuing with the 4th Wednesday of each month. At the AGM the Board can decide on the December 2021 meeting date. The AGM is currently scheduled for January 27, 2021.

10. Chair's Report

Chair Little reported that she was interviewed by the Sun Times regarding the Board's decision to increase parking fees.

Chair Little has fielded inquiries regarding a permit issued for the Town of South Bruce Peninsula.

Chair Little, Vice Chair Greig, and the CAO attended the Conservation Ontario meeting. CO staff reviewed some of the changes to the CAA. Minister Yurek attended and gave a brief address regarding the changes introduced into Section 6 of Bill 229 that came out of Standing Committee. Ministry staff fielded questions regarding the changes to the CAA.

Member Sue Carleton let the Board know that she would not be returning to the board in 2021. She thanked the Board and wished members all the best.

11. Other Business

Nothing at this time.

12. Closed Session

**Motion No.:
FA-20-100**

**Moved by: Dwight Burley
Seconded by: Ryan Greig**

THAT the Grey Sauble Conservation Authority Board of Directors proceed into closed session at 2:50 pm to discuss matters related to the following:

- i) To hear and discuss an item related to Section 4(4)(xvii)(1)(f) of GSCA's Administrative By-law: the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.**
- ii) To hear and discuss an item related to Section 4(4)(xvii)(1)(d) GSCA's Administrative By-law: litigation or potential litigation including matters before administrative tribunals.**
- iii) To hear and discuss an item related to Section 4(4)(xvii)(1)(d) GSCA's Administrative By-law: litigation or potential litigation including matters before administrative tribunals, AND Section 4(4)(xvii)(1)(f) GSCA's Administrative By-law: the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose.**

AND FURTHER THAT CAO, Tim Lanthier, Administrative Assistant, Valerie Coleman, Gloria Dangerfield, Manager of Information Services, and Manager of Conservation Lands, Rebecca Ferguson remain in attendance.

Carried

**Motion No.:
FA-20-101**

**Moved by: Marion Koepke
Seconded by: Scott Mackey**

THAT a closed meeting was held, and only closed session items identified were discussed in closed session.

THAT the Board of Director's provided direction to Staff on Items 6(i), 6(ii), and 6(iii).

AND THAT the Grey Sauble Conservation Authority Board of Directors approve the October 28, 2020 Confidential Closed Session minutes as presented in the closed session agenda.

Carried

13. Next Full Authority Meeting – Wednesday, January 27 at 12:30 p.m.

14. Adjournment

Motion No.:
FA-20-102

Moved by: Dwight Burley
Seconded by: Andrea Matrosovs

THAT this meeting now adjourn.

Carried

The meeting was adjourned at 3:54 p.m.

Cathy Little, Chair

Valerie Coleman
Administrative Assistant



Grey Sauble Authority Board of Directors

M O T I O N

DATE: January 27, 2021

MOTION #: FA-21-013

MOVED BY: _____

SECONDED BY: _____

THAT the Grey Sauble Conservation Authority Board of Directors approve the Full Authority minutes of December 16, 2020.



**GREY SAUBLE CONSERVATION AUTHORITY
MINUTES
Full Authority Board of Directors
Thursday, January 21, 2021, at 11:01 a.m.**

The Grey Sauble Conservation Authority Board of Directors meeting was held via the internet on the meeting application, WebEx.

1. Call to Order

Chair Cathy Little called the meeting to order at 11:01 a.m.

Directors Present – Dwight Burley, Cathy Moore Coburn, Harley Greenfield, Ryan Greig, Vice Chair Scott Greig, Marion Koepke, Scott Mackey, Andrea Matrosovs, Paul Vickers, Chair Cathy Little

Staff Present – Chief Administrative Officer (CAO) Tim Lanthier, Administrative Assistant Valerie Coleman, and Manager of Information Services Gloria Dangerfield.

Special Guest – Nicholas Lovell, GSCA Legal Representative

Regrets – Paul McKenzie

2. Disclosure of Pecuniary Interest

The Directors were reminded to disclose any pecuniary interest that may arise during the course of the meeting. No disclosures of pecuniary interest were expressed at this time.

3. Call for Additional Agenda Items - none

4. Adoption of Agenda

**Motion No.:
FA-21-001**

**Moved by: Andrea Matrosovs
Seconded by: Cathy Moore Coburn**

THAT the Grey Sauble Conservation Authority Board of Directors approve the Agenda of January 21st, 2021.

Carried

5. Closed Session

**Motion No.:
FA-21-002**

**Moved by: Scott Mackey
Seconded by: Marion Keopke**

THAT the Grey Sauble Conservation Authority Board of Directors proceed into closed session at 11:05 am to discuss matters related to the following:

- i) To discuss an item in the Town of South Bruce Peninsula regarding litigation or potential litigation including matters before administrative tribunals and/or the receiving of advice that is subject to solicitor/client privilege, including communications necessary for that purpose (GSCA Administrative By-Law, Sections 4(xvii)(d)&(f).**

AND FURTHER THAT CAO, Tim Lanthier, Administrative Assistant, Valerie Coleman, Gloria Dangerfield, Manager of Information Services, and Nicholas Lovell, GSCA Legal Representative remain in attendance.

Carried

**Motion No.:
FA-21-003**

**Moved by: Dwight Burley
Seconded by: Scott Mackey**

THAT a closed meeting was held, and only closed session items identified were discussed in closed session.

THAT the Board of Director's provided direction to Staff on Items 3(i).

AND THAT the Grey Sauble Conservation Authority Board of Directors approve the December 16, 2020 Confidential Closed Session minutes as presented in the closed session agenda

Carried

6. Adjournment

**Motion No.:
FA-21-004**

**Moved by: Paul Vickers
Seconded by: Harley Greenfield**

THAT this meeting now adjourn.

Carried

The meeting was adjourned at 11:45 a.m.

Cathy Little, Chair

Valerie Coleman
Administrative Assistant

Grey Sauble Authority Board of Directors

M O T I O N

DATE: January 27, 2021

MOTION #: FA-21-014

MOVED BY: _____

SECONDED BY: _____

THAT the Grey Sauble Conservation Authority Board of Directors approve the Full Authority minutes of January 21, 2021.

Permits Issued from December 1, 2020 to December 31, 2020

Permit #:	Date Applied:	Date Issued:	Lot:	Conc:	Municipality:	Former Municipality:
GS20-467	24-Nov-20	03-Dec-20	Part Lot	D	Town of South Bruce Peninsula	Amabel Township
Approved works:			construction of a residential dwelling, installation of a septic, entrance laneway and culvert and associated site alterations		Project Location: 86 Carson Lake Crescent	
					<input checked="" type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input type="checkbox"/> shoreline	Reviewed by:
					<input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input checked="" type="checkbox"/> fill	Lauren McGregor
GS20-444	10-Nov-20	08-Dec-20	23	BF	Municipality of Meaford	Sydenham Township
Approved works:			construction of a residential dwelling, attached garage, septic system, and associated site grading		Project Location: 110 Buckingham Lane	
					<input checked="" type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input type="checkbox"/> shoreline	Reviewed by:
					<input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input checked="" type="checkbox"/> fill	Jacob Kloeze
GS20-451	16-Nov-20	11-Dec-20	49	12	Township of Clearview	Township of Clearview
Approved works:			installation of an in-ground pool, pool shed, and associated landscaping		Project Location: 33 Forest Drive	
					<input checked="" type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input type="checkbox"/> shoreline	Reviewed by:
					<input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input type="checkbox"/> fill	Jacob Kloeze
GS20-453	16-Nov-20	11-Dec-20			Town of the Blue Mountains	Collingwood Township
Approved works:			enclosure of an existing carport		Project Location: 209 Mary Street	
					<input type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input type="checkbox"/> shoreline	Reviewed by:
					<input checked="" type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input type="checkbox"/> fill	Jacob Kloeze
GS20-462	23-Nov-20	11-Dec-20	27	6	Town of the Blue Mountains	Collingwood Township
Approved works:			repair to existing shoreline protection works		Project Location: 127 Teskey Drive	
					<input type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input checked="" type="checkbox"/> shoreline	Reviewed by:
					<input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input type="checkbox"/> fill	Jacob Kloeze
GS20-473	30-Nov-20	11-Dec-20	7	Jones Range	Township of Georgian Bluffs	Keppel Township
Approved works:			Construction of a detached garage		Project Location: 145 Grandore Street West	
					<input checked="" type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input type="checkbox"/> shoreline	Reviewed by:
					<input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input type="checkbox"/> fill	Mac Plewes

Permit #:	Date Applied:	Date Issued:	Lot:	Conc:	Municipality:	Former Municipality:
GS20-476	15-Nov-20	11-Dec-20	10	18	Township of Georgian Bluffs	Sarawak Township
Approved works:			Site alteration associated with a new dwelling		Project Location: <input type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input type="checkbox"/> shoreline Reviewed by: <input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input checked="" type="checkbox"/> fill Mac Plewes	
GS20-463	20-Nov-20	14-Dec-20	21	6	Municipality of Meaford	St Vincent Township
Approved works:			repair and addition to existing shoreline and shorewell protection works		Project Location: 269 Lakeshore Road North <input type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input checked="" type="checkbox"/> shoreline Reviewed by: <input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input type="checkbox"/> fill Jacob Kloeze	
GS20-441	06-Nov-20	14-Dec-20	Pt Lt 43	D	Town of South Bruce Peninsula	Amabel Township
Approved works:			Construction of a dwelling, installation of a septic and associated site alterations		Project Location: 29 Firth Point Court <input checked="" type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input type="checkbox"/> shoreline Reviewed by: <input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input checked="" type="checkbox"/> fill Lauren McGregor	
GS20-479	09-Dec-20	16-Dec-20			City of Owen Sound	City of Owen Sound
Approved works:			Emergency slope rehabilitation works		Project Location: 1374 8th Ave W <input type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input type="checkbox"/> shoreline Reviewed by: <input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input checked="" type="checkbox"/> fill Mac Plewes	
GS20-481	09-Dec-20	17-Dec-20			Municipality of Meaford	Town of Meaford
Approved works:			addition to existing shoreline protection works		Project Location: 207 Bayfield Street <input type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input checked="" type="checkbox"/> shoreline Reviewed by: <input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input type="checkbox"/> fill Jacob Kloeze	
GS20-428	27-Oct-20	17-Dec-20			Town of South Bruce Peninsula	Amabel Township
Approved works:			the construction of a new dwelling, septic system and associated site alterations.		Project Location: 94 Golden Pond Drive <input checked="" type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input type="checkbox"/> shoreline Reviewed by: <input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input checked="" type="checkbox"/> fill Andrew Sorensen	
GS20-466	24-Nov-20	17-Dec-20	20	1	Town of the Blue Mountains	Collingwood Township
Approved works:			construction of a 636 ft ² attached garage		Project Location: 134 Timmons Street <input type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input type="checkbox"/> shoreline Reviewed by: <input checked="" type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input type="checkbox"/> fill Jacob Kloeze	

Permit #:	Date Applied:	Date Issued:	Lot:	Conc:	Municipality:	Former Municipality:
GS20-437	04-Nov-20	18-Dec-20	35	10	Town of the Blue Mountains	Collingwood Township
Approved works:		construction of a residential dwelling, septic system, and associated site grading		Project Location: 219 Cameron Street <input checked="" type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input type="checkbox"/> shoreline Reviewed by: <input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input checked="" type="checkbox"/> fill Jacob Kloeze		
GS20-471	25-Nov-20	22-Dec-20	36	10	Town of the Blue Mountains	Collingwood Township
Approved works:		installation of shoreline protection works		Project Location: 135 Cameron Street <input type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input checked="" type="checkbox"/> shoreline Reviewed by: <input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input type="checkbox"/> fill Jacob Kloeze		
GS20-483	14-Dec-20	23-Dec-20	14	4 WBR	Town of South Bruce Peninsula	Albemarle Township
Approved works:		construction of a single family dwelling, site alterations associated with a septic system and associated site alterations		Project Location: 641 Huron Road <input checked="" type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input type="checkbox"/> shoreline Reviewed by: <input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input checked="" type="checkbox"/> fill Andrew Sorensen		
GS19-121	09-May-19	23-Dec-20	Town Plo		Town of South Bruce Peninsula	Albemarle Township
Approved works:		Installation of a shore well tile and hook up pipes to residence		Project Location: 80 Hope Bay Road <input type="checkbox"/> construct <input type="checkbox"/> alter watercourse <input checked="" type="checkbox"/> shoreline Reviewed by: <input type="checkbox"/> alter structure <input type="checkbox"/> alter wetland <input type="checkbox"/> fill Lauren McGregor		

GREY SAUBLE CONSERVATION AUTHORITY
RECEIPTS
December 1st - 31st, 2020

Regulation Permits	\$	10,290.00	
Planning	\$	13,960.00	
Property Usage	\$	650.00	Season Passes and Pavilion Rental
Self-Serve Parking Fees	\$	1,412.00	110 Day and 6 Season Passes
Forestry	\$	3,861.98	
Timber Sales	\$	41,850.00	Compartment 62 and 89
Blue Mountain Watershed Trust	\$	751.45	Lab Fees
Government of Canada	\$	14,277.00	Canada Summer Jobs
LiDAR Data Requests	\$	847.50	
Donations	\$	297.90	Canada Helps
Miscellaneous Receipts	\$	650.00	Water Level Monitoring Supplies
Beaver River Watershed Initiative	\$	7,500.00	Ausable Bayfield Conservation
Oliphant Phragmites Project	\$	8,000.00	
Optimists Hibou Playground Project	\$	2,350.00	
December Receipts		<u>\$ 106,697.83</u>	

GREY SAUBLE CONSERVATION AUTHORITY
EXPENSES
December 1st - 31st, 2020

11328	Excel Business Systems	\$	43.97	DWSP Monthly Print Charges
11329	The Cleaning Brigade	\$	361.60	Office Cleaning
11330	City of Owen Sound	\$	458.30	Property Tax - 4th Installment and Water Charges
11331	Georgian Bay Chemical	\$	58.26	Shop Supplies
11332	MacDonnell Fuels Limited	\$	1,879.33	Vehicle and Furnace Fuel
11333	Municipality of Meaford	\$	88.12	Hibou Water Charges
11334	Grey Sauble Conservation Foundation	\$	3,135.00	GSCF Moneris Transactions
11335	Bell Canada	\$	282.10	Tara Stream Gauge and Admin Monthly Services
11336	Benedict Electrical Contracting Limited	\$	107.35	Admin Centre Repairs
11337	Chapple's Excavating & Trucking Ltd.	\$	565.00	Clendenan Dam Maintenance
11338	Coates & Best Inc.	\$	29.54	Office Supplies
11339	Staples Advantage	\$	67.88	Office Supplies
11340	Earth Power Tractors And Equipment Inc.	\$	322.63	Equipment Repair
11341	Kilsyth Auto Service Ltd.	\$	2,151.66	Vehicle Repair and Maintenance
11342	Middlebro' & Stevens LLP	\$	168.04	Legal Fees
11343	Miller Waste Systems Inc.	\$	1,164.77	Tipping Fees
11344	Rogers Wireless	\$	170.54	Cell Phone Usage
11345	Xerox Canada Ltd.	\$	78.61	GSCA Print and Copy Charges
11346	David J Penny	\$	5,299.70	BRWI Project
11347	Ontario Land Trust Alliance Inc.	\$	80.00	Staff Training
11348	Weather Innovations Consulting LP	\$	265.55	Rain Gauges
	Mastercard Payments	\$	4,470.67	
	Amilia	\$	351.75	
	Bruce Telecom	\$	526.17	
	DWSP Copier Lease	\$	163.85	
	Office Moneris Fees	\$	278.24	
	Self-Serve Moneris Fees	\$	60.56	
	Hydro, Reliance	\$	2,156.80	
	Receiver General, EHT, WSIB	\$	34,780.17	
	Group Health Benefits	\$	8,202.33	
	Employee Expense Claims	\$	522.93	Paid via Payroll Transfer
	December Payroll	\$	131,944.90	3 Pay Periods in December
	December Expenses	\$	200,236.32	

MINUTES
GREY SAUBLE CONSERVATION FOUNDATION
BOARD OF DIRECTORS VIRTUAL MEETING
WEDNESDAY, January 13, 2021
GREY SAUBLE CONSERVATION AUTHORITY PAVILION

MEMBERS PRESENT: Don Sankey (Chair); Al Wilcox (Vice-Chair); Bill Law; Marg Gaviller; Dick Hibma (Treasurer);

REGRETS/ABSENT: Cathy Little (GSCA Board Representative); Sue Carleton (GSCA Board Representative)

Guests: Don Knight

GREY SAUBLE CONSERVATION AUTHORITY: Alison Armstrong (Finance Coordinator); Rebecca Ferguson (Manager of Conservation Lands)

1. CALL TO ORDER

Chair Don Sankey called the meeting to order and welcomed those present at 2:02 PM.

