GSCA 2026 Strategic Workplan

Primary Strategic Goal	Strategic Direction	Specific Action	Key Performance Indicator (KPI) / Specific Deliverable	Target Completion or Report Date	Status	Percent Complete	Achieve Organizational Excellence	Effectively Monitor and Manage the Risk of Natural Hazards	Enhance GSCA Land Management	Improve Watershed Health	Strengthen Environmental Education and Communication
Achieve Organizational Excellence	Enhance employee experience and retention	Develop effective mechanisms for staff feedback and two-way communications	Solicit feedback from Staff on their preferred mechanism(s) and implement it. (**Complete Y/N**)	May	Complete	100%	☑	☐	☐	☐	☐
		Ensure employee job descriptions are up to date	Undertake a review of all job descriptions to ensure currency (**Complete review of all descriptions older than five years**)	**December**	On Track	40%	☑	☐	☐	☐	☐
		Ensure that information about staff benefits is well communicated and easy to access	Include a staff benefits summary and links on the GSCA internal sharepoint site **(complete Y/N)**	April	Complete	100%	☑	☐	☐	☐	☐
			Provide a staff form for benefits questions (**complete Y/N**)	April	Complete	100%	☑	☐	☐	☐	☐
			Check in with Staff to get feedback on further actions **(complete Y/N**)	July	Complete	100%	☑	☐	☐	☐	☐
		Ensure that staff benefits are competitive within industry	Compare GSCA benefit package to local municipal partners and to CO Group Package (**Complete Y/N - present summary results to Staff and Board**)	April	Complete	100%	☑	☐	☐	☐	☐
			If GSCA's employee benefits package falls short of 50% of comparators, look into options to improve GSCA's employee benefits package (**present options to staff and Board as necessary**).	June	Complete	100%	☑	☐	☐	☐	☐
		Take steps to better manage employee workloads	Identify specific workload pressures and constraints (**complete Y/N - Complete "What We Heard" report**)	**December**	Timeline Adjustment	5%	☑	☐	☐	☐	☐
			Work with Senior Management Team to set resource dependent deliverables within each year to address "what we heard".	September	Complete	100%	☑	☐	☐	☐	☐
			As necessary, investigate additional resource needs (**deem necessity Y/N; report to Board if necessary**)	September	~~Complete~~	~~100%~~	☑	☐	☐	☐	☐
			Revise planning organization spreadsheet (**complete Y/N**)	January	Complete	100%	☑	☐	☐	☐	☐
	Ensure successful & sustainable corporate actions	Prepare and implement GSCA Retention Policy	Completion of final Retention Policy, including consultation phase(s) (**Complete Y/N**)	**August**	~~Complete~~	~~100%~~	☑	☐	☐	☐	☐
		Implementation next step of financial renewal and systems, including training	**Payables system completed and implemented by staff**	July	Complete	100%	☑	☐	☐	☐	☐
		As/If Necessary, work with Province and/or Ontario Provincial Conservation Agency to transition to a new regional conservation authority model.	TBD	**February 2027**	On Track	60%	☑	☐	☐	☐	☐
		Coordinate contract with MSP and Manage IT systems in a co-managed relationship	Achieve defined roles and mechanisms for operating a co-managed IT environment. Identify and define potential opportunities available through co-managed IT solution Staff engaged and consistently using the MSP ticketing system to resolve IT issues Systems updated and maintained **(Complete Y/N)**	December	On Track	83%	☑	☐	☐	☐	☐

Primary Strategic Goal	Strategic Direction	Specific Action	Key Performance Indicator (KPI) / Specific Deliverable	Target Completion or Report Date	Status	Percent Complete	Achieve Organizational Excellence	Effectively Monitor and Manage the Risk of Natural Hazards	Enhance GSCA Land Management	Improve Watershed Health	Strengthen Environmental Education and Communication
Achieve Organizational Excellence	Ensure successful & sustainable corporate actions	Create plan for transition back to Administration Centre	Define needs and consider and implement MSP recommendations Step by move guidelines, including timelines for the transition Planning for the purchase of new hardware (costing, specs etc) Purchase required hardware (**complete Y/N**)	**May**	Complete	100%	☑	☐	☐	☐	☐
