

Grey Sauble Conservation Authority: Programs and Services Inventory (Version 2.0)

Prepared: January 2022

Amended: January 2023

Costs, funding sources and costs breakdowns reflected in this Programs and Services Inventory reflect the approved 2023 GSCA Budget. These numbers are subject to change in subsequent years based on the annually approved budget.

Program Area	Program / Service Provision	Program / Service Description	Legislative Reference	Category (1) Mandatory; (2) Municipal; (3) Other	Annual Operating Funding Amount (2023)*	Funding Mechanisms and Percentage of Funding Source (Operating Costs)	Annual Capital Funding Amount (5-Year Average)**	Funding Mechanisms and Percentage of Funding Source (Capital Costs)	Approximate Annual Funding Needs	Agreement Requirements	Comments
Administration, Finance, HR	Corporate Services	Administrative, human resources, employee health and safety, operating and capital costs which are not directly related to the delivery of any specific program or service, but are the overhead and support costs of a conservation authority.	General Operating Expense - O.Reg 402/22 s.11	1	\$652,710	1. Municipal Levy (82.1%) 2. Self-Generated (17.4%) 3. Provincial Transfer Payment (0.3%) 4. Grants (variable) 5. Donations (variable)	\$74,400	1. Municipal Levy (18.5%) 2. Self-Generated (81.5%)	\$727,110	No	Collectively, these are general operating costs that are required to run the organization.
	Financial Services	Accounting and payroll								No	
	Legal Expenses	Costs related to agreements/contracts, administrative by-law updates or other similar legal expenses								No	
	Governance	Supporting CA Boards, Advisory Committees and the Office of the CAO								No	
	Asset Management	Asset management planning, facilities, fleet and property management								No	
Communications	Natural Hazards Communications, Outreach and Education	Promoting public awareness of natural hazards including flooding, drought, and erosion. Public events, materials. Social media services. Media relations.	Reg. 686/21 s.1(2) Reg. 686/21 s.1(3)3,4	1	\$91,826	1. Municipal Levy (81.2%) 2. Self-Generated (18.8%)	\$1,400	1. Self-Generated (85.7%) 2. Donations (14.3%)	\$93,226	No	These program/service areas represent general communication efforts to support the Mandatory Program and Service areas of the Authority
	Communications and Marketing	General communications and marketing support for the organization	General Operating Expense - O.Reg 402/22 s.11	1							
	Education and Community Events	Community event development, execution and support	Reg. 686/21 s.1(2) & s.1(3)3,4	1							
	Partnership Building and Support	Management and enhancement of mutually beneficial community partnerships with partners, stakeholders, committees and "friends of" groups. These vital partnerships allow GSCA to provide substantial value in the delivery of programs and services.	CAA s.21(1)(n)	3	\$5,150	1. Municipal Levy (100%)	\$0	n/a	\$5,150	Yes	Partners and volunteers are vital to the success of GSCA. These vital partnerships pay dividends on the Staff time investment required.
	Public awareness and Communications	General communications, marketing and awareness campaigns for non-mandatory programs and services (support for private forestry/planting, day camp, stewardship)	CAA s.21(1)(q)	3	\$6,025	1. Municipal Levy (100%)	\$0	n/a	\$6,025	Yes	This represents the communication efforts for Category 3 programming
Conservation Lands	Section 29 Minister's regulation for Conservation Areas	Conservation areas enforcement/compliance	Reg. 686/21 s.9(1)4	1	\$528,699	1. Municipal Levy (58.7%) 2. Self-Generated (41.3%)* *any surplus self-generated revenue is transferred to reserves.	\$73,713	1. Municipal Levy (12.6%) 2. Self-Generated (69.4%) 3. Grants (4.0%) 4. Donations (14.0%)	\$602,412	No	The total cost of operating these mandatory programs and services is heavily offset by self-generated revenue.
	Strategy for CA owned or controlled lands and management plans	Guiding principles, objectives, including for an authority's land acquisition and disposition strategy, land use categories on conservation authority owned land, recommended management principles for different land categories, etc.	Reg. 686/21 s.9(1)1	1							
	Development and Maintenance of a Land Inventory	Development and maintenance of an inventory of every parcel of land that the Authority owns or controls including, location, surveys, site plans, maps, acquisition date, and how the parcel was acquired.	Reg. 686/21 s.9(1)3	1							
	Management, operation and Maintenance of CA owned lands	Management and Maintenance of CA owned lands including stewardship, restoration, and ecological monitoring	Reg. 686/21 s.9(1)2	1							