In the absence of Sue Carleton, the Board Secretary, current Treasurer Dick Hibma volunteered to take notes and prepare minutes for today's meeting.

Moved by Bill Law; Seconded by Al Wilcox.

"THAT Dick Hibma be appointed Secretary for the purposes of taking notes and preparing minutes of the meeting of Jan. 13, 2021."

Carried.

3 ADOPTION OF AGENDA/ Additional items.

Moved by Al Wilcox; Seconded by Bill Law.

"THAT the agenda of the Grey Sauble Conservation Foundation meeting dated January 13, 2021 be approved with additions."

Carried.

4. MINUTES OF THE PREVIOUS MEETING

Moved by Dick Hibma; Seconded by Al Wilcox.

"THAT the minutes of the Grey Sauble Conservation Foundation meeting dated November 11, 2020 be approved with corrections as noted."

Carried.

5. BUSINESS ARISING FROM THE MINUTES

a) Foundation Logo - At the September meeting of the Board GSCA staff had shared proposed logo designs for feedback. These were subsequently confirmed by GSCA for the Authority logo, and the Foundation Board needs

to confirm their approval of a logo design. Two versions were presented for review.

Moved by Bill Law; Seconded by Al Wilcox.

“THAT the logo design with blue type on white background be adopted as the logo for the Grey Sauble Conservation Foundation on a go forward basis.”

Carried.

6. COMMITTEE REPORTS

- 1. Finance and Administration/Financial Statements** – Dick sent a report out listing all of the current financial information considered by the committee at their meetings in December and January. Financial reports were reviewed along with the report.

Motion by Dick Hibma, seconded by Al Wilcox.

“That the GSCF Board approve the Financial Reports for November 2020 and December 2020.”

CARRIED

Motion by Dick Hibma, seconded by Al Wilcox.

”That the GSCF Board approve as presented the Donation Allocation Policy Statement dated Jan. 13, 2021, for donations received in 2020 and beyond. Note that all donations are subject to a 15% withholding which is directed to the Operating Account to cover administrative costs of the Foundation.”

CARRIED

Motion by Dick Hibma, seconded by Bill Law.

“That the GSCF Board approve the Finance & Administration Committee Report as presented.”

CARRIED

Motion by Dick Hibma, seconded by Al Wilcox.

“That the GSCF Board approve the 2021 Budget for the Grey Sauble Conservation Foundation as presented.”

CARRIED

Motion by Dick Hibma, seconded by Marg Gaviller.

“That the GSCF support the Grey Sauble Conservation Authority project to redevelop the Hibou C.A. playground in partnership with the Sydenham Optimist club with a \$5000 contribution from the Conservation Projects fund.

CARRIED

Don Sankey recognized all the work that has been done by Dick Hibma as Chair of the finance committee as well as Don Knight, Serenity Morton and Alison Armstrong.

Next meeting of the finance committee to be February 9th, 2021.

2. **Memorial Forest**

Chair Sankey provided a verbal update. We have achieved 100 Memorial trees sold in fiscal year 2020, and donations received to the Memorial Forest fund exceeded the budgeted target for 2020. Don stated that he will have a Memorial Forest committee meeting in March to plan for the annual ceremony subject to the uncertainties of the ongoing COVID-19 pandemic. The 3 Memorial Forest sites are in good shape, and signage at all 3 is now up to date as of April 30, 2020.

3. **Earth Film Festival**

Don continues to work with the Roxy Theatre, and we have tentatively booked for Earth Day on April 22nd, fully expecting that the event will be delayed again to the fall. Don will continue to communicate with the schools, the sponsors, and the presenters to maintain their support for the event when it becomes possible to hold it.

4. **Motion to Accept Committee Reports**

Moved by Bill Law; Seconded by Marg Gaviller.

"THAT the reports of the Finance and Administration Committee, Memorial Forest and Earth Film Festival Committees presented at the January 13, 2021 meeting of the GSCF Board of Directors be received and the items contained therein be approved."

Carried

7. **GSCA REPORT**

Rebecca Ferguson, Manager of Conservation Lands, our representative from the Authority reported as follows:

GSCA staff are back working at home – which we had planned to do for the first two weeks, but now it looks like it will be for a lot longer with the new release that came out yesterday.

As far as overall GSCA operations, a couple of updates are that we posted my old Stewardship position on the website, so please feel free to share that with anyone you think might be a good fit. Pending approval of our budget we will also have a "new" Geospatial Technician which is Kris Robinson who worked for us in 2019. Other news regarding staff is that Morgan Barrie has officially accepted the Operations Manager position, so we are slowly filling up all the positions to reach our full staffing level.

We have our AGM on January 27th so we hope that some of you can make it to that meeting, and at that meeting we are hoping that our budget for this year is approved.

The passing of Schedule 6 was amended with the addition of Minister Zoning Orders' which could force a conservation authority to issue a permit even if it goes against our provincially-delegated responsibility to protect

people, infrastructure and the environment. This is in addition to the already concerning amendments which included new powers for the Minister to bypass conservation authorities and issue permits as well as curtailing the CAs' ability to appeal to the Local Planning Appeal Tribunal. We have received information about a committee being formed with CA representation to discuss the other items that were in the Schedule. So more details will be coming on the following:

- the programs and services conservation authorities will implement, and how the programs and services may be funded
- how conservation authorities will regulate development and other activities to ensure public safety through natural hazard management,
- the requirement for conservation authorities to establish community advisory boards; and
- a Minister's regulation under section 29 of the Conservation Authorities Act relating to conservation authority operation and management of lands owned by the authority.

For Lands,

looking into options at some of our properties where we charge parking as to how we can increase compliance for payments so we are hoping to add gatehouses at some new properties.

I will be working on the management plans for Inglis and Eugenia this year. We are also working with municipalities and counties to come up with a plan to prepare for increased tourism again this year.

Other projects like the playground at Hibou, some potential trail re-routes and enhancements that we need to do and then we are also part of an invasive species project with Nature Conservancy of Canada.

Comms: we're updating the Explore Brochure, planning an update to the website, we migrated Keela to version 2.0, the Corporate Image Strategy is almost complete, finalizing key messaging and brand platform. So Gloria is hoping to get your approval for the logo and the brochure template.

Forestry: planning to have order forms out shortly. Not sure what is going to happen with the tree sale, no forest festival this year but may try to do some virtual things

Water festival going virtual this year.

Don asked about additional project ideas for funding support from the Foundation to the Authority. Rebecca indicated that gatehouses for areas subject to parking fees, and upgrades to the access trail at Old Baldy are potential projects. Dick indicated that the current year budget just approved could accommodate \$4500 dollars towards an additional project.

8. New Business

- a) **Foundation Connections** - Don is working on it, looking for ideas for content.

- b) **Memberships** - this is subject to a joint executive meeting of the Foundation and Authority in early February. It is acknowledged that we need to be actively recruiting both members and potential Directors.
- c) **Hibou CA** - The Friends of Hibou are working on a newsletter. Appreciate the commitment from the Foundation of the \$5000 support for the playground upgrade.
- d) **500 Club** - needs to be reactivated - needs a value proposition before we communicate about 2021 renewals. Dick H. has volunteered to act as Foundation Board representative to engage with Don Knight and Brian Low to reactivate. A Zoom meeting will be coordinated in the coming weeks.
- e) **Arboretum Alliance** - Don provided an update on behalf of Nancy Brown. The Alliance has received funding from the TD Friends of the Environment to assist with labelling of trees in the arboretum. Nancy will be bringing forward a proposal to the Foundation at a subsequent meeting.

9. CORRESPONDENCE – nothing this month.

- 10. NEXT MEETING** – Finance is having a meeting on February 9th, 2021, the next meeting will be March 10th at a time to be determined.

11. ADJOURNMENT

On declaration of the Chair, the meeting adjourned at 3:43 pm.

MEDIA RELEASES AND ARTICLES

Grey Sauble Conservation Authority

January 18, 2021

"Grey Sauble Conservation Offers new "Membership Pass" for Residents of the Watershed"

[GSCA MEDIA RELEASE MEMBERSHIP PASS JAN-18-2021.pdf \(greysauble.on.ca\)](#)

Toronto Star

January 14, 2021

"Developers to play advisory role in group overseeing Doug Ford's new conservation authority rules"

[Developers to play advisory role in group overseeing Doug Ford's new conservation authority rules | The Star](#)

Collingwood Today

December 20, 2020

"Conservation authority worries new law flouts protection policy"

[Conservation authority worries new law flouts protection policy - CollingwoodToday.ca](#)

Owen Sound Sun Times

December 10, 2020

"Vehicle access blocked to stop mudding in 'sensitive' Shallow Lake"

[Vehicle access blocked to stop mudding in 'sensitive' Shallow Lake | Owen Sound Sun Times](#)

Grey Sauble Authority Board of Directors

MOTION

DATE: January 27, 2021

MOTION #: FA-21-015

MOVED BY: _____

SECONDED BY: _____

THAT in consideration of the Consent Agenda Items listed on the January 27, 2021, agenda, the Grey Sauble Conservation Authority Board of Directors receives the following items: (i) Environmental Planning - Section 28 Permits – December 2020; (ii) Administration - Receipts & Expenses – December 2020; (iv) Minutes – GSCA Foundation January 2021; (v) Recent Media Articles;

STAFF REPORT

Report To: Board of Directors

Report From: Michael Fry, Forestry Coordinator

Meeting Date: January 27th, 2021

Report Code: 001-2021

Subject: Awarding of Forest Management Tender (GSC-21-01)



Recommendation:

WHEREAS Grey Sauble Conservation Authority (GSCA) owns and manages over 11,300 hectares (28,000 acres) of land comprised of 207 individual properties organized into 79 groupings;

AND WHEREAS, GSCA manages nearly 5,260 hectares (13,000 acres) of forested area to offset the operating expenses of the Forestry department and GSCA;

AND WHEREAS, GSCA conducts forest management activities on their products to improve the health of the forest and to generate revenue to offset operating expenses of the forestry department;

THAT the following tenders be awarded as presented at the Board of Director's meeting on January 27th, 2021.

Strategic Initiatives:

This initiative applies to the GSCA Strategic Plan goal of 'Enhance Land Management and Natural Heritage Preservation.' It also falls under GSCA's Overall Desired Outcome of Healthy and Enough Forests and Habitats.

Background:

Grey Sauble Conservation Authority (GSC) owns and manages over 11,300 hectares (28,000 acres) of land throughout its watersheds. GSC has deemed approximately 5,260 hectares (13,000 acres) suitable for forest management activities.

Forest management activities are conducted in a sustainable manner to ensure the long-term supply of wood products as well as the continual existence of values, such as wildlife habitat and wetlands. Forest management activities use the best available scientific information to ensure values are maintained.

The following table describes the property, areas (hectares/acres), and expected forest type to be harvested.

Properties	Area (hectares/acres)	Forest Type
Compartment 185 – Wodehouse MA	17.8 hectares / 44 acres	Plantation – pine/spruce
Total Area Marked	17.8 hectares / 44 acres	

Financial/Budget Implications:

Revenue generated through the sale of wood products from GSC properties are used to offset the operating expenses of GSC.

Communication Strategy:

After the tenders are awarded, the selected bidder will be notified, and a contract will be entered into with them. Other bidders will have their deposit cheques returned and they will be informed of the selected bidder and they bid.

The results of the tendering process will be posted on the GSC website.

Consultation:

- GSC Forestry staff
- CAO
- GSC Board of Director's Vice Chair

Grey Sauble Authority Board of Directors

MOTION

DATE: January 27, 2021

MOTION #: FA-21-016

MOVED BY: _____

SECONDED BY: _____

WHEREAS Grey Sauble Conservation Authority (GSCA) owns and manages over 11,300 hectares (28,000 acres) of land comprised of 207 individual properties organized into 79 groupings;

AND WHEREAS, GSCA manages nearly 5,260 hectares (13,000 acres) of forested area to offset the operating expenses of the Forestry department and GSCA;

AND WHEREAS, GSCA conducts forest management activities on their products to improve the health of the forest and to generate revenue to offset operating expenses of the forestry department;

THAT the following tenders be awarded as presented at the Board of Director's meeting on January 27th, 2021.

STAFF REPORT

Report To: Board of Directors
Report From: Gloria Dangerfield, Manager of Information Services
Report Code: 002-2021
Meeting Date: January 27th, 2021
Subject: Corporate Image Design Strategy, Including Key Messaging & Brand Platform



Recommendation:

WHEREAS Grey Sauble Conservation Authority hired eSolutions to create a Corporate Image Design Strategy that included several design assets, key messaging and a brand platform;

AND FURTHER WHEREAS eSolutions has worked with Grey Sauble Conservation Authority staff to create and provide the agreed upon design asset deliverables;

AND FURTHER WHEREAS eSolutions worked with staff and board members to create key messaging and brand platform to serve as guiding documents for the organization;

AND FURTHER WHEREAS eSolutions provided a brand guidelines document for staff to follow when creating and using design assets;

THAT the Grey Sauble Conservation Authority approve the Corporate Image Design Strategy.