		Develop and implement metrics and process for defining and reporting on the success of strategic initiatives	Incorporate specific deliverables (KPIs) into annual staff and corporate workplans (**incorporated into workplans Y/N**)	February	Complete	100%	☑	☑	☑	☑	☑
			Develop online "viewer" for in-year actions (**developed Y/N**)	**May**	Complete	100%	☑	☐	☐	☐	☐
		Develop and implement metrics and process for defining and reporting on the success of strategic initiatives	Develop online "viewer" for overall actions, directions and goals (**developed Y/N**)	**May**	~~Complete~~	~~100%~~	☑	☐	☐	☐	☐
		Develop and implement metrics and process for defining and reporting on the success of strategic initiatives	Create/implement new performance planning tool for CAO (**complete Y/N**)	February	Complete	100%	☑	☐	☐	☐	☐
			Undertake staff level 360 review of CAO (**complete Y/N**)	September	~~Complete~~	~~100%~~	☑	☐	☐	☐	☐
		Explore grant options, sponsorships and other funding for education	Bring in **$25,000 worth of grant funding**. Bring in **$3,000 worth of sponsorships**. Continue exploring and applying for grant funding. With the possibility of collaborative grant applications with Stewardship/Lands/Forestry, where applicable.	December	On Track	54%	☑	☐	☑	☐	☑
		Move and setup IT in the new administration centre	Fibre internet connection setup Setup racks and physically move servers Proactively test connectivity at all staff work desks Setup all hardware (computers, access points, printers etc.) Confirm that EOS & Trimble GPS base stations configured, calibrated and in-service **Ensure Business Continuity** During move (minimal downtime) Successful move with all IT insfrastrucutre in place	May	Complete	100%	☑	☐	☐	☐	☐
		Receive and disseminate SWOOP 2025 imagery	**New air photos available to all staff**	May	Complete	100%	☑	☑	☑	☐	☐
	Ensure successful and sustainable corporate operations / Improve client/partner/stakeholder experience and satisfaction	Ensure sufficient resources are allocated to asset development and renewals	Annually inspect flood control structures at Clendenan Dam and Taylor Street Detention Pond. Provide minor maintenance as required and operate them as per the Operation Plans. (**Complete Y/N**)	October	On Track	80%	☐	☑	☑	☐	☐
			Annually inspect all non-flood control structures (Other Dams) and complete minor maintenance as required. All dams are operated as per their Operation Plans. Photos and inspection reports will be stored digitally by year. (**Complete Y/N**)	October	On Track	80%	☐	☑	☑	☐	☐

Primary Strategic Goal	Strategic Direction	Specific Action	Key Performance Indicator (KPI) / Specific Deliverable	Target Completion or Report Date	Status	Percent Complete	Achieve Organizational Excellence	Effectively Monitor and Manage the Risk of Natural Hazards	Enhance GSCA Land Management	Improve Watershed Health	Strengthen Environmental Education and Communication
Achieve Organizational Excellence	Ensure successful and sustainable corporate operations / Improve client/partner/stakeholder experience and satisfaction	Ensure sufficient resources are allocated to asset development and renewals / Work towards enhanced customer service standards	Annually inspect all **eight (8)** eligible erosion control structures and complete minor maintenance as needed. Photos and inspection reports will be stored digitally by year and shared with Municipalities annually.	October	On Track	80%	☐	☑	☑	☑	☐
	Improve client/partner/stakeholder experience and satisfaction	Carry out Forest Management and Trail Activities on Grey County properties including: inventories, tree marking, property inspections, harvest inspections, harvest tenders, trail maintenance	Inspecting forest trails in Spring and Fall (**Complete Y/N**)	November	On Track	95%	☑	☐	☑	☐	☐
		Carry out Forest Management and Trail Activities on Grey County properties including: inventories, tree marking, property inspections, harvest inspections, harvest tenders, trail maintenance	Treatment of 120 acres of Buckthorn	December	On Track	50%	☑	☐	☑	☑	☐
			Oversee harvest operations of: Massie, Rocky Saugeen, Harkaway and Gibraltar	November	On Track	50%	☑	☐	☐	☑	☐
			Inspect marking of: Sunken Lake, Glenelg Klondyke and Camp Oliver Egremont	October	Complete	100%	☑	☐	☐	☑	☐