	Passive Recreation Use, Infrastructure and Management Planning	Management and maintenance of CA owned recreational assets including trails, parking, washroom facilities, pavilions and other capital assets.	Reg. 686/21 s.9(1)1	1							
	Land Acquisition and Disposition Policy	The development of one or more policies governing land acquisitions and land dispositions	Reg. 686/21 s.9(1)1	1							
	Forestry - Hazard Tree and Biodiversity Management	Management of hazard/diseased trees and the management of biodiversity and invasive species on Conservation Authority owned lands	Reg. 686/21 s.9(1)2	1							
	Land Acquisition and Disposition	Acquisition and management of lands containing important natural heritage features or strategically aligned with existing GSCA land holdings. Disposition of lands considered surplus to the vision, mandate and strategic goals of GSCA.	CAA s.21(1)(c)	3	\$10,000	1. Self-Generated (100%)	\$0	n/a	\$10,000	No	In 2021, approximately \$10,000 in staff time and legal service fees went into the acquisition of donated properties. ROI was 800%
	Partnership Building and Support	Management and enhancement of mutually beneficial community partnerships with partners, stakeholders, committees and "friends of" groups. These vital partnerships allow GSCA to provide substantial value in the delivery of programs and services.	CAA s.21(1)(n)	3	\$15,000	1. Self-Generated (100%)	\$0	n/a	\$15,000	No	Partnership building is the key to not-for-profit success. We are able to leverage these partnerships into volunteer time, donations, and general good-will.
	Land Lease and Agreement Management	Management of current and future land leases and property agreements. These leases and agreements help drive land based revenues to offset the costs associated with management and maintenance of GSCA's land holdings.	CAA s.21(1)(c)&(d)	3	\$10,000	1. Self-Generated (100%)	\$0	n/a	\$10,000	No	This portion of the program is self-sustaining, bringing in over \$60,000 in annual revenues which help to offset other in-program costs.
	Paid Parking Management	Management of the Authority's paid parking program, including staff time and all associated fees and expenses.	CAA s.21(1)(m)	3	\$71,000	1. Self-Generated (100%)	\$0	n/a	\$71,000	No	This portion of the program is self-sustaining, bringing in over \$250,000 in annual revenues which help to offset other in-program and capital costs.
	Grey County Property Management	Service contract with the County of Grey for GSCA to manage all County Forests, forest trails and the CP Rail Trail	CAA s.21(1)(n)	2	\$126,322	1. Service Agreement(s)(100%)	\$0	n/a	\$204,714	Yes	Provided for the Corporation of the County of Grey; Agreement Date : December 31, 2019
	Grey County By-Law Management	Service contract with the County of Grey for GSCA to oversee the Grey County Forest Management By-Law	CAA s.21(1)(n)	2	\$78,392						
Core Watershed-based Resource Management Strategy	Strategy Development	Collate/compile existing resource management plans, watershed plans, studies and data. Strategy development. Implementation and annual reporting	Reg. 686/21 s.8 Reg. 686/21 s.12(1)3 Reg. 686/21 s.12(4)	1	\$0	All	\$0	n/a	\$0	No	This is a new program/service area that is mandated by the Province that will draw staff time from all other program areas. No specific dollar amount is being allocated at this time.
Drinking Water Source Protection	Source protection authority role as set out in the Clean Water Act.	Source Protection Area/Region, tech support, SPC support, SPA reports and meetings, activities required by the Clean Water Act and regulations.	Reg. 686/21 s.13	1	\$211,407	Provincial Transfer Payment (100%)	\$0	n/a	\$211,407	No	
Drinking Water Risk Management	Drinking Water Source Protection Risk Management Official Services	Provision of Risk Management Services to 14 municipalities throughout the Source Protection Region on a fee-for-service basis.	Clean Water Act s.47(1) & s.48(1) CAA s.21(1)(a)&(n)	2	\$69,905	Service Agreements (100%)	\$0	n/a	\$69,905	Yes	See Appendix for Municipalities and Agreement Dates
Environmental Education	Curriculum delivery	Program development & delivery (future opportunity)	CAA s.21(1)(a)&(q)	3	\$0	1. Service Agreement(s)(100%)	\$0	n/a	\$0	No	May want to consider agreements for this in the future
	Day Camp Programming	Program development and execution for GSCA's summer day camp program	CAA s.21(1)(a)&(q)	3	\$49,280	1. Self-Generated (100%)* *Any surplus transferred to reserves 2. Grants - variable	\$0	n/a	\$49,280	No	This program is designed to be self-sufficient through user fees. Expansion of this program at the request of one or more municipalities may necessitate additional funding and service agreements.