Strategic Initiative:

Strengthening and Enhancing Environmental Education and Communication is one of the five main goals of GSCA's Strategic Plan. Developing a standard, consistent look and feel for the organization as well as consistent and publicly comprehensible key messaging will ensure that GSCA is well-placed to complete this goal.

Background:

GSCA worked throughout 2020 with eSolutions on a Corporate Image Design Strategy that will both create a new, consistent look and feel for our brand as well as create standard, plain language key messaging for the board and staff to use when promoting and discussing the departmental work that we do and the organization.

One of the goals is to convey a look and feel that allows the public and other agencies to immediately associate any of our products (marketing materials, letters, social and media posts etc.) with GSCA. The other main objective is to provide consistent, understandable messaging that provides a succinct summary of the work that we do as well as garner support from all stakeholders for the work that we do. Included in the deliverables is training for staff to assist in using and delivering the messaging.

Analysis:

After several months of developing key overall and departmental messaging, eSolutions provided Key Messages and Brand Platform document for comments from staff and the board. We have now worked through the input provided by GSCA staff and the Board of Directors (BOD) and incorporated them, when feasible, into the final products.

The key messaging will provide an effective way to ensure that we are sending consistent communication about our purpose, programs and services that is easy for the public, as well as all partners and stakeholders to understand.

The goals of these documents are to:

- Be clear and easily understood by the public and other stakeholders (councils, municipal staff, constituents etc.)
- Provide a good overall synopsis of what we do
- Be easily delivered in a concise manner by staff and board members
- Be engaging enough so that the public is interested in the organization and remembers the information encompassed by the key messaging
- Resolve any misconceptions that the public, councils, or other stakeholders have about the organization
- Help GSCA in garnering support from watershed residents and other stakeholders

The brand platform is an internal document that describes GSCA as a brand and is intended to be used as a basis for creating products and messaging that markets GSCA and its services.

The goals of this document are to:

- Provide an accurate reflection of the characteristics of the organization
- Guide the overall messaging of GSCA
- Guide the overall look and feel of GSCA
- Improve consistency in messaging, tone, look and feel
- Guide the use of taglines that stakeholders will immediately associate with our organization

Design Asset Deliverables include:

- Brand Guidelines
- Letterhead
- Budget Companion Template
- GSCA Explore Guide Template
- Ad Template
- Brochures
- PowerPoint Template
- Social Media Post Template
- Icons
- Property Entrance Signage Template
- Sub Watershed Report Card Template
- General Report Template
- Refreshed logos for GSCA and GSCF (foundation)

Financial/Budget Implications: No additional budget implications

Consultation:

GSCA Staff, GSCA Board of Directors, Foundation

Date of Update of this Report: Tuesday, January 19, 2021



Grey Sauble Conservation Authority Brand Strategy

Updated: January 8, 2021
Prepared by eSolutionsGroup

Introduction

Grey Sauble Conservation Authority (GSCA) engaged the services of eSolutions to undertake a brand strategy that will help the organization tell its story in a more consistent and compelling way. Through this project, we will develop a clear picture of GSCA, its services and relationships to create key messages, design guidelines and marketing templates that will help clearly communicate this story with the public and stakeholders. At the completion of the project, GSCA will have:

- Consistent, simple and recognizable messaging and visual materials
- Increased understanding and buy-in about the work of the organization - both internally and externally
- Continued sense of pride in the organization
- A positive workplace culture with streamlined processes and tools to help staff tell GSCA's story
- The ability to measure results

This framework funnels the research conducted in collaboration with the project team, staff and board members into a preliminary structure for telling the Grey Sauble Conservation Authority story.

Background

We began the brand strategy project with a kick-off meeting with the GSCA project team to confirm the scope and learn more about the organization through SWOT and branding exercises. We then conducted similar SWOT and branding exercises through an online survey to ensure all staff and board members had an opportunity to provide input as well.

eSolutions reviewed internal and corporate documents including the program descriptions, strategic plan, presentations, Watershed Report Cards and other reports included on the website and in the supplied "Brand Book".

eSolutions also conducted a thorough review of the existing communications and marketing tactics and channels used by GSCA. We studied the website and social media channels and looked at traditional marketing tactics including news releases, advertisements (summer camp, tree sale), reports (Budget Companion, Annual Report) and the Explore Guide.

Through our research, we concluded that:

- Staff is passionate about the work they do and invested in the organization
- Staff is motivated and energized when they are able to share their knowledge and create connections between people and their environment
- GSCA owns and manages many beautiful properties that provide opportunities for positive engagement with the public year round
- While there is plenty of opportunity for positive engagement, GSCA also has regulatory functions that sometimes result in less positive interactions with the public, property owners and other stakeholders
- Because of the many services and legislative responsibilities offered by GSCA, it is easy to lose sight of the big picture which can result in a lack of consistency in messaging and overall identity

A full summary of this research and engagement can be found in the **Grey Sauble Conservation Authority Research Report** dated May 14, 2020.



Vision

A healthy watershed environment in balance with the needs of society.

Mission

GSCA's mission is, in partnership with the stakeholders of the watershed, to promote and undertake sustainable management of renewable natural resources and to provide responsible leadership to enhance biodiversity and environmental awareness.

Strategic focus areas

The 2019-2021 strategic plan identifies several goals that will contribute to the realization of GSCA's vision.

- Better monitor and manage flood risks
- Enhance GSCA land management and natural heritage preservation
- Support the development of watershed plans with municipalities
- Improve water quality
- Strengthen environmental education and communication

Challenges the brand strategy addresses

Through conversations with the project team, our research and feedback from stakeholders, the following key brand-related challenges were identified. The table below outlines how this brand strategy addresses each challenge area.

Challenge	Approach
Lack of consistency in messaging and visuals Inconsistent use of the brand within the organization and low awareness of the brand story/key messages among staff has resulted in a lack of brand awareness among residents.	<ul style="list-style-type: none"> ▪ Defined brand platform: Clearly defining the brand platform and developing strategic key messages provides direction to staff that allows them to consistently tell the GSCA story. ▪ Training: All internal stakeholders will be trained on the brand and strategy to encourage pride and enthusiasm. ▪ Develop visual brand identity and brand guidelines: The brand guidelines will clearly outline corporate visual identity standards and clarify roles and processes surrounding the creation of branded materials.
Diverse and wide-ranging service offerings GSCA offers a variety of services to many different audiences. There is so much information to communicate which makes it difficult to present content cohesively.	<ul style="list-style-type: none"> ▪ Identify consistent themes: Identify the organizations values, common themes and unique attributes that are present across all services throughout the organization. ▪ Defined brand platform: Clearly defining the brand platform and developing strategic key messages provides direction to staff that allows them to consistently tell the GSCA story.
Diverse current brand perceptions Because of GSCA's diverse service offerings, there are different perceptions of the GSCA brand – some very positive	<ul style="list-style-type: none"> ▪ Defined brand platform: Clearly defining the brand platform and developing strategic key messages provides direction to staff that allows them to consistently tell the GSCA story in a way that resonates with audiences



Challenge	Approach
while other audiences have less favourable feelings towards their experiences with the organization.	<ul style="list-style-type: none">▪ Brand stories: The strategy incorporates concrete methods for communicating GSCA's success stories to support the three brand pillars.

Brand platform

The brand platform tells the whole story of who GSCA is as a brand. This will be used as the foundation to create the visuals and messages used to market GSCA and its services.

Top reasons stakeholders engage Grey Sauble Conservation Authority

GSCA offers a huge range of services to the public – directly and on behalf of various levels of government. This means stakeholders engage with them for a number of reasons including:

- Volunteering for the many GSCA events or workshops or visiting GSCA properties
- Attending GSCA camps and educational programs
- Seeking expert advice and consultation
- Involvement in funding or service agreements
- Planning and development applications and inspections
- Developing water management or forest management plans

Brand personality traits

Like people, brands have certain characteristics or attributes - either positive or negative - that come to mind when thinking about them. Brand personality is often used to position a brand in relation to its competitors. While GSCA doesn't have competitors that property owners can go to for certain functions (like approval processes), carefully defining your brand personality can still benefit the organization. Understanding what appeals to your target audience can influence how you shape your brand to better connect with particular segments.

Personality trait	Description
Conscientious	The organization (and staff) are thoughtful, dedicated and have a high regard for doing what is right.
Integrity	GSCA exhibits integrity through their commitment to environmental stewardship and protection.
Passionate	Staff care deeply about their work. They believe in making a positive impact on the communities they serve and the environment.
Responsible	GSCA takes the responsibilities assigned to them or conducted on behalf of provincial and municipal governments and other agencies seriously as well as their responsibility to the watershed, ecosystems and communities they support.
Enthusiastic	Staff enjoy making real-world connections with people and are excited to share their knowledge with others.
Outdoorsy	Given the focus of their work, GSCA is associated strongly with the outdoors (lakes, streams, forests, conservation areas, wildlife).



Personality trait	Description
Inquisitive	A thirst for knowledge, deeply embedded in science, GSCA's work is fuelled by curiosity, data and experiences.

Brand promise

Protecting **people, properties** and the **environment** to support thriving communities in a healthy watershed.

Brand pillars

Passion

Our staff care deeply about their work and they are excited to share their knowledge and appreciation for nature.

Leadership

Our actions consistently demonstrate responsible leadership that protects people and property from natural hazards, conserves and enhances natural resources, raises awareness, and encourages participation in stewardship activities.

People focused

At the heart of what we do are the people who live in the communities we support. Placing people first allows us to deliver programs, services and solutions that inform, engage, and protect our communities while supporting a healthy watershed.

Brand positioning statement

Grey Sauble Conservation Authority works in partnership with individuals, groups, agencies and governments to deliver professional services that protect the people, properties and ecosystems across the Grey Sauble Watershed.

Our dedicated and passionate staff and volunteers inspire people to learn about and live in harmony with the environment. The tools, programs and access we offer allow people to engage with and take action to protect and enhance important natural features and our ecosystem.

Brand tagline (options)

Tagline option	Rationale
Protect. Respect. Connect.	Rhyming words flow well. High level to capture the work of various business lines as well as organizational values.
Possible campaign taglines	
Conserve, Naturally. Explore, Naturally. Learn, Naturally. Develop, Naturally.	These taglines could be used as part of an audience specific campaign series. The first word would be specific to the service being promoted, followed by naturally to emphasis the relationship with nature in each of the cases.
Watershed warrior.	Alliteration. Since watershed is not a common term, you could create a campaign to help people understand what a watershed is (and how you can be a watershed warrior).

Key audiences

Audience	Profile	Pain points	Messaging strategy
GSCA property and trail users	GSCA properties, conservation areas and trails see hundreds of thousands of visitors each year for passive and organized recreational activities including hiking, swimming, and the entire spectrum of outdoor recreational and wildlife users, enthusiasts and operators (ski clubs, boating community, anglers, hunters, hikers, birders, canoers, kayakers, etc.)	<ul style="list-style-type: none"> May not understand the role of conservation areas (CAs), how they operate (private, not public) May also have concerns about access (why there are fees or restrictions) May not respect permitted uses and boundaries 	<ul style="list-style-type: none"> Help users understand the full range of services offered by the CA Encourage buy-in, support and compliance with rules and restrictions
Property owners	Property owners may access services from GSCA for a variety of reasons including planning or development applications, inspections, technical advice or support, recreational activities, events and flood warnings.	<ul style="list-style-type: none"> Some property owners may feel like GSCA is restricting their ability to do what they want on their property Not all property owners are aware of the services, programs and grants available to them 	<ul style="list-style-type: none"> Help users understand the full range of services offered by the CA Help those considering changes on their property understand the requirements and that staff is there to assist them in achieving their goals
Municipalities, provincial governments and other conservation authorities	GSCA works with and provides services on behalf of eight (8) member municipalities: Municipality of Arran-Elderslie, Town of South Bruce Peninsula, Township of Georgian Bluffs, City of Owen Sound, Township of Chatsworth, Municipality of Meaford, Municipality of Grey Highlands and Town of The Blue Mountains. GSCA also supports and works with other municipalities, provincial ministries and other CAs across all departments.	<ul style="list-style-type: none"> Ensuring consistent service delivery May lack clear understanding of the value of the services provided, the need for taking a watershed approach to issues and the impact of funding changes/ other pressures that impact service delivery 	<ul style="list-style-type: none"> Regular reporting on services delivered and the value of those services Advocacy for appropriate, reliable funding



Audience	Profile	Pain points	Messaging strategy
People living in the watershed communities (may not OWN property)	Even if they don't own property, other residents may still access GSCA conservation areas, trails and services from the CA including flood warnings, stewardship and volunteer opportunities, access to data and information.	<ul style="list-style-type: none"> May not understand the role of CAs, how they operate (private, not public) 	<ul style="list-style-type: none"> Help users understand the full range of services offered by the CA and where to get information

Key messages

The following are key messages apply to the organization as a whole and will help staff tell the organization's story in a way that is simple, concise and inspiring.

- Grey Sauble Conservation Authority employs a team of experts who are passionate about protecting, managing and conserving our natural resources and habitats and sharing their appreciation and understanding of the environment with others.
- By working together with the people and organizations in our community, we're able to help to protect people and property from natural hazards like flooding and erosion and address specific environmental challenges we face locally.
- Our many natural areas offer incredible opportunities to explore and learn more about our natural world and deliver many economic, social and environmental benefits to the watershed communities and ecosystems we serve.
- GSCA staff offer guidance and share knowledge through proactive, transparent communication to the public and stakeholders and are responsible for issuing development permits and making recommendations into planning applications.
- Our team is made up of dedicated expert staff and volunteers in conservation, forestry, environmental planning, flood forecasting, GIS/mapping, water management and drinking water source protection.
- We offer programs and services to help you to take action on your own property that will not only result in local benefits, but also help reduce the risks associated with climate change.

Tone of voice

Tone of voice describes the way GSCA presents itself when communicating with the public. When we deliver our key messages, it is important to think about both **what** we say and **how** we say it. The messages above don't need to be reiterated word for word, but they should use a specific tone of voice characteristic to our brand.

We convey our voice through word choice, punctuation, sentence structure and formatting, as well as through the values and attitudes we express. By clearly defining our voice, we can establish a consistent approach to all marketing and communications. See the **Brand Guidelines** for full details on how to apply the approved tone of voice.

Our voice is...

Human -----

Enthusiastic -----

But our voice is not...

Casual or informal

Overwhelming or perky



Our voice is...