		Ensure that services and products are accessible and inclusive	Start to implement AODA guidelines within external communication policy on website and in other communication content by **ensuring that new publications meet AODA guidelines**	August	On Track	83%	☑	☐	☐	☐	☐
		Finalize Volunteer Policy	Create document, solicit staff and volunteer feedback, have it **approved by BoD**	March	Complete	100%	☑	☐	☑	☑	☑
		Ongoing maintenance and management of the CP Line	Complete trail inspections and maintenace of trail (**Complete Y/N**)	November	On Track	83%	☑	☐	☑	☐	☐
		Determine and establish appropriate mechanisms for highlighting, promoting, supporting and appreciating volunteers	Develop volunteer recruitment webpage (**complete Y/N**)	**May**	Complete	100%	☑	☐	☑	☐	☐
			Meet with volunteer groups to determine their needs for support (**complete Y/N**)	**August**	Complete	100%	☑	☐	☑	☑	☑
		Determine and establish appropriate mechanisms for highlighting, promoting, supporting and appreciating volunteers	Document and action any identifed support gaps (**complete Y/N**)	**September**	Complete	100%	☑	☐	☑	☑	☑
			Utilize social media channels to highlight and promote the good work of GSCA's volunteers (**8 posts in 2026**)	November	Complete	100%	☑	☐	☑	☑	☑
			Continue to host an annual volunteer appreciation event (**event held Y/N**)	**October**	Complete	100%	☑	☐	☑	☑	☑
			Develop a volunteer service award program **(program established, approved by Board and implemented**)	**December**	On Track	25%	☑	☐	☑	☑	☑
		Work towards enhanced customer service standards	Review existing Google and Square feedback to develop a baseline condition (**complete Y/N**)	**June**	Complete	100%	☑	☐	☑	☐	☑
			Create a new customer service feedback loop (**complete Y/N**)	April	Complete	100%	☑	☐	☑	☐	☑

Primary Strategic Goal	Strategic Direction	Specific Action	Key Performance Indicator (KPI) / Specific Deliverable	Target Completion or Report Date	Status	Percent Complete	Achieve Organizational Excellence	Effectively Monitor and Manage the Risk of Natural Hazards	Enhance GSCA Land Management	Improve Watershed Health	Strengthen Environmental Education and Communication
Achieve Organizational Excellence	Improve client/partner/stakeholder experience and satisfaction	Work towards enhanced customer service standards	Comprehensively review feedback mid-year to determine "new" baseline (**complete Y/N**)	**August**	Complete	100%	☑	☐	☑	☐	☑
			Take necessary internal actions to improve any areas identified as service gaps (**80% of negative feedback and/or service gaps addressed**)	November	On Track	100%	☑	☐	☑	☐	☑
			Development and implementation of client service standard (**complete Y/N**)	**July**	Complete	100%	☑	☑	☑	☐	☑
			Ensure necessary responses are completed within adopted client service timelines (**80% of responses within timeline**)	November	On Track	20%	☑	☐	☑	☐	☑
	Support Effective Board Governance	Board Member Training	Create orientation information for incoming Board Members	December	On Track	75%	☑	☐	☐	☐	☐
		Develop and implement performance metrics and tools to ensure strong leadership within the organization	Update Administrative By-Laws to include performance standards for Board members (**complete Y/N**)	April	~~Complete~~	~~100%~~	☑	☐	☐	☐	☐
Effectively Monitor and Manage the Risk of Natural Hazards	Maintain comprehensive policies, procedures and tools for natural hazards management	Develop and maintain flood forecasting operating procedures, including review period	Update Flood Operations manual and add the Ice Management Plan (**complete Y/N**)	December	On Track	20%	☑	☑	☐	☐	☐
		Develop updated regulation policies	**Develop a project plan** for development regulation policy update	September	~~Complete~~	~~100%~~	☐	☑	☐	☐	☐
	Manage risks associated with natural hazards	Consistently meet legislative requirements for planning application timelines.	Work with member Municipalities to review and comment on Master Drainage Studies, Stormwater Studies or Drainage Reviews.	December	On Track	83%	☑	☑	☐	☐	☑
		Meet legislative requirements for permit application timelines	Report on application volumes and timelines (**complete Y/N**)	March	Complete	100%	☑	☑	☐	☐	☑
		Meet legislative requirements for planning application timelines	Report on application volumes and timelines (**complete Y/N**)	March	Complete	100%	☑	☑	☐	☐	☐