Note: **Category 1 (White)**
Category 2 (Blue)
Category 3 (Green)
New Programming (Yellow)

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** Capital expense needs utilized in this spreadsheet are based on a 5-year average, as per O.Reg. 687/21, to provide a rough estimation of capital needs. However, GSCA's Capital Asset Management Plan better defines the needs of the organization and will be utilized to define annual capital needs.



Program Area	Program / Service Provision	Program / Service Description	Legislative Reference	Category (1) Mandatory; (2) Municipal; (3) Other	Annual Operating Funding Amount (2023)*	Funding Mechanisms and Percentage of Funding Source (Operating Costs)	Annual Capital Funding Amount (5-Year Average)**	Funding Mechanisms and Percentage of Funding Source (Capital Costs)	Approximate Annual Funding Needs	Agreement Requirements	Comments
Environmental Planning	Section 28.1 Permit Administration and Compliance activities	Reviewing and processing permit applications, associated technical reports, site inspections, communication with applicants, agents, and consultants. This program also involves the investigation and enforcement of regulatory compliance.	Reg. 686/21 s.8	1	\$694,430	1. Self-Generated (91.0%) 2. Municipal Levy (8.6%) 3. Provincial Transfer Payment (0.4%)	\$0	n/a	\$694,430	No	Funding for the Environmental Planning Department is set up as a user pays system, consistent with the Minister's Policy on Fees. However, users fees cannot offset the whole cost due to work required that is either specifically for a municipality or cannot be tied to an application (ie: phone calls, broader policy review, violations, etc.)
	Review under Other Legislation	Input to the review and approval processes under other applicable law, with comments principally related to natural hazards, wetlands, watercourses and Sec 28 permit requirements.	Reg. 686/21 s.6	1						No	
	Municipal Plan Input and Review	Technical information and advice to municipalities on circulated municipal land use planning applications (Official Plan and Zoning By-law Amendments, Subdivisions, Condominium, Site Plan Approvals, Consents, Minor Variances, etc.) and Input to municipal land-use planning documents (OP, Comprehensive ZB, Secondary plans) related to natural hazards, on behalf of MNRF (delegated to CAs in 1983)	Reg. 686/21 s.7	1						No	
	Natural Hazards Technical Studies and Information Management	Data collection and study of designs to mitigate natural hazards. Development and use of systems to collect and store data and to provide spatial geographical representations of data.	Reg. 686/21 s.1	1						No	
Fleet and Equipment	Fleet and Equipment	Management and maintenance of the Authority's fleet and equipment assets.	General Operating Expense - O.Reg 402/22 s.11	1	\$82,650	1. Self-Generated (100%)	\$45,800	1. Self-Generated (100%)	\$128,450	No	Fleet and Equipment is a general operating cost that is funded through chargebacks to individual program areas.
Forestry	Forestry – Forest Management Operations on GSCA lands	Forestry services, planting and/or woodlot management on Conservation Authority land	Reg. 686/21 s.9(1)2	1	\$130,278	1. Municipal Levy (59.4%) 2. Self-Generated (38.8%) 3. Donations (1.8% - variable)	\$0	1. Self-Generated (100%)	\$130,278	No	GSCA manages over 28,000 acres of land. Much of this land is forested and needs to be tended to by forestry professionals. Our professional experienced staff manage the health of the forests, as well as ensure that no adverse uses are occurring on GSCA lands.
	Property maintenance on GSCA Forested Lands	Trail / Road and Gate Maintenance	Reg. 686/21 s.9(1)2	1						No	