Caring -----

Professional -----

But our voice is not...

Emotional or soft

Academic or condescending

Human

As a public-sector organization, we take our commitment to accessibility and accountability seriously. We use plain language wherever possible in our communications to help our audiences understand and participate. Our voice is approachable, genuine and human, just like the people who make up the watershed communities we serve.

Enthusiastic

Our passion for the work we do comes through our messaging with energy that is infectious and inspires others to engage with GSCA and to learn more. We speak with enthusiasm but our professionalism ensures we do not come across as overbearing or perky.

Caring

Our staff care about the people and ecosystems we serve and want to create a harmonious environment for them to co-exist. We take into consideration the perspectives, goals and concerns of others but do not come across as emotional or soft. We speak with empathy and kindness but firmly communicate our decisions.

Professional

As a team of people who specialize in environmental sciences, land management and planning, we always speak as knowledgeable experts in our fields. Our messages are planned, thoughtful and backed by evidence. We speak to everyone with respect and professionalism. Our voice is confident, authoritative and knowledgeable, but not cold, authoritarian or academic.

Brand visuals

Logo

To accompany our new brand, our logo has been updated with a cleaner, more modern look and feel while not taking a complete departure from the previous version. Our new brand guidelines provide direction on proper logo usage so that it can be applied consistently and professionally in a way that strengthens our brand.



Graphics

Graphics and patterns help to create cohesion and consistency among our informational and promotional materials. These familiar elements serve as a visual language that helps to unite our messages across various platforms. Incorporating graphics creates interest, provides balance and helps communicate important elements about the GSCA brand. A series of leaf graphics has been developed to bring the environmental and natural elements of the GSCA brand to life.

Colours

Colour is an important part of our brand because it is one of the first things people will notice when looking at a logo, document or resource. Our primary brand colours are blue and green, with complementary colours of light blue and dark gray where a neutral colour is appropriate. The colour codes are provided in the brand guidelines so that staff can incorporate our colour palette in the materials they produce.



Grey Sauble Conservation Authority Brand Strategy - Key Messages Report

What is a key message?

A key message is a concise description of your key points that gives you an easy and efficient method to get the organization's message across. A key message also serves as Grey Sauble Conservation Authority's (GSCA) unique value proposition.

Key messaging is an effective way to ensure that you are sending consistent communication about the organization's purpose, programs and services.

Ideally, you want to have 3-5 key messages that succinctly communicate the essential information you want your audience to know about your organization.

Why are key messages important?

The key messages developed as part of the Grey Sauble Conservation Authority's Brand Strategy will help staff tell the organization's story in a way that is simple, concise and inspiring.

At the beginning of the project, we identified a desire for increased understanding and buy-in about the work of the organization – both internally and externally.

Using key messages consistently throughout the marketing and communications tactics and visual materials will help people understand the breadth of services GSCA provides to the community and why these services are important to the community and the environment.

Key messages will also allow you to set a professional, approachable tone that is consistent with your brand.

Key message process

To ensure we had a clear understanding of Grey Sauble Conservation Authority's audiences and how they interact with the organization, we developed the Audience Matrix. That exercise allowed us to understand the relationships GSCA has with its various stakeholders and what information should be communicated.

The following key messages are divided into these two categories:

- Organizational key messages
- Supporting messages

Target audiences

As identified in the Request for Proposal (RFP) and subsequent discussions with staff, the following target audiences have been identified for Grey Sauble Conservation Authority:

- Municipal and provincial staff, politicians and ministries
- Private sector landowners and developers
- Farm owners and operators

- The media
- Donors
- Partners
- Residents living within the watershed communities
- Schools, teachers and students
- Tourists
- Volunteers
- The entire spectrum of outdoor recreational and wildlife users, enthusiasts and operators (ski clubs, golf clubs, boating community, anglers, hunters, hikers, birders, canoers, kayakers, etc.)

Organizational key messages

- Grey Sauble Conservation Authority employs a team of experts who are passionate about protecting, managing and conserving our natural resources and habitats and sharing their appreciation and understanding of the environment with others.
- By working together with the people and organizations in our community, we're able to help to protect people and property from natural hazards like flooding and erosion and address specific environmental challenges we face locally.
- Our many natural areas offer incredible opportunities to explore and learn more about our natural world and deliver many economic, social and environmental benefits to the watershed communities and ecosystems we serve.
- GSCA staff offer guidance and share knowledge through proactive, transparent communication to the public and stakeholders and are responsible for issuing development permits and making recommendations into planning applications.
- Our team is made up of dedicated expert staff and volunteers in conservation, forestry, environmental planning, flood forecasting, GIS/mapping, land management, water management and drinking water source protection.
- We offer programs and services to help you to take action on your own property that will not only result in local benefits, but also help reduce the risks associated with climate change.

Supporting messages

Supporting messages – education, outreach and conservation lands

- GSCA delivers high-quality educational programming that help individuals appreciate their natural environment and embed environmental stewardship into their lives.
- Surrounding yourself in nature has numerous health and wellness benefits and there is so much to learn and explore about the natural environment in our own backyard.
- We own nearly 30,000 acres of land and 172 km of trails for you to explore that are home to thousands of species of plants and animals. We're excited to help you get to know your plant and animal neighbours.
- Did you know the GSCA watershed spans approximately 3,200 sq. km? The programs and services we offer conserve natural habitats for wildlife and species at risk and help protect people and property from natural hazards like flooding and erosion.

- GSCA lands play an important role in flood protection, air quality, climate regulation, water supply and quality, soil quality and food production. They contribute to healthy living, provide habitat for numerous plant and animal species and benefit the economy through tourism and related spending.
- Our trails and conservation areas offer visitors a peaceful escape, opportunities to learn and explore and beautiful settings for your fitness excursions.

Supporting messages – development regulations and environmental planning

- GSCA provides expertise and input into planning decisions on behalf of municipal and provincial levels of government to direct development in a sustainable manner, away from natural hazards, like flood and erosion areas, in order to prevent loss of life and property damage.
- GSCA staff supports appropriate development that balances the needs of the community with meeting legislative compliance and protecting our ecological features.
- If you are considering developing or making changes to your property, GSCA staff will work with you to help achieve that balance, provide guidance and advice to assist in protecting you, your property and our ecosystems.
- To help conserve the natural features of the communities we serve, there are additional factors that must be considered when developing or making changes to private property in regulated areas. Our natural areas provide important ecological, social, cultural and economic benefits and staff will work with you to provide guidance and advice that protects you, your property, and our ecosystems.

Supporting messages – Water Resources

- Understanding our watershed health can help us plan and undertake stewardship activities to improve water quality and enhance aquatic habitat, including working with landowners to encourage actions that can be taken on private property.
- We use watershed monitoring and reporting to identify trends watershed health. This practice allows us to identify where efforts should be targeted to improve the overall health of our watershed.
- GSCA works collaboratively with local municipalities to ensure that proper planning and maintenance activities are in place to reduce the risk and potential impacts of flooding.
- Proactive monitoring and early flood warnings help prevent loss of life and allow people to take action in mitigating flood damage to public and private property.

Supporting messages – drinking water source protection

- The *Clean Water Act* and local Source Water Protection Committee are in place to ensure communities across the region are taking appropriate measures to ensure protection of our drinking water supplies. Continued funding of these efforts will keep Ontario residents safe and protect our municipal drinking water sources.
- Through careful monitoring, inspections and management, Source Water Protection is the first line of protection to help ensure the continued supply of safe, clean drinking water for our communities.
- GSCA has a responsibility to help protect municipal sources of drinking water under the *Clean Water Act* and is committed to helping ensure the safety of the community. Non-compliance with regulations on private property can have a serious negative impact on the safety of drinking water sources.

Supporting messages - stewardship

- GSCA has a proven track record for delivering and supporting stewardship activities that help improve water quality, manage invasive species, reduce erosion and restore natural habitats throughout the GSCA watershed.
- GSCA has the resources, expertise and processes in place to help community members undertake stewardship activities through funding opportunities and technical expertise.
- The individual changes you make on your property can reduce heating and cooling costs, increase property values and improve the health of soil and livestock; implementing Best Management Practices will have a positive impact on the community and broader ecosystem.

Supporting messages - forestry

- Forests provide important ecological, social, cultural, and economic benefits to our communities, which is why stewardship and conservation of these natural assets is essential.
- GSCA forests are managed using ethical and sustainable forest management practices to ensure the long term health and diversity of our forest ecosystems.
- The forests throughout the GSCA watershed help with the conservation and protection of watershed headwaters, natural and historical heritage features, offer habitat for wildlife and support recreational uses.
- Forests, including those on private property, improve air quality, reduce household energy bills, provide habitat for wildlife, and reduce flooding. Our staff can help you nurture and manage forests on your property with affordable services and can assist with applying for tax incentives.

Sample elevator pitches

Using key messages in an elevator pitch

The following two examples show how the strategy's key messages can be used in quick, one-to-two-minute elevator pitches.

These can be used by members of staff, the board or the foundation to quickly explain what Grey Sauble Conservation Authority offers the community.

The elevator speeches can be complemented with resources such as one-pagers, postcards, booklets, or other informational tools that create a consistent brand story.

Sample elevator pitch – media/general

At GSCA, we are a team of experts across various fields who are passionate about protecting, managing and conserving our natural resources and habitats and sharing our appreciation and understanding of the environment with others.

We provide advice, share knowledge and make recommendations about environmental planning, stewardship activities, conservation, forestry, flood forecasting, GIS/mapping, land management, water management and drinking water source protection.

Our focus is addressing the specific environmental challenges we face locally and protecting people and property from natural hazards like flooding and erosion by working together with the people and organizations in our community.

The lands we own and manage offer many economic, social and environmental benefits to the watershed communities and ecosystems we serve. Come get inspired and connect with nature by visiting our many trails and conservation areas and learn more about our environment.

We are proud to offer programs and services that help you to take action on your own property that will not only improve water quality, reduce erosion and restore natural habitats at a local level, but also help reduce the risks associated with the impacts of climate change.

Sample elevator pitch – environmental planning

Like all conservation authorities in Ontario, GSCA has a legislated responsibility to provide expertise and input into planning decisions to direct development in a sustainable manner, away from natural hazards such as flood and erosion areas.

Our experts provide recommendations and permits to support appropriate development that balances the needs of the community with our responsibility to comply with municipal, provincial, and federal legislation in order to prevent loss of life and property.

To help conserve the natural features of the communities we serve, there are additional factors that must be considered when developing or making changes to private property. Our natural areas provide important ecological, social, cultural and economic benefits and staff provide recommendations to approval agencies in order to protect our ecosystems.

Our staff are passionate about helping plan for safe, sustainable and environmentally conscience development. Give us a call to learn more about how we can help.



BRAND GUIDELINES



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INTRODUCTION

Grey Sauble Conservation Authority plays an important role in the communities we serve. We provide advice, share knowledge and make recommendations to help keep people safe and address the specific environmental challenges we face locally. Our staff are passionate about protecting, managing and conserving our natural resources and habitats and sharing our appreciation and understanding of the environment with others.

Our brand helps us deliver that message by ensuring we deliver it consistently in a clear and impactful way that resonates with our audiences. This document provides direction to help staff, representatives and consultants successfully execute and maintain the Grey Sauble Conservation Authority brand.

Whether you are applying the brand visuals or communicating using the approved tone of voice, these brand guidelines are your roadmap for successfully telling our story.



HOW TO USE **THIS GUIDE**

This guide provides best practices for effectively and consistently applying the GSCA brand in visual and written formats. It includes instructions for correct logo usage, visual design, colours and typography. In addition, it outlines who we are as an organization to ensure we present a united voice when promoting the conservation authority.

Who is this guide for?

The GSCA Brand Guidelines provide direction to authority staff, board members, contractors, partners, volunteers and anyone who uses our brand visuals and/or helps promote our story.





Who is responsible for this guide?

GSCA staff shall:

- use branded templates for their intended purposes
- consult with communications staff or department on any additional branded materials that are required
- Send public-facing materials that aren't formatted in a pre-approved template to communications staff or department for approval if the GSCA logo is used

Communications shall:

- maintain the Brand Guidelines document
- communicate any changes to GSCA brand or corporate identity to staff
- review and provide direction on all materials using the GSCA logo

Questions?

If you need help using this guide or have any questions regarding the GSCA brand or corporate identity, please email g.dangerfield@greysauble.on.ca.

BRAND IDENTITY

At Grey Sauble Conservation Authority, we are a team of experts across various fields who are passionate about protecting, managing and conserving our natural resources and habitats and sharing our appreciation and understanding of the environment with others. We work in partnership with individuals, agencies and governments to deliver professional services and opportunities to take part in stewardship activities that protect the people, properties and ecosystems across the Grey Sauble Watershed.

Our dedicated, passionate staff and volunteers provide inspiration, tools and access to help people learn about, engage with and protect the environment.

Vision

A healthy watershed environment in balance with the needs of society.

Mission

GSCA's mission is, in partnership with the stakeholders of the watershed, to promote and undertake sustainable management of renewable natural resources and to provide responsible leadership to enhance biodiversity and environmental awareness.





Brand promise

Protecting people, properties and the environment to support thriving communities in a healthy watershed.

Brand pillars

Passion

Our staff care deeply about their work and they are excited to share their knowledge and appreciation for the environment.

Leadership

Our actions consistently demonstrate responsible leadership that protects people and property from natural hazards, conserves and enhances natural resources, raises awareness, and encourages participation in stewardship activities.

People focused

At the heart of what we do are the people who live in the communities we support. Placing people first allows us to deliver programs, services and solutions that inform, engage, and protect our communities while supporting a healthy watershed.



TONE OF VOICE

Tone of voice describes the way GSCA presents itself when communicating with the public. When we deliver our key messages, it is important to think about both what we say and how we say it.

We convey our voice through word choice, punctuation, sentence structure and formatting, as well as through the values and attitudes we express. By clearly defining our voice, we can establish a consistent approach to all marketing and communications while developing trust from our audience.

Our voice is...

- Human
- Enthusiastic
- Caring
- Professional

Our voice is not...

- Casual or informal
- Overwhelming or perky
- Emotional or soft
- Academic or condescending

Human

As a public-sector organization, we take our commitment to accessibility and accountability seriously. We use plain language wherever possible in our communications to help our audiences understand and participate. Our voice is approachable, genuine and human, just like the people who make up the watershed communities we serve.

Enthusiastic

Our passion for the work we do comes through our messaging with energy that is infectious and inspires others to engage with GSCA and to learn more. We speak with enthusiasm but our professionalism ensures we do not come across as overbearing or perky.

Caring

Our staff care about the people and ecosystems we serve and want to create a harmonious environment for them to co-exist. We take into consideration the perspectives, goals and concerns of others but do not come across as emotional or soft. We speak with empathy and kindness but firmly communicate our decisions.