		Meet legislative requirements for planning application timelines	Renew planning agreements with municipalities (**7 signed agreements**)	December	On Track	75%	☐	☑	☐	☐	☐
		Use new LiDAR for data updates	**Updated slope data** for hazard and regs updates	**December**	On Track	83%	☑	☑	☐	☑	☐
	Monitor and communicate risk of natural hazards	Continue to Create Programming for Curriculum Education - Natural Hazards (Hydro One and Levy Funding)	Defined scripts and programming to offer to groups around flooding and erosion, programming designed specifically for Clendenan (**Scripts created Y/N**)	March	Complete	100%	☐	☐	☐	☐	☑
		Improve and maintain flow gauge network and weather stations for flood and drought conditions	Maintain real-time on-line weather stations provided by GSCA that are hosted by Municipalities and volunteers. (**Complete Y/N**)	December	On Track	83%	☐	☑	☐	☐	☑
		Improve and maintain flow gauge network and weather stations for flood and drought conditions	Will continue to capture and store rainfall and water level data from online weather stations and gauges. This data is used for both flood forecasting and low water monitoring. Will provide monthly updates to the Total Rainfall and Crop Heat Unit maps that are provided for public viewing (May-Oct). (**Complete Y/N**)	December	On Track	83%	☐	☑	☐	☐	☑

Primary Strategic Goal	Strategic Direction	Specific Action	Key Performance Indicator (KPI) / Specific Deliverable	Target Completion or Report Date	Status	Percent Complete	Achieve Organizational Excellence	Effectively Monitor and Manage the Risk of Natural Hazards	Enhance GSCA Land Management	Improve Watershed Health	Strengthen Environmental Education and Communication
Effectively Monitor and Manage the Risk of Natural Hazards	Monitor and communicate risk of natural hazards	Improve and maintain flow gauge network and weather stations for flood and drought conditions	Will Issue flood messaging as soon as there is a high degree of certainty regarding the potential for high flow events. Generally 5-10 messages issued directly to Municipal Flood Contacts each year. (**Complete Y/N**)	December	On Track	83%	☐	☑	☐	☐	☑
		Improve and maintain flow gauge network and weather stations for flood and drought conditions	Attend any Emergency Management meetings as invited and annually update the Flood Contingency Plan. (**Complete Y/N**)	December	On Track	83%	☐	☑	☐	☐	☑
		Improve and maintain flow gauge network and weather stations for flood and drought conditions	Maintain water level gauges in good working order (**Complete Y/N**)	December	On Track	83%	☐	☑	☐	☐	☐
		Improve and maintain flow gauge network and weather stations for flood and drought conditions	Work with IT to improve dashboard and how information is shared with public for flood forecasting gauge network. (**Complete Y/N**)	November	Complete	100%	☐	☑	☐	☐	☑
		Info sheet/guideline on tile drainage	**Guide completed and posted on website**	**September**	Complete	100%	☑	☑	☐	☐	☑
		Municipal screening guide for Building Departments	**Guide completed and circulated to municipalities**	**May**	Complete	100%	☑	☑	☐	☐	☑
		Refine and provide hazard mapping based on best available data	Hazard mapping provided upon request from Municipalities/Counties in support of land use planning policy documents (**as needed**)	December	On Track	83%	☐	☑	☐	☐	☑
	Update natural hazard technical studies and tools	Update hydrological and hydraulic models for key areas of the watershed	Prepare Flood models for Tara and Allenford. 2026 - Prepare preliminary flow model using Watflood with Reg/100 yr Storm (**Complete Y/N**)	September	Complete	100%	☐	☑	☐	☐	☐
			Prepare application for Grant funding for Regulation Mapping Project in Craigleith and assist Blue Mountains Staff with obtaining approval and retaining a Project Manager to manage this project, pending funding approval.	July	Complete	100%	☑	☑	☐	☐	☑
Enhance GSCA Land Management	Effectively monitor and manage ecology/biodiversity	Begin implementation of Ash Tree strategy.	**Begin work on ash tree removal, from high use properties**	November	On Track	50%	☐	☑	☑	☐	☑