	Property Inspections on GSCA Forested Lands	Property Inspections, boundary inspections and property marking.	Reg. 686/21 s.9(1)2	1						No	
	Woodlot Management	Timber Operations for Woodland Management for natural heritage benefit	Reg. 686/21 s.9(1)2 CAA s.21(1)(f),(g)	3						No	
Forestry – Reforestation of private land, tree sales, and forestry services (MFTIP, Advice, Marking, etc.)	Forestry services, planting and/or woodlot management for private landowners	CAA s.21(1)(g)&(o)	3	\$221,546	1. Self-Generated (56.5%) 2. Grants (43.5% - variable)	\$0	1. Self-Generated (100%)	\$221,546	No	GSCA receives a substantial amount of grant money from various partners to assist with this programming.	
GIS/IT/IM	Information Technology Management/ GIS	Data management, records retention. Development and use of systems to collect and store data and to provide spatial geographical representations of data.	Reg. 686/21 s.1(3)	1	\$281,148	1. Municipal Levy (86.6%) 2. Self-Generated (13.4 %)	\$15,900	1. Municipal Levy (65.4%) 2. Self-Generated (32.1%) 3. Grant (2.5%)	\$297,048	No	This is general operating program/service that allows for the efficient and effective function of all other program areas.
	Natural Hazards Technical Studies and Information Management	Data collection and study of designs to mitigate natural hazards. Development and use of systems to collect and store data and to provide spatial geographical representations of data.	Reg. 686/21 s.5(1)1 Reg. 686/21 s.9(1)2	1							
Stewardship	Watershed Stewardship and Restoration	Apply for and manage external funding, promote private land stewardship, outreach, provide advice and design assistance to property owners.	CAA s.21(1)(g)&(o)	3	\$72,027	1. Municipal Levy (51.4%) - variable 2. Grants (48.6%) - variable This is base funding for this Program. Grants supply the extra money that pays for on the ground projects.	\$0	n/a	\$72,027	Yes	GSCA receives a substantial amount of grant money from various partners to assist with this programming.
Water Management	Flood Forecasting and Warning	Daily data collection and monitoring of weather forecasts, provincial & local water level forecasts and watershed conditions. Flood event forecasting. Flood warning and communications. Maintenance of equipment.	Reg. 686/21 s.2	1	\$154,830	1. Municipal Levy (80.9%) 2. Provincial Transfer Payment (19.1%)	\$0	1. Municipal Levy (100%)	\$154,830	No	GSCA works closely with municipal partners to ensure that these partners are kept apprised of impending flood risk situations.
	Low water response	Conditions monitoring/analysis. Technical & administrative support to the Water Response Team representing major water users and decision makers, who recommend drought response actions.	Reg. 686/21 s.3	1						No	
	Natural Hazards Technical Studies and Information Management	Data collection and study of designs to mitigate natural hazards. Development and use of systems to collect and store data and to provide spatial geographical representations of data.	Reg. 686/21 s.5(1)1 Reg. 686/21 s.9(1)2	1						No	
	Ice Management Plans	The development and updating of ice management plans, in concert with municipal partners, for areas of the watershed with known ice jamming issues.	Reg. 686/21 s.4	1	\$0	1. Municipal Levy (100%)	\$0	n/a	\$0	No	Following the Provincial Transfer payment cuts in 2018, GSCA stopped providing budget dollars to ice management
	Flood and Erosion Control Infrastructure Operation and Management	Water & erosion control infrastructure and low flow augmentation.	Reg. 686/21 s.5	1	\$14,350	1. Municipal Levy (82.6%) 2. Provincial Transfer Payment (17.4%)	\$28,400	1. Municipal Levy (70.4%) 2. Provincial Grant (15.5%) 3. Self-Generated (14.1%)	\$60,350	No	