Professional

As a team of people who specialize in environmental sciences, land management, and planning, we always speak as knowledgeable experts in our fields. Our messages are planned, thoughtful and backed by evidence. We speak to everyone with respect and professionalism. Our voice is confident, authoritative and knowledgeable, but not cold, authoritarian or academic.

OUR NAME AND LOGO

Our name

GSCA is known to residents, Council, media and visitors through a variety of abbreviations. We should always reference the full name Grey Sauble Conservation Authority at the beginning of any communications copy, marketing collateral and official documents released to the public and media. If you plan to use the GSCA acronym, it should accompany the full name in brackets at the first instance Grey Sauble Conservation Authority (GSCA). You may also refer to the organization in more casual mentions as “Grey Sauble” or “the conservation authority”.

Tagline

Protect. Respect. Connect.

Rhyming words flow well. High level to capture the work of various business lines as well as organizational values.

The story of our logo

To accompany our new brand, our logo has been updated with a cleaner, more modern look and feel while not taking a complete departure from the previous version.

The blue and green elements reflect the environment and landscapes that make up the watershed. The coniferous tree was updated with a deciduous tree, which is more representative of the forests throughout the Grey Sauble Watershed. The grey provides a soft, neutral contrast that balances the colours.



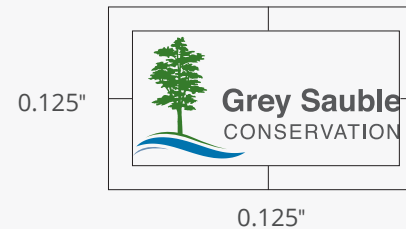
CORRECT LOGO USAGE

Follow these guidelines when placing the logo so that we can keep consistency and strengthen our brand.

Authorized use

The logo may be used by the following groups:

- GSCA departments
- Contracted agencies
- Those identifying sponsorship or support



Size

The size of the logo we use depends on the specifications of the materials the logo is to appear on. However, it should never appear smaller than 1.50", unless otherwise approved by communications.

White space

Always use proper white space around the logo to distinguish it from its surrounding environment. This includes text, graphics, or any other elements that might cause visual clutter. At least 0.125 inches of white space must surround the logo on all four sides in every application.

Colour options

The logo can be reversed to solid white when placed on a dark background.

INCORRECT LOGO USAGE

We have one logo that we use in all marketing and communications materials. This logo should never be altered, redrawn or modified in any way, aside from the approved usage outlined in this guide.



Do not use the wordmark on its own.



Do not stretch, distort, skew or rotate the logo.



Do not place the logo on background colours with insufficient contrast.



Do not change the official colours of the logo.



Do not frame the logo or enclose it in a box.



Do not place the logo on images or textures that compromise its legibility.



Do not change the typography, font or font size of any part of the logo or slogan.



Do not add drop shadows to the logo.

COLOURS

Colour is an important part of our brand because it is one of the first things people will notice when looking at a logo, document or resource. Colours have meaning can influence people's perceptions of us by stimulating an emotional response.

Our primary brand colours are blue and green, with complementary colours of light blue and dark gray where a neutral colour is appropriate. The colour codes are provided here so that staff can incorporate our colour palette in the materials they produce.

Blue

CMYK 100 | 30 | 0 | 20

RGB 0 | 102 | 158

PMS 3015C

HEX #0073AE

Green

CMYK 65 | 0 | 100 | 42

RGB 51 | 115 | 33

PMS 364C

HEX #387C2B

Light blue

CMYK 100 | 30 | 0 | 20 | 60%

RGB 107 | 142 | 179

PMS 3015C | 60%

HEX #6B8FB6

Dark gray

CMYK 0 | 0 | 0 | 80

RGB 88 | 89 | 91

PMS 425C

HEX #58595B

DESIGN FONT

Design fonts are used for marketing and communications collateral to add a complementary contrast to GSCA logo that elevates the materials it's used in while also keeping consistent with the look and feel of the brand.

Open Sans

Open Sans was designed with a strong upright accent, open style and a neutral, yet familiar appearance. It was optimized for print, web, and mobile applications, and has excellent legibility characteristics in its letterforms.

This font should be applied to headlines with a minimum size requirement of 10pt, and to subheads and body text with a minimum size requirement of 8pt.

Extra bold

**Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Qq
Rr Ss Tt Uu Vv Ww Xx Yy Zz**

Bold

**Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Qq
Rr Ss Tt Uu Vv Ww Xx Yy Zz**

Regular

Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Qq
Rr Ss Tt Uu Vv Ww Xx Yy Zz

Light

Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Qq
Rr Ss Tt Uu Vv Ww Xx Yy Zz

SYSTEM FONT

All GSCA staff are advised to use system and web fonts for their text-based communications, such as emails, agendas, minutes and reports, while also providing consistency across the website.

Arial

To complement Open Sans, Arial is an excellent option for a safe, universally readable sans serif font.

This font should be applied to subheads and body text, with a minimum size requirement of 8pt.

Black

**Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Qq
Rr Ss Tt Uu Vv Ww Xx Yy Zz**

Bold

**Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Qq
Rr Ss Tt Uu Vv Ww Xx Yy Zz**

Regular

Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Qq
Rr Ss Tt Uu Vv Ww Xx Yy Zz

italic

*Aa Bb Cc Dd Ee Ff Gg Hh Ii
Jj Kk Ll Mm Nn Oo Pp Qq
Rr Ss Tt Uu Vv Ww Xx Yy Zz*

PHOTOGRAPHY

Strong, professional photography can be a powerful tool to help us derive maximum benefit from our marketing efforts and information tools and materials. It enhances our storytelling, represents our brand and can bring to life the impact of natural hazards, inspire people with the beauty of our properties and demonstrate how our work touches the lives of those in our community. Using vibrant and authentic images on our social media, website or marketing collateral will capture people's attention and highlight what we value, what we live for, and what makes us who we are.

Proper image use

When using photography for GSCA materials (traditional or digital), please keep in mind to:

- Use high resolution imagery
- Make sure the image is clear and has good lighting (no overexposure or underexposure)
- Showcase the beauty of our local community (not stock images)
- Draw from our community's collection of photography – local photographers
- Capture diverse images that resonate with our brand, including our people, our heritage and our natural environment
- Use images that capture unique, authentic experiences and sightings, not typical tourism shots
- Always ask permission to share images publically (for both people in photos, or photographers images)



GRAPHICS AND PATTERNS

Graphics and patterns help to create cohesion and consistency among our informational and promotional materials. These familiar elements serve as a visual language that helps to unite our messages across various platforms. Incorporating graphics creates interest, provides balance and helps communicate important elements about the GSCA brand.

The series of leaf graphics brings the environmental and natural elements of the GSCA brand to life. They use a similar design as our icons with clean, crisp lines and should be used throughout all materials whenever possible.

Proper graphic use

- Include up to one leaf graphic per page as appropriate based on the content/document.
- Leaves should only use either white or one of the four brand colours
- Leaves can be made different transparencies to fit with the document they are included in
- Do not bold the leaf graphic
- Do not change the weight of the leaf graphic
- Do not fill in the leaves
- Preferred position is slightly cropped off the page



ICONS

Building on the visual language, icons can be used to convey information in an easy to interpret manner. They should follow a consistent style that complements the brand for a clean, crisp presentation. Icons should be accompanied by a legend or text to ensure clarity.

We recommend using a consistent set of icons that promotes familiarity and recognition to help people understand the information being communicated through the icons.



Size

The size of the icon we use depends on the specifications of the materials the logo is to appear on. However, it should never appear smaller than 0.256", unless otherwise approved by communications.



White space

Always use proper white space around the icon to distinguish it from its surrounding environment. This includes text, graphics, or any other elements that might cause visual clutter. The amount of white space used for icons will vary depending on size, and some allowances can be made for ones applied to maps.



Colour options

Icons can be used by applying various brand colours, as well as, additional colours to suit the application.



If you have any questions about how to use
the Grey Sauble Conservation Brand Guidelines,
please contact us at **g.dangerfield@greysauble.on.ca**.

Grey Sauble Authority Board of Directors

M O T I O N

DATE: January 27, 2021

MOTION #: FA-21-017

MOVED BY: _____

SECONDED BY: _____

WHEREAS Grey Sauble Conservation Authority hired eSolutions to create a Corporate Image Design Strategy that included several design assets, key messaging and a brand platform;

AND FURTHER WHEREAS eSolutions has worked with Grey Sauble Conservation Authority staff to create and provide the agreed upon design asset deliverables;

AND FURTHER WHEREAS eSolutions worked with staff and board members to create key messaging and brand platform to serve as guiding documents for the organization;

AND FURTHER WHEREAS eSolutions provided a brand guidelines document for staff to follow when creating and using design assets;

THAT the Grey Sauble Conservation Authority approve the Corporate Image Design Strategy.

GREY SAUBLE CONSERVATION AUTHORITY 2021 DRAFT BUDGET

EXPENSES

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
WATER MANAGEMENT				
Flood Forecasting & Warning				Flood Forecasting & Warning
Salary, wages & benefits	112,658	97,245	96,729	119,199
Contracts & Services	3,500	1,690	5,500	5,200
Vehicles & Equipment	4,000	4,845	4,000	4,000
Materials & Supplies	3,500	3,626	3,000	3,000
Training & Workshops	750	706	1,000	1,000
Total Flood Forecasting & Warning	124,408	108,112	110,229	132,399
Flood Control Structures				
Salary, wages & benefits	1,200	1,243	1,437	1,500
Contracts & Services	2,500	1,716	2,500	2,500
Vehicles & Equipment	300	128	350	350
Materials & Supplies	1,780		1,200	1,200
Other	1,750	1,735	1,800	1,800
Total Flood Control Structures	7,530	4,822	7,287	7,350
Ice Management Planning & Funding				
Salary, wages & benefits		-	-	-
Contracts & Services	4,000	-	-	-
Total Ice Management Planning & Funding	4,000	-	-	-
Erosion Control Structures				
Salary, wages & benefits	750	563	800	800
Contracts & Services				
Vehicles & Equipment	250	166	300	300
Materials & Supplies	1,000		1,000	1,000
Total Erosion Control Structures	2,000	729	2,100	2,100

FUNDING

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
WATER MANAGEMENT				
Flood Forecasting & Warning				
Municipal Levy	73,632	80,512	80,738	102,999
CAA S39	50,776	27,600	29,492	29,400
MECP (DWSP)				
Agreements, MOUs and Grants				
Services & Sales				
Total Flood Forecasting & Warning	124,408	108,112	110,229	132,399
Flood Control Structures				
Municipal Levy	4,030	2,812	5,467	5,707
CAA S39	3,500	1,820	1,820	1,643
MECP (DWSP)				
Agreements, MOUs and Grants		191	-	-
Interest & Gains				
Total Flood Control Structures	7,530	4,823	7,287	7,350
Ice Management Planning & Funding				
Municipal Levy	2,000	-	-	-
CAA S39	2,000	-	-	-
Total Ice Management Planning & Funding	4,000	-	-	-
Erosion Control Structures				
Municipal Levy	1,000	365	1,100	1,100
CAA S39	1,000	365	1,000	1,000
MECP (DWSP)				
Agreements, MOUs and Grants				
Total Erosion Control Structures	2,000	729	2,100	2,100

EXPENSES

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
Other Dams				
Salary, wages & benefits	7,844	2,832	18,043	18,041
Contracts & Services	2,000	-	2,000	-
Vehicles & Equipment	1,200	894	1,500	1,600
Materials & Supplies	1,500	1,048	1,500	1,500
To Reserves				
Total Other Dams	12,544	4,774	23,043	21,141
TOTAL WATER MANAGEMENT	150,482	118,437	142,660	162,990

Watershed Monitoring & Management				
Salary, wages & benefits	105,654	104,490	34,755	17,781
Contracts & Services	13,000	14,043	10,000	13,600
Vehicles & Equipment	11,000	5,604	5,000	5,000
Materials & Supplies	60,735	76,867	400	400
Training & Workshops	750	108	750	
Donations				
To Reserves				
To Deferred Revenue		33,596		
Total Watershed Monitoring & Management	191,139	234,707	50,905	36,781

Stewardship				
Salary, wages & benefits			33,255	56,639
Contracts & Services			1,000	1,000
Vehicles & Equipment			5,000	3,000
Materials & Supplies			65,000	31,913
Training & Workshops			500	-
Total Stewardship			104,755	92,552

FUNDING

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
Other Dams				
Municipal Levy	12,544	4,774	23,043	18,641
CAA S39				
MECP (DWSP)				
Agreements, MOUs and Grants				
From Reserves or Surplus				2,500
Total Other Dams	12,544	4,774	23,043	21,141
TOTAL WATER MANAGEMENT	150,482	118,438	142,660	162,990

Watershed Monitoring & Management				
Municipal Levy	104,794	104,794	47,205	35,581
CAA S39				
MECP (DWSP)				
Agreements, MOUs and Grants	81,145	80,734	-	-
Services & Sales	4,000	5,436	-	-
Donations	1,200	44,000	3,700	
From Reserves or Surplus				1,200
From Deferred Revenue				
Total Watershed Monitoring & Management	191,139	234,965	50,905	36,781

Stewardship				
Municipal Levy			34,755	35,639
CAA S39				
MECP (DWSP)				
Agreements, MOUs and Grants			70,000	56,913
Services & Sales			-	-
Total Stewardship			104,755	92,552

EXPENSES

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
Environmental Planning & Regulations				
Salary, wages & benefits	357,288	336,274	390,089	389,359
Contracts & Services		394	1,000	1,000
Vehicles & Equipment	13,000	9,288	11,000	10,000
Materials & Supplies	5,000	5,250	5,000	4,707
Training & Workshops	5,000	6,217	5,000	
To Reserves		22,827		
To Deferred Revenue		17,960		
Total Environmental Planning & Regulations	380,288	398,211	412,089	405,066
Forestry, Species & Forestry Services				
Salary, wages & benefits	269,717	244,519	235,623	229,122
Contracts & Services	1,425	4,672	1,500	2,250
Vehicles & Equipment	19,200	14,702	21,000	24,000
Materials & Supplies	103,050	107,592	92,500	99,500
Training & Workshops	5,235	812	5,000	
Donations	3,000	3,000	3,000	
To Reserves			13,934	
Total Forestry, Species & Forestry Services	401,627	375,298	372,557	354,872

FUNDING

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
Environmental Planning & Regulations				
Municipal Levy	57,719	57,719	83,606	84,073
CAA S39	5,756	2,993	2,993	2,993
MECP (DWSP)				
Agreements, MOUs and Grants				
Services & Sales	297,000	337,499	325,490	318,000
From Reserves	19,813			
From Deferred Revenue				
Total Environmental Planning & Regulations	380,288	398,211	412,089	405,066
Forestry, Species & Forestry Services				
Municipal Levy				
CAA S39				
MECP (DWSP)				
Agreements, MOUs and Grants	165,000	119,807	75,000	166,500
Services & Sales	208,430	183,242	294,557	155,000
Donations		38	3,000	5,000
From Reserves	28,197	72,211		28,372
Total Forestry, Species & Forestry Services	401,627	375,298	372,557	354,872