		Continue to support invasive species work on GSCA lands	**Remove one acre of invasive species from GSCA properties**	August	Complete	100%					
		Determine growth rates for GSCA forest areas	**Complete Growth and Yield Study** with selected contractor	September	On Track	10%	☑	☐	☑	☐	☐
		Forest harvest supervision - oversee operation to ensure compliance with GSCA standards.	Monitor harvest operations on GSCA lands to ensure compliance with guidelines (**complete Y/N**)	December	On Track	83%	☐	☐	☑	☑	☐
		Implement Invasive Species Strategy on GSCA lands	Continue invasive species control work on GSCA properties per Invasive Species Strategy (**complete Y/N**)	October	Complete	100%	☐	☐	☑	☑	☐
		Select stands suitable for harvest and develop tree marking prescription for each stand.	Of stands inventoried, ID stands to mark (**Stands ID Y/N**)	August	Complete	100%	☐	☐	☑	☐	☐
			Of stands inventoried, create tree marking prescriptions (**Prescriptions created Y/N**)	September	Complete	100%	☐	☐	☑	☐	☐

Primary Strategic Goal	Strategic Direction	Specific Action	Key Performance Indicator (KPI) / Specific Deliverable	Target Completion or Report Date	Status	Percent Complete	Achieve Organizational Excellence	Effectively Monitor and Manage the Risk of Natural Hazards	Enhance GSCA Land Management	Improve Watershed Health	Strengthen Environmental Education and Communication
Enhance GSCA Land Management	Effectively monitor and manage ecology/biodiversity	Tender marked stands and bring forward to BOD	Tender marked stands and get BOD approval (**complete Y/N**)	November	On Track	90%	☐	☐	☑	☐	☐
		Work with MNR staff in measuring G&Y plots within GSCA jurisdiction	Measure at least **2 plots** within GSCA watersheds measured in 2026.	**December**	Timeline Adjustment	20%	☐	☐	☑	☐	☐
	Engage the community to enhance GSCA's land management capacity	Host ribbon cutting event at Sutherland Quarry with Walker	>Event to be led by Walker Comms staff >**Host a tent** on the day of with a ballot box for feedback on future uses of the property >**Assist Walker with invites** to our local contacts and partner groups	August	Complete	100%	☑	☐	☑	☑	☐
		Support TOBM with their 2026 Parks Master Plan	>**Attend meetings** >**Provide input** on GSCA lands leased to TOBM and potential to add Clendenan	December	On Track	5%	☐	☐	☑	☑	☑
		Work with FOH to continue to enhance relationship	**Attend Boardwalk Repair Work Day** **Attend Beach Cleanup Day** **Attend meetings**	October	Complete	100%	☑	☑	☑	☐	☑
		Work with IFAA to continue to enhance relationship	Install shade structure, assist with property Maintenace - ie Butterfly meadow and grass cutting	December	Complete	100%	☑	☑	☑	☐	☐
		Work with Optimist Club for funding options for Hibou bathroom upgrade.	**Investigate options to raise funds** for Hibou accessble washroom upgrade with Optimist Club	November	On Track	20%	☑	☑	☑	☐	☐
	Enhance visitor experience and compliance	Commence Hibou Management Plan	**Complete Phase 1**	November	On Track	70%	☑	☐	☑	☐	☑
		EFMP - Develop the new trail	**200m of new trail developed** to form "Tunnel Arches Loop"	**October**	Complete	100%	☐	☐	☑	☐	☐
		EFMP - Install trailhead signage (once trail is mapped)	**Create and print signage**	**October**	Complete	100%	☐	☐	☑	☐	☑
		EFMP - Install trailhead signage (once trail is mapped)	**Install signs when they are ready**	October	On Track	10%	☐	☐	☑	☐	☐
		EFMP - Install wayfinding signage (once trail is mapped)	**Install 8 wayfinding signs**	October	Complete	100%	☐	☐	☑	☐	☐
		Eugenia Cenotaph Historical Sign	**Preparation, printing, and installation of signage**	**September**	Deferred	5%	☐	☐	☑	☐	☑
		IFMP - Install trailhead signs at Harrison Park and Admin Centre	**2 signs installed**	May	Complete	100%	☐	☐	☑	☐	☑
		IFMP - Securing funding and quotes for Arboretum trail	**Prepare and issue RFQ** for trail repairs and enhancements	**June**	Complete	100%	☑	☐	☑	☐	☑
			Apply for a minimum of four (4) grants.	**November**	Complete	100%	☑	☐	☑	☐	☑
			Investigate potential of fundraising campaign	**November**	On Track	80%	☑	☐	☑	☐	☑

Primary Strategic Goal	Strategic Direction	Specific Action	Key Performance Indicator (KPI) / Specific Deliverable	Target Completion or Report Date	Status	Percent Complete	Achieve Organizational Excellence	Effectively Monitor and Manage the Risk of Natural Hazards	Enhance GSCA Land Management	Improve Watershed Health	Strengthen Environmental Education and Communication