	Other Dams	Maintenance of other dam infrastructure for flow augmentation, liability management and management of natural heritage features	Reg. 686/21 s.5(1)1 Reg. 686/21 s.9(1)2	1	\$17,600	1. Municipal Levy (100%)				1. Municipal Levy (50%) 2. Self-Generated (50%)	
Watershed Monitoring	Provincial Water Quality Monitoring Network (PWQMN)	A long-standing (50+ year) CA/MECP partnership for stream water quality monitoring. CA takes water samples; MECP does lab analysis and data management	Reg. 686/21 s.12(1)2 Reg. 686/21 s.12(3)	1	\$8,406	1. Municipal Levy (100%)	\$0	1. Provincial Grant (100%)	\$8,406	No	These mandatory program areas are carried out in partnership with MECP.
	Provincial Groundwater Monitoring Network (PGMN)	A long-standing (20+ year) CA/MECP partnership for groundwater level and quality monitoring. CA maintains equipment, data transfer to MECP, water sampling; MECP provides equipment, standards, data management.	Reg. 686/21 s.12(1)1 Reg. 686/21 s.12(2)	1						No	
	GSCA Water Quality Monitoring Network – Chemistry	Surface water quality sampling at 25 additional sites at key locations to better understand the watershed conditions and to support Watershed Report Card Evaluations and Watershed Health Checks.	CAA s.21(1)(a)	3	\$31,649	1. Municipal Levy (95.9%) 2. Self-Generated (4.1%)	\$0	1. Municipal Levy 2. Grant 3. Donation	\$31,649	Yes	These Category 3 program areas expand on the mandatory programming noted above to provide a more holistic view of the watershed conditions. This information is reported by to partners, stakeholders and the community through the use of communication tools such as Watershed Health Checks and Watershed Report Cards. Additionally, the data is available for use.
	GSCA Water Quality Monitoring Network - Benthic	Benthic/Biological Monitoring and Assessment Program (BioMAP) – samples collected annually and processed/identified by GSCA staff. This process evaluates surface water quality using macro-invertebrates (insect larvae, etc.) living in streams and supports Watershed Report Card Evaluations and Watershed Health Checks	CAA s.21(1)(a)	3						Yes	
	Documentation of stream crossings type and size, baseflow, water temperature and fish presence	Program is undertaken using summer technician staff and supports long-term review of planning and permit applications	CAA s.21(1)(a)	3						Yes	
	Thermal Stream Classification	Use of data loggers to classify fish communities as cold-water, cool water or warmwater. This information supports long-term review of natural heritage information and watershed health.	CAA s.21(1)(a)	3						Yes	
	Watershed Report Cards and Watershed Health Checks	Report backs to the community on the current state of the watershed(s) based on water quality, forest cover and wetland cover. Watershed report cards provide an overview of the entire GSCA area. Watershed health checks focus on smaller watershed or sub-watershed areas.	CAA s.21(1)(a)	3						Yes	

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	Annual Operating Costs (2023)		Five -Year Average Capital Costs**		Approximately Total Annual Costs	
	Dollar Amount	Percentage of Operating Cost	Dollar Amount	Percentage of Capital Costs	Dollar Amount	Percentage of Total
Total Funding Cost:	\$3,672,630	100.0%	\$239,613	100.0%	\$3,912,243	
Category 1 Portion:	\$2,868,334	78.1%	\$239,613	100.0%	\$3,107,947	79.4%
Category 2 Portion:	\$274,619	7.5%	\$0	0.0%	\$274,619	7.0%
Non-Levy-Based Category 3 Portion:	\$451,129	12.3%	\$0	0.0%	\$451,129	11.5%
Levy-Based Category 3 Portion:	\$78,548	2.1%	\$0	0.0%	\$78,548	2.0%