EXPENSES

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
CONSERVATION LANDS				
Conservation Lands Policy & Strategy				
Salary, wages & benefits	94,222	97,906	103,482	114,095
Contracts & Services	1,000	2,827	3,000	3,000
Vehicles & Equipment	1,500	1,465	1,500	1,500
Materials & Supplies	3,000	857	3,000	2,400
Training & Workshops	2,000	703	1,000	-
Other	72,200	65,982	73,000	83,000
To Reserves		27,114	5,000	
Total Conservation Lands Policy & Strategy	173,922	196,855	189,982	203,995
Grey County Management Contract				
Salary, wages & benefits	133,042	113,039	134,516	160,864
Vehicles & Equipment	16,500	12,240	16,500	13,500
Materials & Supplies		1,498		
Training & Workshops				
Total Grey County Management Contract	149,542	126,778	151,016	174,364
Conservation Lands Operations				
Salary, wages & benefits	182,939	185,686	186,926	238,152
Contracts & Services	35,000	21,227	23,000	23,000
Vehicles & Equipment	19,975	22,028	21,925	22,000
Materials & Supplies	15,000	15,060	15,000	15,000
Training & Workshops	2,000	1,029	2,000	-
Donations				
To Reserves		4,753		59,000
Total Conservation Lands Operations	254,914	249,784	248,851	357,152
TOTAL CONSERVATION LANDS	578,378	573,416	589,849	735,511

FUNDING

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
CONSERVATION LANDS				
Conservation Lands Policy & Strategy				
Municipal Levy	138,182	138,182	132,982	133,347
CAA S39				
MECP (DWSP)				
Agreements, MOUs and Grants				
Services & Sales	35,740	58,672	55,000	64,048
Interest & Gains				
From Reserves			2,000	6,600
Total Conservation Lands Policy & Strategy	173,922	196,854	189,982	203,995
Grey County Management Contract				
Municipal Levy				
MECP (DWSP)				
Agreements, MOUs and Grants				
Services & Sales	149,542	126,778	151,016	174,364
Total Grey County Management Contract	149,542	126,778	151,016	174,364
Conservation Lands Operations				
Municipal Levy	179,514	179,514	188,601	170,082
CAA S39				
MECP (DWSP)				
Agreements, MOUs and Grants	5,000			
Services & Sales	70,200	69,621	60,000	130,070
Donations	200	650	250	-
From Reserves or Surplus				57,000
Total Conservation Lands Operations	254,914	249,784	248,851	357,152
TOTAL CONSERVATION LANDS	578,378	573,417	589,849	735,511

EXPENSES

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
Conservation Information & Community Outreach				
Salary, wages & benefits	106,256	104,997	71,221	80,306
Contracts & Services	28,200	10,959	22,700	9,700
Vehicles & Equipment	1,000	538	500	500
Materials & Supplies	2,900	4,142	3,050	8,250
Training & Workshops	1,000	448	800	
Donations	800	600	200	100
To Reserves		8,397		
To Deferred Revenue		3,500		
Total Conservation Information & Community Outreach	140,156	133,581	98,471	98,856
Education				
Salary, wages & benefits			44,993	38,458
Contracts & Services			6,500	5,700
Vehicles & Equipment			250	250
Materials & Supplies			3,800	3,400
Training & Workshops			400	
To Reserves				4,482
Total Education			55,943	52,290
Administration, Finance & Human Resources				
Salary, wages & benefits	366,253	326,048	351,580	373,280
Contracts & Services	52,440	56,591	85,300	67,024
Vehicles & Equipment	1,100	3,100	1,000	1,000
Materials & Supplies	14,000	15,895	16,800	12,050
Training & Workshops	3,000	2,621	2,000	16,000
Donations				
Other	96,000	89,063	94,000	100,075
To Reserves		10,000		
Total Administration, Finance & Human Resources	532,793	503,319	550,680	569,429

FUNDING

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
Conservation Information & Community Outreach				
Municipal Levy	96,892	96,892	98,471	96,356
CAA S39				
MECP (DWSP)				
Agreements, MOUs and Grants				
Services & Sales	35,264	33,190	-	-
Donations		3,500	-	-
From Reserves	8,000			2,500
From Deferred Revenue				
Total Conservation Information & Community Outreach	140,156	133,581	98,471	98,856
Education				
Municipal Levy			323	
CAA S39				
MECP (DWSP)				
Agreements, MOUs and Grants			3,500	
Services & Sales			52,120	52,290
From Reserves				
Total Education			55,943	52,290
Administration, Finance & Human Resources				
Municipal Levy	488,664	488,664	498,983	525,680
CAA S39	8,747	4,278	2,020	2,020
MECP (DWSP)				
Agreements, MOUs and Grants	725	1,849		
Services & Sales	31,956	29,872	32,177	36,130
Donations	200	2,019	500	1,600
Interest & Gains	2,500	7,865	2,000	4,000
From Reserves			15,000	
Total Administration, Finance & Human Resources	532,793	534,547	550,680	569,429

EXPENSES

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
GIS, Information Management & Information Technology				
Salary, wages & benefits	234,303	166,123	201,664	235,742
Contracts & Services	111,712	189,744	26,910	27,790
Vehicles & Equipment	1,000	880	1,200	1,000
Materials & Supplies	5,750	5,623	5,850	4,900
Training & Workshops	3,000	1,503	3,200	
To Reserves				
Total GIS & Information Management	355,765	363,872	238,824	269,432
Source Water Protection				
Salary, wages & benefits	137,938	136,613	171,019	162,304
Contracts & Services	16,500	22,781	11,292	15,000
Vehicles & Equipment	1,300	1,246	1,500	1,500
Materials & Supplies	3,000	4,752	3,000	3,000
Other				
To Deferred Revenue		46,997		
Total Source Water Protection	158,738	212,388	186,811	181,804
Source Water Risk Management Service				
Salary, wages & benefits	29,928	65,808	34,084	51,427
Contracts & Services	9,000	10,718	9,000	6,000
Vehicles & Equipment	1,500	1,161	1,500	1,000
Materials & Supplies	2,000	1,262	2,000	2,000
Training & Workshops	1,000		1,000	1,000
Other		7,668		
To Reserves	33,251		29,095	
Total Source Water Risk Management Service	76,679	86,617	76,679	61,427

FUNDING

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
GIS, Information Management & Information Technology				
Municipal Levy	178,549	179,049	185,324	222,932
CAA S39				
MECP (DWSP)				
Agreements, MOUs and Grants	164,816	184,250	15,000	-
Services & Sales	12,400	695	5,500	3,500
From Reserves or Surplus			33,000	43,000
Total GIS & Information Management	355,765	363,994	238,824	269,432
Source Water Protection				
Municipal Levy				
CAA S39				
MECP (DWSP)	158,738	211,000	186,811	181,804
Agreements, MOUs and Grants				
Interest & Gains		1,388	-	-
From Deferred Revenue				
Total Source Water Protection	158,738	212,388	186,811	181,804
Source Water Risk Management Service				
Municipal Levy				
CAA S39				
MECP (DWSP)				
Agreements, MOUs and Grants				
Services & Sales	76,679	76,679	76,679	50,000
Interest & Gains				
From Reserves		9,938		11,427
Total Source Water Risk Management Service	76,679	86,617	76,679	61,427

EXPENSES

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
Fleet & Equipment Management				
Salary, wages & benefits	10,804	7,685	11,072	8,000
Contracts & Services	18,500	19,574	18,500	19,000
Materials & Supplies	30,000	27,853	30,000	30,000
Training & Workshops				
To Reserves	26,121	17,195	21,803	33,500
Total Fleet & Equipment Management	85,425	72,308	81,375	90,500
Total Operating Budget	3,051,469	3,072,154	2,961,597	3,111,510

Total Operations Budget Expenses				
Salary, wages & benefits	2,150,795	1,991,072	2,121,288	2,295,068
Contracts & Services	298,777	356,936	229,702	201,764
Vehicles & Equipment	92,825	78,286	94,025	90,500
Materials & Supplies	252,215	271,326	252,100	224,220
Training & Workshops	23,735	14,146	22,650	18,000
Donations	3,800	3,600	3,200	100
Other	169,950	164,448	168,800	184,875
To Reserves	59,372	90,287	69,832	96,983
To Deferred Revenue	-	102,053	-	
Total Operating Budget	3,051,470	3,072,155	2,961,597	3,111,510

FUNDING

	Approved Budget 2019	2019 Dec 31 Actual	Approved Budget 2020	Draft 2021 Budget
Fleet & Equipment Management				
Municipal Levy				
CAA S39				
Agreements, MOUs and Grants				
Services & Sales	85,425	72,308	81,375	90,500
From Reserves				
Total Fleet & Equipment Management	85,425	72,308	81,375	90,500
Total Operating Budget	3,051,470	3,103,763	2,961,597	3,111,510

Total Operations Budget Funding				
Municipal Levy	1,337,520	1,333,276	1,380,597	1,432,136
CAA S39	71,779	37,056	37,325	37,056
MECP (DWSP)	158,738	211,000	186,811	181,804
Agreements, MOUs and Grants	416,686	386,832	163,500	223,413
Services & Sales	1,006,636	993,991	1,133,914	1,073,901
Donations	1,600	50,207	7,450	6,600
Interest & Gains	2,500	9,253	2,000	4,000
From Reserves	56,010	82,149	50,000	152,599
From Deferred Revenue	-	-	-	
Total Operating Budget	3,051,470	3,103,763	2,961,597	3,111,510

GREY SAUBLE CONSERVATION AUTHORITY 2021 PROPOSED CAPITAL BUDGET

EXPENSES

	Approved Budget 2020	Proposed Budget 2021
WATER MANAGEMENT		
Flood Forecasting & Warning		
To Reserves	25,000	25,000
WATER MANAGEMENT Subtotal	25,000	25,000
CONSERVATION LANDS Policy/Operations		
Entrance Signs		
Contracts & Services	14,800	19,600
Spirit Rock - Washroom Upgrade		
Contracts & Services	10,000	10,000
Bruce's Caves - Washroom Upgrade		
Contracts & Services	10,000	10,000
Lake Charles - Washroom Removal		
Contracts & Services	2,000	
Indian Falls - Washroom Upgrades		
Contracts & Services	15,000	15,000

FUNDING

	Approved Budget 2020	Proposed Budget 2021
WATER MANAGEMENT		
Flood Forecasting & Warning		
Municipal Levy	25,000	25,000
WATER MANAGEMENT Subtotal	25,000	25,000
CONSERVATION LANDS Policy/Operations		
Entrance Signs		
Municipal Levy	4,800	4,800
Reserves	10,000	14,800
Spirit Rock - Washroom Upgrade		
Reserves	5,500	10,000
Sales and Services	4,500	-
Bruce's Caves - Washroom Upgrade		
Municipal Levy		
Sales and Services	10,000	
Reserves		10,000
Lake Charles - Washroom Removal		
Municipal Levy		
Sales and Services	2,000	-
Indian Falls - Washroom Upgrades		
Municipal Levy		
Agreements/MOUs/Grants	7,500	7,500

EXPENSES			FUNDING		
	Approved Budget 2020	Proposed Budget 2021		Approved Budget 2020	Proposed Budget 2021
			Sales and Services	7,500	
			Reserves		7,500
Arran Lake Pavilion			Arran Lake Pavilion		
Contracts and Services	40,000	-	Municipal Levy	4,700	
			Donations	25,000	
			Reserves	9,300	
			Sales and Service	1,000	
Inglis Falls - Septic			Inglis Falls - Septic		
Contracts & Services		45,000	Sales and Services		
			Reserves		45,000
Inglis Falls - Safety Fence			Inglis Falls - Fence		
Contracts & Services		3,000	Sales & Services		
			Reserves		3,000
Various - Stone Repointing Projects			Various - Stone Repointing Projects		
Contracts & Services	6,000	6,000	Reserves	6,000	6,000
CONSERVATION LANDS Subtotal	97,800	108,600	CONSERVATION LANDS Subtotal	97,800	108,600
Administration, Finance & Human Resources			Administration, Finance & Human Resources		
Admin Centre refurbish Concept Design			Admin Centre refurbish Concept Design		
Contracts & Services	20,000	20,000	Reserves	20,000	20,000
Admin Centre - Renewal			Admin Centre - Renewal		
Contracts & Services	20,000	-	Reserves	20,000	-

EXPENSES

	Approved Budget 2020	Proposed Budget 2021
Admin Centre - Office Furniture Materials and Supplies		6,000
Admin Centre Meeting Tables Materials and Supplies	6,000	
Administration, Finance & Human Resources Subtotal	46,000	26,000

GIS, Information Management & Information Technology - 2020 Servers Materials & Supplies Equipment	5,000	6,000
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GIS, Information Management & Information Technology - GPS Units/Tablets Materials & Supplies	1,500	500
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GIS, Information Management & Information Technology - 2020 Screen Equipment	1,000	
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GIS, Information Management & Information Technology - Workstations Materials & Supplies	8,000	6,000
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FUNDING

	Approved Budget 2020	Proposed Budget 2021
Admin Centre - Office Furniture Municipal Levy		6,000
Admin Centre Meeting Tables Municipal Levy	6,000	
Administration, Finance & Human Resources Subtotal	46,000	26,000

GIS, Information Management & Information Technology - 2020 Servers From Reserves	5,000	6,000
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GIS, Information Management & Information Technology - GPS Units From Reserves Municipal Levy	1,500	500
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GIS, Information Management & Information Technology - 2020 Smart Screen Municipal Levy	1,000	
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GIS, Information Management & Information Technology - Workstations Municipal Levy	8,000	6,000
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EXPENSES

	Approved Budget 2020	Proposed Budget 2021
GIS, Information Management & Information Technology - Subtotal	15,500	12,500
Fleet & Equipment Management		
Vehicles & Equipment**	60,000	60,000
To Lands Operations**	4,000	
Fleet & Equipment Management Subtotal	64,000	60,000
Total Proposed Capital Budget	248,300	232,100
Total Capital Budget		
Salary, wages & benefits		
Contracts & Services	137,800	128,600
Vehicles & Equipment	60,000	60,000
Materials & Supplies	21,500	18,500
Training & Workshops		
Donations		
Other	4,000	-
To Reserves	25,000	25,000
To Deferred Revenue		
Total Capital Budget	248,300	232,100