Enhance GSCA Land Management	Enhance visitor experience and compliance	IFMP - Viewing platform on the west side of the falls	**Viewing platform installed**	November	Complete	100%	☐	☐	☑	☐	☐
		Install donation signs at popular properties that are not currently involved in the revenue based parking program	**Design and Install signs** at Epping, The Glen, Arran Lake, Jones Falls, Colpoys Lookout, Feversham, Lake Charles, Indian Falls.	July	Complete	100%	☑	☐	☑	☐	☑
		SRCA - Final	**Approval of Spirit Rock Mgmt Plan**	**December**	Timeline Adjustment	85%	☑	☐	☑	☐	☑
		Support education with signage project(s)	**Install 4-8 signs** with Indigenous and ecology themes along the boardwalk at Bognor Marsh (Greenbelt project)	November	Complete	100%	☐	☑	☑	☐	☑
		West Rocks - Climbing Plan	Phase 1 of climbing plan initiated including site mapping and public/partner consultation (**Complete Y/N**)	October	Issues/Concerns	20%	☑	☐	☑	☐	☑
	Properly manage conservation land assets	Acquire The Glen expansion	**Complete Acquisition**	November	Complete	100%	☑	☐	☑	☑	☑
		Administrative Building Renewal	**Support completion of Building Renewal**	May	Complete	100%	☑	☐	☐	☐	☑
		Build and install new logs for Rankin Dam	**Logs fabricated and installed**	May	Complete	100%	☑	☑	☑	☐	☐
		Ensure Asset Management Plan is kept up to date for incorporation into 2027-2029 budget	**Completion of a written plan to support database information**	**August**	~~Complete~~	~~100%~~	☑	☑	☑	☐	☑
		IFMP - Improve overflow parking area on the exit road	**Expand and resurface the existing parking lot** to accommodate more vehicles (if possible) and enhance durability through the addition of gravel or other suitable materials	November	Deferred	10%	☐	☐	☑	☐	☐
		IFMP - Update Filtration Plant Trail boardwalks	**Build new foundation/cribs replace rotten boards and resurface boardwalk**	October	Complete	100%	☐	☐	☑	☐	☐
		Ongoing inspections, operation, maintenance and repair of Clendenan Dam.	**Build and replacement logs for the next 3 years**	November	On Track	50%	☐	☑	☑	☐	☐
		Remove Arran Lake Dock	**Dock removed**	April	Complete	100%	☐	☐	☑	☐	☐
		Remove Arran Lake pavilion	Hire contractor to **remove full structure and remediate area**.	November	Complete	100%	☐	☐	☑	☐	☐
Improve Watershed Health	Engage the community to support watershed health initiatives	Grants - identify and apply for grants to ensure continued funding for position and projects.	**Apply for a minimum of four (4) grants.**	**December**	Timeline Adjustment	25%	☑	☐	☐	☑	☑
			Secure a minimum of two (2) grants.	October	Complete	100%	☑	☐	☐	☑	☑
		Stewardship Website Content	**Updated photos and information about landowner champions/RALP**	July	Complete	100%	☑	☐	☐	☑	☑

Primary Strategic Goal	Strategic Direction	Specific Action	Key Performance Indicator (KPI) / Specific Deliverable	Target Completion or Report Date	Status	Percent Complete	Achieve Organizational Excellence	Effectively Monitor and Manage the Risk of Natural Hazards	Enhance GSCA Land Management	Improve Watershed Health	Strengthen Environmental Education and Communication
Improve Watershed Health	Ensure ongoing understanding of watershed health conditions	Development of procedures documents to ensure maintenance of corporate knowledge for surface water monitoring.	**Update online map monthly** with new water quality data from GSCA's 35 monitoring locations. Provide **annual updates to the long term data charts**.	December	On Track	83%	☐	☐	☐	☑	☑
		Ensure approrpriate succession planning within organization to ensure appropriate knowledge transfer for groundwater monitoring.	Provincial groundwater quality and quantity monitoring **at 10 well sites**. Sites will be visited a minimum of **3 times per year** for data downloads and minimum of once a year for water quality sampling.	November	Complete	100%	☐	☐	☐	☑	☐
			Qualitative and quantitative benthic monitoring of 15 sites per year will be collected.	November	Complete	100%	☐	☐	☐	☑	☐
			Provicial surface water quality monitoring consisting of **10 sites being sampled 8x per year** during ice free periods.	November	Complete	100%	☐	☐	☐	☑	☐