2020 Capital Projects completed are excluded

** not included in original 2020 Capital budget, carry forward from 2019

FUNDING

	Approved Budget 2020	Proposed Budget 2021
GIS, Information Management & Information Technology - Subtotal	15,500	12,500
Fleet & Equipment Management		
Services & Sales	4,000	
From Reserves	60,000	60,000
Fleet & Equipment Management Subtotal	64,000	60,000
Total Proposed Capital Budget	248,300	232,100
Total Capital Budget		
Municipal Levy	51,000	42,300
CAA S39		
MECP (DWSP)		
Agreements, MOUs and Grants	7,500	7,500
Services & Sales	29,000	-
Donations	25,000	-
Interest & Gains		
From Reserves	135,800	182,300
From Deferred Revenue		
Total Capital Budget	248,300	232,100

LEVY FOR INDIVIDUAL MUNICIPALITIES

	2019 Modified C.V.A. in Watershed	2019 Portion of Watershed	2020 Modified C.V.A. in Watershed	2020 Portion of Watershed	2020 Levy /\$1000 of Mod.CVA	2020 Levy	Proposed 2021 Levy /\$1000 of Mod.CVA	Proposed 2021 Levy	Proposed Levy Increase	% Increase	Quarterly Levy
Arran-Elderslie	384,985,735	0.02753	400,710,785	0.02740	0.10238	39,415.20	0.10081	40,397.30	982.09	2.4917%	10,099.32
Blue Mountains	3,665,331,153	0.26213	3,959,316,579	0.27072	0.10238	375,260.06	0.10081	399,154.94	23,894.88	6.3676%	99,788.73
Chatsworth	440,684,817	0.03152	457,639,550	0.03129	0.10238	45,117.73	0.10081	46,136.52	1,018.79	2.2581%	11,534.13
Georgian Bluffs	1,806,805,372	0.12921	1,889,905,745	0.12922	0.10238	184,982.44	0.10081	190,529.15	5,546.71	2.9985%	47,632.29
Grey Highlands	1,176,740,233	0.08415	1,235,060,509	0.08445	0.10238	120,475.77	0.10081	124,511.51	4,035.74	3.3498%	31,127.88
Meaford	1,933,678,799	0.13829	2,003,710,120	0.13700	0.10238	197,971.86	0.10081	202,002.23	4,030.37	2.0358%	50,500.56
Owen Sound	2,610,774,426	0.18671	2,660,387,857	0.18190	0.10238	267,293.55	0.10081	268,204.61	911.06	0.3408%	67,051.15
South Bruce Peninsula	1,964,044,577	0.14046	2,018,568,370	0.13802	0.10238	201,080.74	0.10081	203,500.15	2,419.42	1.2032%	50,875.04
	13,983,045,112		14,625,299,515			1,431,597.34		1,474,436.40	42,839.06		

inc in modified CVA 4.593%
C.V.A. = Current Value Assessment

2.99% Overall percentage levy increase

Grey Sauble Authority Board of Directors

MOTION

DATE: January 27, 2021

MOTION #: FA-21-018

MOVED BY: _____

SECONDED BY: _____

WHEREAS the Conservation Authorities Act provides that an Authority shall have the power to determine the portion of total benefit afforded to each municipality in establishing the annual levy, the Grey Sauble Conservation Authority resolves as follows, subject to such regulations under the Act as may be approved by the Lieutenant-Governor-in-Council:

- i) That all participating municipalities be designated as benefiting for all projects included in the 2021 Operating Budget including administration and maintenance and the 2021 Capital Budget unless otherwise specified in the budget;
- ii) That the Authority's share of the cost of the program and projects included in the 2021 Budget shall be raised from all participating municipalities as part of the General Levy, unless otherwise specified in the budget;
- iii) That the 2021 General Levy be apportioned to the participating municipalities in the proportion that the modified current value assessment of the whole is under the jurisdiction of the Authority, unless otherwise provided in the levy or a project;
- iv) That the appropriate Authority officials be directed to advise the participating municipalities pursuant to the Conservation Authorities Act and the regulations made thereunder; to levy the said municipalities the amount of General Levy set forth in the 2021 Operating Budget, to levy the said municipalities the amount of the General Levy set forth in the 2021 Capital Budget and in the approved projects of the Authority, and any special levy attributable to any project which has been deemed to be of specific benefit to any particular municipality.



Grey Sauble Authority Board of Directors

M O T I O N

DATE: January 27, 2021

MOTION #: FA-21-019

MOVED BY: _____

SECONDED BY: _____

THAT the Grey Sauble Conservation Authority adopt the budget as presented for the year 2021 in the amount of \$3,343,610.00.

Grey Sauble Authority Board of Directors

M O T I O N

DATE: January 27, 2021

MOTION #: FA-21-020

MOVED BY: _____

SECONDED BY: _____

THAT the Grey Sauble Conservation Authority adopt a matching levy for the year 2021 of \$37,056.00 as required by Ontario Regulations 139/96 and 231/97.

Grey Sauble Authority Board of Directors

M O T I O N

DATE: January 27, 2021

MOTION #: FA-21-021

MOVED BY: _____

SECONDED BY: _____

THAT the Grey Sauble Conservation Authority adopt a non-matching levy for the year 2021 of \$1,437,380.40 as required by Ontario Regulations 139/96 and 231/97.

GSCA 2021 PRIORITY WORKPLAN

Strategic Direction, Action or Significant Activity	2021 OPERATIONAL TASK
BETTER MONITOR AND MANAGE FLOOD RISKS	
Build a comprehensive real-time monitoring network	Continue to install 3-4 new water level monitoring stations
Enhance flood-related expertise and capacity	Review program needs for Planning, Water Management and GIS to develop staffing skills needed for Stormwater review, Flood modeling and floodplain management
ENHANCE GSCA LAND MANAGEMENT AND NATURAL HERITAGE PRESERVATION	
Implement Asset Management	Update Asset Management Plan to incorporate 2019 Operational Reviews findings, 2018 year-end reinvestments, etc. for incorporation in 2022 budget
Operational reviews of priority GSC properties	"Meet net land use revenue budget target, including increased compliance enforcement. Review and implement options for expanded paid parking network (Ongoing)"
	Working with relevant departments, develop strategy to manage ash along/near GSC trail network
Implement Asset Management Plan	"Deliver capital projects per Asset Management Plan and approved budget: Entrance Signs - Spirit Rock - Washroom Upgrade - Bruce's Caves - Washroom Upgrade - Admin Centre Basement Renewal - Indian Falls Washroom Upgrades - Various Stone Repointing Projects (deferred from 2019)"
	Deliver RFP for Administrative Centre concept design, and manage consultant
Deliver Priority Lands Management Plans	Complete Phase 2 of Eugenia Falls Management Plan
	Finalize Inglis Falls Mgmt Plan
Secure Core Green Areas and Linkages	Develop Natural Heritage land protection and acquisition approach (i.e. for core green areas, linkages, and properties with high conservation value)
Enhance Communication and Education – land management and Natural Heritage	Deliver 2021 GSCA Properties Brochure
	Deliver Priority Lands Management Plans Public Consultation Activities
SUPPORT THE DEVELOPMENT OF WATERSHED PLANS WITH MUNICIPALITIES	
IMPROVE WATER QUALITY	
Enhance Low Impact Development Expertise and Capacity	Suggest LID priority actions for update of strategic plan
Implement Drinking Water Source Protection Risk Management Plans	See Drinking Water Source Protection and Risk Management
Complete Sub-watershed Assessment Reports	Complete 2 subwatershed report assessments
Increase stewardship actions – Water Quality	Deliver and report on 2021 Stewardship activities
STRENGTHEN ENVIRONMENTAL EDUCATION AND COMMUNICATIONS	
Admin/Comms	Begin process development for updated 2022 Strategic Plan
Develop communications expertise and communications plan	Complete branding strategy and key messaging and use these tools to improve the overall consistency of corporate brand
	Update and Improve Budget Companion
	Continue Indigenous Committee of BOD, including recommending a Terms of Reference and reaching out to local Indigenous communities to learn more about them and form positive relationships
Develop Educational offerings for youth and adults across the watershed	Support for additional education events,
	Run Summer Day Camp and incorporate planned programming
	Offer one week of daycamp in Meaford
	Examine potential of day camp offerings in other locations in watershed or partner with provider(s) (Ongoing)

OTHER PRIORITY TASKS BY DEPARTMENT

WATER MANAGEMENT

Water Management	All of the normal ongoing functions and activities required for the continued operation and success of the Water Management Department
Flood Forecasting and Warning	Annual BOD Updates
Flood and Erosion Control Structures	Dams and Erosion Control - Update Asset Management Plan
	Complete or update one (1) GSCA Dam Procedure Document Guide

ENVIRONMENTAL PLANNING AND REGULATIONS

Environmental Planning and Regulations	All of the normal ongoing functions and activities required for the continued operation and success of the Environmental Planning and Regulations Department
Land Use Planning (Planning/Technical Clearance)	Ongoing Plan Review of Planning Applications and Pre-consultation meetings/site visits in all municipalities and support to planning and regulation staff
	Open house information sessions for Real Estate Agents and possibly Shoreline Owners
	Review and Update Planning policies related to plan review from 1994 document (does not include approvals period)
	Update Planning Services Agreement with counties and local municipalities.
Development, Interference & Alternation Regulation (151/06)	Review and Update Permit application guide
	Annual Regulation Mapping Update

CONSERVATION LANDS - POLICY AND STRATEGY

Lands - Policy and Strategy	All of the normal ongoing functions and activities required for the continued operation and success of the Conservation Lands Policy and Strategy Department
	Update Asset Management Plan for lands and facilities
	Investigate carbon credit options for GSCA Lands

CONSERVATION LANDS - OPERATIONS

Lands - Operations	All of the normal ongoing functions and activities required for the continued operation and success of the Conservation Lands Operations Department
	Create and implement an Operations and Maintenance Policy or Guideline
	Spirit Rock and Bruce's Caves washroom upgrades
	Inglis Falls Septic replacement

CONSERVATION LANDS - GREY COUNTY FOREST AND TRAILS MANAGEMENT

Lands - Operations, Policy and Strategy	All of the normal ongoing functions and activities required for the continued operation and success of administering the Grey County Forest and Trails Management Contract
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DRINKING WATER SOURCE PROTECTION AND RISK MANAGEMENT

Implement Drinking Water Source Protection Risk Mgmt Plans	Deliver Drinking Water Risk Management Office services: - Per contract, and on behalf of 13 municipalities across Grey Sauble and Saugeen Valley watersheds, as delegated through municipal agreements (Arran-Elderslie, Blue Mountains, Brockton, Chatsworth, Georgian Bluffs, Grey Highlands, Kincardine, Meaford, Owen Sound, Saugeen Shores, South Bruce, South Bruce Peninsula and West Grey), deliver Risk Management Office services
	Conduct ongoing restricted land use planning screenings related to Source Protection Plan policies and support communication efforts with municipalities on planning related issues.
	Complete annual reporting requirements to Source Protection Authorities as specified under the Clean Water Act
Drinking Water Source Protection Program	Deliver Drinking Water Source Protection: - Provide technical and administrative support and resources to the drinking water source protection program as the Lead Source Protection Authority (SPA) for the Source Protection Region (Saugeen, Grey Sauble, Northern Bruce Peninsula)
	As Lead SPA, ensure the maintenance of Source Protection Committee (SPC) membership. Appoint SPC members after consultation with the Source Protection Region Management Committee, as required
	Participate as a member of the Source Protection Region Management Committee to help ensure coordination of program financial management and annual work plan requirements across the Region

FORESTRY SERVICES

Forestry Services	All of the normal ongoing functions and activities required for the continued operation and success of the Forestry Services Department
GSCA Forests Management	Growth & Yield Plot Re-measurement (2 plots)
	Continue investigation of cutting cycle length for plantations (currently 15 years across the board) and possibility of linking to site/species/etc...
	Management of Ash on GSC Lands - Report
	Create video content for website to explain forest management (plantation establish or plantation management)
	Trial harvest of white cedar using 'pearl necklace' approach
	Investigate selling carbon credits from GSC properties.

FORESTRY SERVICES - continued	
GSFS	Plant more trees than in 2020. 2020 numbers were just over 71,000 trees. Target is 70,000.

ADMINISTRATION, FINANCE, AND HUMAN RESOURCES	
Administratin, Finance and Human Resources	All of the normal ongoing functions and activities required for the continued operation and success of the Administration, Finance and Human Resource Departments
Administration	Capital Assets Policy Update Records retention policy update
Finance	Implementation of financial renewal and systems, including training
Human Resources	Create a Succession Plan for Coordinators and Supportive Training Plan, alternatively cross training for existing staff; includes Onboarding/Offboarding Checklist and Recruitment Guideline for Managers Update Job descriptions and complete grid review through RFP

FLEET & EQUIPMENT MANAGEMENT	
Fleet & Equipment Management	All of the normal ongoing functions and activities required for the continued operation and success of managing GSCA's Fleet and Equipment Review fuel usage and purchasing Tender for two vehicles, and sale of surplus vehicles

GIS/IM/INFORMATION TECHNOLOGY MANAGEMENT	
GIS/IM/Information Technology Management	All of the normal ongoing functions and activities required for the continued operation and success of the GIS/IM/IT Departments Investigate high-speed Network/broadband access to the Administration Building Make priority updates to GSCA website that are consistent with corporate image design strategy IT Asset management - replacement of scheduled desktops and update for ongoing years Begin Planning Hazard Mapping Improvements/Streamlining Staff improvements in IT/IM/Software Knowledge: Lunch n Learns Acquire and implement use of SWOOP 2020 products Update Regulation Mapping to Correspond with Updated CA Act Regulations (If Required)

Grey Sauble Authority Board of Directors

M O T I O N

DATE: January 27, 2021

MOTION #: FA-21-022

MOVED BY: _____

SECONDED BY: _____

WHEREAS the General Membership of the Authority has approved a Strategic Plan for the operations of the Authority;

AND FURTHER WHEREAS The Chief Administrative Officer of the Authority is responsible for developing short and long-term goals of the Authority to support the Strategic Plan;

THAT the Grey Sauble Conservation Authority Board of Directors accept and approve the 2021 Priority Workplan as presented.

STAFF REPORT



Report To: Board of Directors
Report From: Tim Lanthier, CAO
Meeting Date: January 27, 2021
Report Code: 003-2021
Subject: CAO Performance Review Policy

Recommendation:

WHEREAS, Section 18 of the Conservation Authorities Act states that an authority shall appoint a secretary-treasurer who shall hold office during the pleasure of the authority and shall receive such salary or other remuneration as the authority determines; and,

WHEREAS, Section 19 of the Conservation Authorities Act states that an authority may make by-laws prescribing the powers and duties of the secretary-treasurer and respecting the roles and responsibilities of the members of the authority and of its officers and senior staff; and,

WHEREAS, Section 2 of the Administrative By-Laws of the Authority states that the position of the Secretary-Treasurer is fulfilled by the CAO; and,

WHEREAS, the Section 3(3) of the Administrative By-law of the Authority states that the General Membership is afforded the power to approve regulations, policies and programs; and

THAT, the CAO Annual Performance Review Process Policy, attached hereto as Schedule A, is hereby adopted; and,

THAT, the a minor amendment to the Administrative By-Law, as detailed in this report, is approved.