		Ensure approrpriate succession planning within organization to ensure appropriate knowledge transfer for surface water sampling.	GSCA surface water quality monitoring consisting of **25 sites being sampled 8x per year** during ice free periods.	November	Complete	100%	☐	☐	☐	☑	☐
	Provide services to enhance watershed health	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	**Appoint acting Chair for SPC** and support permanent appointment process for a new Chair in 2026	August	On Track	90%	☑	☐	☐	☑	☐
		Carry out stewardship projects in-line with the Resilient Agricultural Landscape Projects grant.	**Find and work with landowners to implement projects as per grant requirements**	December	On Track	25%	☑	☐	☐	☑	☑
		Conduct compliance inspections on a priority basis.	**Conduct 10-15 inspections** to ensure compliance with RMPs	December	On Track	90%	☑	☐	☐	☑	☑
		Conduct ongoing restricted land use planning screenings related to Source Protection Plan policies and support communication efforts with municipalities on planning related issues.	**Issue 50-60 Notices in 2026**	December	On Track	90%	☑	☐	☐	☑	☑
		Deliver Drinking Water Risk Management Office services: - Per contract, and on behalf of 15 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, Southgate, West Grey and Northern Bruce Peninsula), deliver Risk Management Office services	Delegated responsibility from municipalities, under Part IV of the Clean Water Ac to deliver risk management responsibilities, including negotiation/renewal of Risk Management Plans, inspections and restricted land-use screenings.	December	On Track	85%	☐	☑	☐	☑	☑
			Manage/Renew Service Level Agreements with participating municipalities, including annual reporting updates.	April	Complete	100%	☑	☐	☐	☑	☐

Primary Strategic Goal	Strategic Direction	Specific Action	Key Performance Indicator (KPI) / Specific Deliverable	Target Completion or Report Date	Status	Percent Complete	Achieve Organizational Excellence	Effectively Monitor and Manage the Risk of Natural Hazards	Enhance GSCA Land Management	Improve Watershed Health	Strengthen Environmental Education and Communication
Improve Watershed Health	Provide services to enhance watershed health	Deliver Drinking Water Source Protection: - Provide technical and administrative support and resources to the drinking water source protection program including required Source Protection Plan amendments as the Lead Source Protection Authority (SPA) for the Source Protection Region (Saugeen, Grey Sauble, Northern Bruce Peninsula)	**Amend Source Protection Plan for 2 new drinking water systems in 2026**, including associated mapping (GIS support)	December	On Track	95%	☑	☐	☐	☑	☑
		Carry out stewardship projects in-line with the Healthy Lake Huron partnership	**Participate as part of Steering Committee and Technical Committee for Healthy Lake Huron partnership.**	December	On Track	83%	☑	☐	☐	☑	☑
		Conduct managed Forest Plans on a fee for service basis throughout the watershed	**Complete Managed Forest Plans for eligible/interested landowners by appropriate deadlines**	July	Complete	100%	☐	☐	☐	☑	☑
		Negotiate/Renew Risk Management Plans with affected landowners in vulnerable source protection areas	**Completion of 6 Risk Management Plan renewals and 3-5 new Plans**	December	On Track	90%	☑	☐	☐	☑	☑
		Provide tree planting services throughout the watershed	Plant **34,000 trees** across watershed.	June	Complete	100%	☐	☐	☐	☑	☑
		Prepare for 2027 tree planting season	Drive sales of **40,000 trees** for 2027	December	On Track	75%	☐	☐	☐	☑	☑
		Complete Tree Planting Survival Assessments in-line with grants from Forest Canada	Complete Year 2 and Year 5 survival assessments as per funding agreement (~70,000 trees)(**Complete Y/N**)	November	On Track	5%	☐	☐	☐	☑	☐
		Offer bulk tree orders to watershed residents	Sales (pre-tax) of **$65,000** as per budget	May	Complete	100%	☐	☐	☐	☑	☐
		Prepare for 2027 bulk tree orders	Drive sales of **$67,000** for 2027	December	On Track	5%	☐	☐	☐	☑	☐
	Understand and communicate the impact of GSCA's actions on watershed health	Complete annual reporting requirements to Source Protection Authorities as specified under the Clean Water Act	**Complete annual reporting prior to the legislated deadline**	April	Complete	100%	☑	☐	☐	☑	☑