Strategic Initiatives

This item indirectly affects all of GSCA's Strategic Initiatives.

Current Request

The attached policy document expands on and clarifies the CAO Performance Review procedure outlined in Section 3(6) of GSCA's Administrative By-Laws.

By way of this policy, the performance review process for the CAO position is better defined, including timing of various components and the involvement of the Board, Chair and Vice-Chair. A slight amendment to Section 3(6) of the Administrative By-Laws is required to accommodate this policy. Removals from the by-law are shown in red with a strikethrough. Additions to the by-law are shown in blue.

Section 3(6) – GSCA Administrative By-Laws

Relationship Between Members and Staff

The General Membership relies on the Chief Administrative Officer to manage the operations of the organization, including all employees of the Authority. The Chief Administrative Officer is accountable to the Authority, working cooperatively to achieve the goals established by the Authority.

The CAO will draft his/her goals ~~at~~ prior to the beginning of each year and request input from the Board of Directors before they are finalized in the performance plan. At the end of the year, the CAO will prepare a report on how she/he performed against the goals. This report is provided to the Board of Directors. At the end of the year the Board may use a Closed Session to consider performance of the CAO and the Chair or Vice Chair will review the Board's view of his/her performance with the CAO. **This by-law item is further defined in the CAO Performance Review Policy, as approved by the Board of Director's and as amended from time to time.**

Financial/Budget Implications:

There are no financial or budget implications associated with this policy.

Communication Strategy:

This policy will be included on GSCA's internal website with other policy documents and will be accessible to the Board of Directors through the Board Portal. This policy will be brought to the attention of the Board on a semi-annual basis.

Consultation:

CAO

Date of Update of this Report: January 21, 2021

2021

CAO Performance Review Policy



Grey Sauble
CONSERVATION

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Summary Statement

The hiring of the Chief Administrative Officer (CAO) is one of the key responsibilities of the Board of Directors. The CAO is the only direct employee of the Board of Directors and is the connecting link between the Board of Directors and Authority operations and staff.

The Board of Directors is responsible for the evaluation of the performance of the CAO.

The Board of Directors relies on the Chief Administrative Officer to manage the operations of the organization, including all employees of the Authority. The Chief Administrative Officer is accountable to the Authority, working cooperatively to achieve the goals established by the Authority.

The Board of Directors shall communicate with the employees of the Authority solely through the CAO, except that the Board of Directors may communicate directly with employees of the Authority to obtain or provide information.

The Board of Directors shall provide direction on the plans, policies and programs of the Authority to the CAO.

Regular performance reviews ensure that the CAO is provided with accurate and appropriate feedback with the goal of enabling and achieving corporate objectives and improving Authority performance.

The CAO will draft his/her goals prior to the beginning of each year and request input from the Board of Directors before they are finalized in the performance plan. At the end of the year, the CAO will prepare a report on how she/he performed against the goals. This report is provided to the Board of Directors. At the end of the year the Board may use a Closed Session to consider performance of the CAO and the Chair or Vice Chair will review the Board's view of his/her performance with the CAO.

This policy applies to the Chief Administrative Officer as the only direct employee of the Grey Sauble Conservation Authority Board of Directors. This policy serves to clarify the CAO Performance Review process as stated in the GSCA Administrative By-Laws (GSCA Administrative By-Law, Section 3(6)).

Purpose

The performance evaluation of the CAO is a valuable instrument which will serve any or all of the following purposes:

- To formally discuss the relationship between the Board of Directors and the CAO.
- To ensure that there is clarity with regard to the position expectations of the CAO.
- To provide an assessment of the performance of the role and responsibilities as set out in legislation, policy and the job description.
- To set objectives and criteria for future evaluation; and
- To serve as the basis for salary adjustments.

The annual performance review is part of an ongoing performance management process by which the Chair, the Board and the CAO work together to plan, monitor and review the work objectives and overall contribution to the organization. This is part of a continuous process of setting objectives, assessing progress and providing on-going feedback. The annual review of the CAO's performance should include the development of measurable criteria that:

- Align with the organization's strategic direction and culture.
- Are practical and easy to understand and use.
- Provide an accurate picture of expectation and performance.
- Include a collaborative process for setting goals and reviewing performance based on open communication between the Chair, the Board and the CAO.
- Monitor and measure results (what) and behaviours (how).
- Ensure that administrative work plans support the strategic direction of the organization.
- Identify and recognize accomplishments.
- Support administrative decision-making.

Definitions

“Authority” means the Grey Sauble Conservation Authority (GSCA).

“Board of Directors” means the body of municipally appointed officials responsible for managing the affairs of the Grey Sauble Conservation Authority. Also referred to in this document as “the Board”.

“Chair” means the Chairperson as referenced in the Act as elected by the Members of the Authority.

“Chief Administrative Officer” means the General Manager or Chief Administrative Officer of the Authority, and which may, by resolution of the Authority, include the responsibilities of the Secretary Treasurer if so designated by resolution of the Authority.

“Full Authority Board” means, for this policy, a quorum of the full contingent of the Board of Directors at a regularly scheduled meeting of the Board.

“Goal” means a desired outcome with one or more specific objectives that define in precise terms what is to be accomplished within a designated time frame. A goal may be performance-related, developmental, a special project, or some combination thereof.

“Meeting” means any regular, special or other meeting of the Board.

“Member Municipality” means a municipality that is designated by or under the Act as a participating municipality in the Grey Sauble Conservation Authority (Arran-Elderslie, the Blue Mountains, Chatsworth, Georgian Bluffs, Grey Highlands, Meaford, Owen Sound, and South Bruce Peninsula).

“Salary” means the remuneration paid to the CAO by the Board of Directors, in fixed, regular payments.

“Secretary Treasurer” means Secretary Treasurer of the Authority with the roles specified in the Act. This position is fulfilled by the position of CAO.

“Vice Chair” means the Vice-Chairperson as elected by the Members of the Authority. If a first and second Vice-Chair are elected, they shall be called First Vice-Chair and Second Vice-Chair.

Policy Requirements

Performance Review Timelines

The Chief Administrative Officer Performance Review is scheduled in October of each year. All components of the review, including salary adjustment, will be completed by October 31st.

Chief Administrative Officer Review Process

Step 1: Objectives and Goal Setting

The purpose of this step is for the Chief Administrative Officer, the Chair and the Board to decide on any personal development goals and establish key performance objectives that are tied to the annual performance review feedback. These objectives should be established within the overall context of the Strategic Plan and Objectives for the Authority. This process will consist of both personal development goals and organizational operational priorities. Goals are established based on annual performance review feedback, Authority priorities, initiatives and direction for the coming year.

Personal development goals of the CAO shall be developed by the CAO in consultation with the Chair. Personal development goals for the following year shall be presented for approval, to the Board of Directors in Closed Session at the November Regular Meeting of the Full Authority Board.

Operational Priorities for the organization shall be developed by the CAO in consultation with the senior management team. These priorities will be established relative Strategic Plan goals and objectives. Operational Priorities for the following year shall be presented for approval, to the Board of Directors in Open Session at the November Regular Meeting of the Full Authority Board.

Step 2: Mid – Year Check In

The Board and the Chief Administrative Officer meet to discuss progress on the achievement of key objectives and determine if there are any impediments to success or if objectives need to change as a result of a shift in strategic direction or priority. This will occur during the May or June meeting of the Full Authority Board.

Step 3: Annual Performance Review (see detailed schedule below for more details)

Chief Administrative Officer

Chief Administrative Officer prepares a self-assessment of goals, key performance objectives and accomplishments for the year. At the request of the Board of Directors,

and/or at least once every five years, the CAO will solicit a confidential survey/feedback from members of the Authority staff and management team to reflect the satisfaction and well-being of the Authority's workforce and provides it to the Chair.

Chair / Board

Each Board member completes the Chief Administrative Officer Performance Review form individually and forwards it to the Chair. The Chair then collates all feedback into a summary document, including the Chair's assessment.

Human Resources

The Manager of Financial and Human Resource Services assists the Chair in coordinating the process and workflow of the annual performance review procedure. At the direction of the Chair and the Board this coordination may be contracted to a third-party advisor.

The Manager of Financial and Human Resource Services is responsible to maintain the policy that supports the CAO's annual performance review process. The policy will be updated once per term of Member Municipal Councils based on feedback from the Chair, the Board and the CAO.

Pre-Performance Review Meeting

The Chair collates all information gathered from the Chief Administrative Officer, the Board and the Manager of Financial and Human Resource Services and holds a formal meeting with the Board to discuss the results of the review and the level of success in achieving the key objectives. Board feedback is documented for review with the Chief Administrative Officer. The Chair and the Board also determine any salary adjustment (step increase) based on the overall performance of the Chief Administrative Officer.

Performance Review Meeting

The Chair, the Vice Chair and the longest serving member of the Board meet with the Chief Administrative Officer to provide formal, documented feedback as gathered above and to communicate the Board's compensation salary adjustment decision.

Step 5: Cycle repeats with Step 1.

Detailed Annual Performance Review Schedule

Deliverable	Who	Date
Develop key performance objectives for the coming year	CAO	October / November
Discuss key performance objectives for coming year with Board of Directors, finalize.	CAO / Board	November
Mid-year check in <ul style="list-style-type: none"> - Discuss progress to date, determine any course correction or remedial action - Determine if external HR consulting or surveys will be required and arrange for these, if necessary 	CAO / Board	May/June
CAO self-assessment, Board members prepare individual assessments, (results from external HR collated, if necessary) and provided to Chair. Board meets to discuss and prepare management letter.	CAO / Board	October
Committee meets with CAO to deliver feedback and discuss recommendations for the future.	CAO / Committee	October / November

Authority to Establish Policy

This policy is established pursuant to Section 18 of the Conservation Authorities Act, which provides for the appointment of a secretary-treasurer by a conservation authority and Section 19 of the Conservation Authorities Act, which provides for a conservation authority to pass by-laws.

Conservation Authorities Act

Employees

18 (1) An authority shall appoint a secretary-treasurer and may appoint such other employees as it considers necessary who shall hold office during the pleasure of the authority and shall receive such salary or other remuneration as the authority determines, payable out of the funds of the authority. R.S.O. 1990, c. C.27, s. 18 (1).

By-laws

19.1 (1) An authority may make by-laws,
(b) prescribing the powers and duties of the secretary-treasurer;
(f) respecting the roles and responsibilities of the members of the authority and of its officers and senior staff;

Further, the GSCA Administrative By-Laws identifies the Secretary-Treasurer of the Authority as the CAO, and provides for the appointment and/or termination of a CAO and the establishment of regulations, policies and programs (GSCA Administrative By-Law, Section 3(3)):

Subject to the Act and other applicable legislation, the General Membership is empowered without restriction to exercise all of the powers prescribed to the Authority under the Act. In addition to the powers of an authority under s.21 of the Act for the purposes of accomplishing its objects, as referenced in the introduction of this By-law model, the powers of the General Membership include but are not limited to:

- ii. Appointing a Chief Administrative Officer and/or Secretary Treasurer;*
- iii. Terminating the services of the Chief Administrative Officer and/or Secretary Treasurer.*
- iv. Approving establishing and implementing regulations, policies and programs;*

Review

The policy will be updated once per term of Member Municipal Councils, in conjunction with the annual CAO Performance Review Process and based on feedback from the Chair, the Board and the CAO.

Grey Sauble Authority Board of Directors

M O T I O N

DATE: January 27, 2021

MOTION #: FA-21-023

MOVED BY: _____

SECONDED BY: _____

WHEREAS Section 18 of the Conservation Authorities Act states that an authority shall appoint a secretary-treasurer who shall hold office during the pleasure of the authority and shall receive such salary or other remuneration as the authority determines; and,

WHEREAS Section 19 of the Conservation Authorities Act states that an authority may make by-laws prescribing the powers and duties of the secretary-treasurer and respecting the roles and responsibilities of the members of the authority and of its officers and senior staff; and,

WHEREAS Section 2 of the Administrative By-Laws of the Authority states that the position of the Secretary-Treasurer is fulfilled by the CAO; and,

WHEREAS the Section 3(3) of the Administrative By-law of the Authority states that the General Membership is afforded the power to approve regulations, policies and programs; and

THAT the CAO Annual Performance Review Process Policy, attached hereto as Schedule A, is hereby adopted; and,

THAT the minor amendment to the Administrative By-Law, as detailed in this report, is approved.

Grey Sauble Authority Board of Directors

MOTION

DATE: January 27, 2021

MOTION #: FA-21-024

MOVED BY: _____

SECONDED BY: _____

**THAT the Grey Sauble Conservation Authority Board of Directors approve the 2021 BOD's meeting dates as follows:
January 27th (AGM); February 24th; March 24th; April 28th; May 26th;
June 23rd; July 28th; August 25th; September 22nd; October 27th;
November 24th; and December 22nd.**

Grey Sauble Authority Board of Directors

M O T I O N

DATE: January 27, 2021

MOTION #: FA-21-025

MOVED BY: _____

SECONDED BY: _____

THAT the Grey Sauble Conservation Authority Board of Directors proceed into closed session at X:XX pm to discuss matters related to the following:

- i) To discuss an item in the Town of the Blue Mountains regarding litigation or potential litigation including matters before administrative tribunals and/or the receiving of advice that is subject to solicitor/client privilege, including communications necessary for that purpose (GSCA Administrative By-Law, Sections 4(xvii)(d)&(f).**
- ii) 2020 CAO Performance Review and Discussion – closed as it relates to personal matters about an identifiable individual including Authority directors or Authority employees (GSCA Administrative By-Law, Section 4(xvii)(b))**

AND FURTHER THAT CAO, Tim Lanthier, Administrative Assistant, Valerie Coleman, and Gloria Dangerfield, Manager of Information Services will remain in attendance for item i).



Grey Sauble Authority Board of Directors

M O T I O N

DATE: January 27, 2021

MOTION #: FA-21-026

MOVED BY: _____

SECONDED BY: _____

THAT a closed meeting was held, and only closed session items identified were discussed in closed session.

THAT the Board of Director's provided direction to Staff on Items 6(i) and 6(ii).

AND THAT the Grey Sauble Conservation Authority Board of Directors approve the December 16, 2020 Confidential Closed Session minutes as presented in the closed session agenda



Grey Sauble Authority Board of Directors

M O T I O N

DATE: January 27, 2021

MOTION #: FA-21-027

MOVED BY: _____

SECONDED BY: _____

THAT this meeting now adjourn.