Strengthen Environmental Education and Communication	Create inclusive, accessible educational programming	Offer Day Camp	**Return to Administration Centre for Day Camp (seven weeks)**	June	Complete	100%	☐	☐	☐	☐	☑
		Actions of the Greenbelt Grant	**Install bilingual signage, develop a curriculum-linked wetland program, continue to install and monitor nest protectors, and host a sign reveal/volunteer appreciation event to unveil the newly installed educational signage.**	November	Complete	100%	☑	☑	☑	☐	☑
		Deliver Watershed Guardians Program & create Natural Hazard Programming	**Programs delivered to school groups**	December	On Track	90%	☐	☑	☐	☐	☑
		Offer world of trees programming	**Programming with schools over 2-3 days**, liase with local schools to include HS volunteers (i.e. SMHS's Eco Team).	May	Complete	100%	☐	☐	☑	☑	☑
		Run Earth Film Festival	Liaise with local schools to register classroom participation, facilitate successful event (select film, book room, etc.) (**Complete Y/N**)	May	Complete	100%	☐	☐	☐	☑	☑
Primary Strategic Goal	Strategic Direction	Specific Action	Key Performance Indicator (KPI) / Specific Deliverable	Target Completion or Report Date	Status	Percent Complete	Achieve Organizational Excellence	Effectively Monitor and Manage the Risk of Natural Hazards	Enhance GSCA Land Management	Improve Watershed Health	Strengthen Environmental Education and Communication

Strengthen Environmental Education and Communication	Enhance awareness of GSCA's role and impact while creating feedback loops to guide continuous improvement.	Web mapping	Property web maps in Mango Maps with consistent symbology Consisent up-to-date mapping across all public facing maps Turtle Stewardship program supported via online map products Identify opportunities to support more GSC departments and initiatives through the use of public-facing online maps and spatial data (**Complete Y/N**)	October	On Track	83%	☑	☑	☑	☐	☑
	Enhance awareness of GSCA's role and impact while creating feedback loops to guide continuous improvement.	Prioritize opportunities for public engagement	Encourage Staff Team to participate in community events to effectively promote GSCA (**minimum of 10 of events attended**)	November	Complete	100%	☑	☑	☑	☑	☑
		Represent GSCA on relevant boards and committees to push forward goals, objectives, and values of GSCA	Represent GSCA on Bruce Grey Woodlot Association BOD in 2026. **Attend a minimum of three (3) meetings**.	December	Complete	100%	☑	☐	☐	☑	☑
			Grey Bruce Woodlot Conference - **organizing committee, booth at event**	April	Complete	100%	☑	☐	☐	☑	☑
			Represent GSCA on Bruce Grey Forest Festival organizing committee and attend event	December	Complete	100%	☑	☐	☐	☑	☑
	Launch public engagement campaigns	Conduct targeted education campaigns to specific industries	**Meet with Grey Bruce Homebuilders' Association**	April	Complete	100%	☑	☑	☐	☐	☑
		Undertake social media campaign about natural hazards, including cost of not taking action	**Develop a social media campaign** that identifies platforms and content throughout the year	January	Complete	100%	☐	☑	☐	☐	☑
			Post monthly on social media platforms	December	On Track	83%	☐	☑	☐	☐	☑
	Leverage community to support outreach, education, and engagment	Collaborate with OS on *Salmon Discover Day*	**Work with OS tourism staff to plan, run and attend event (funding dependent).**	~~October~~	~~Complete~~	~~100%~~	☐	☐	☑	☑	☑
		Grey Bruce Farmer's Week	**Represent GSCA at event**	January	Complete	100%	☐	☐	☐	☑	☑
		Grey Bruce Woodlot Conference	**Represent GSCA at event**	April	Complete	100%	☐	☐	☐	☑	☑
		International Plowing Match	**Represent GSCA at event**	September	Complete	100%	☐	☐	☐	☑	☑

Status Indicator	Projects	Current Status	Status from Q3	Status from Q2	Status from Q1
Not Started	0	0%	0%	11%	31%
On Track	51	35%	38%	47%	44%
Timeline Amendment	3	2%	4%	5%	8%
Issues or Concerns	1	1%	1%	0%	0%
Project at Risk	0	0%	0%	0%	0%
Deferred	2	1%	1%	1%	0%
Complete	89	61%	55%	35%	18%
Total	**146**	**100%**			

Strategic Goal	% Complete	Total Tasks
Org Excellence	**87%**	**48**
Nat Haz	**87%**	**19**
CA Land	**77%**	**38**
Watershed Health	**81%**	**24**
Ed / Comms	**97%**	**17**
Total	**86%**	**146**