



# FORGING AHEAD

**Grey Sauble Conservation Authority  
Programs and Services Inventory and  
Future Agreements**

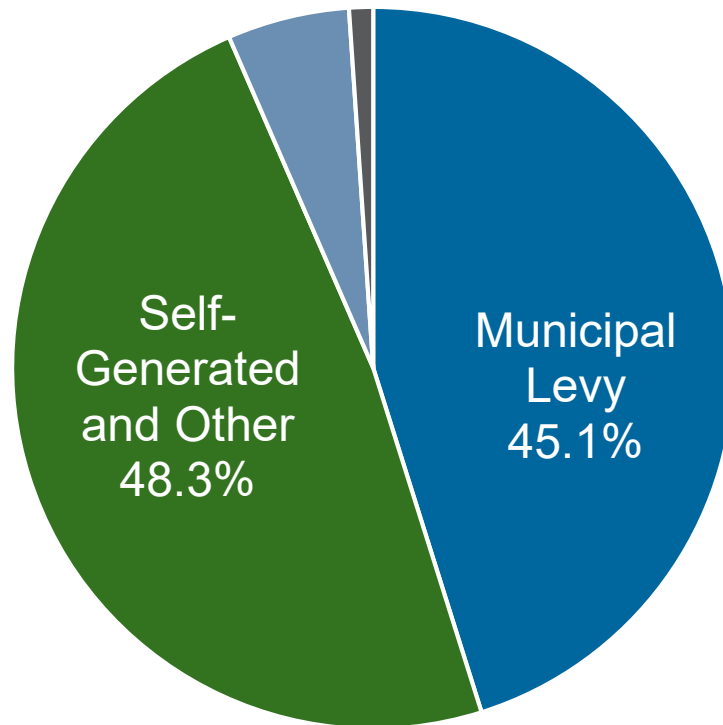
# GSCA BACKGROUND

- 8 Member Municipalities
- 11 Board Members (all elected officials)
- > 3100 Square Kilometers
- > 155km of Shoreline
- ~28 Staff (fluctuates seasonally)
- \$3.5M Annual Budget
- GSCA plants or distributes between 50K-100K trees per year into the watershed
- Offers valuable environmental education programming and stewardship opportunities
- Protect people and properties through land-use planning, development review and flood forecasting and warning
- Manage 29,000 acres of natural areas for recreation, natural resources, biodiversity, and ecosystem services



**Grey Sauble**  
CONSERVATION

# GSCA 2022 Budget Breakdown



■ Municipal Levy (45.1%)

■ DWSP (5.5%)

■ Self and Other (48.3%)

■ Section 39 (1.1%)



# A Quick Overview of the Changes to the Conservation Authorities Act

- Changes to Transparency Requirements
- Potential Ministry Appointed Agricultural Representative
- Mandatory vs. Non-Mandatory Programs
- Changes to Budgeting Process
- Requires Transition Plans, Program/Service Inventories and MOU's

# Transparency Requirements

Information Required on CA websites:

- Name and Contact information for all Directors of the Authority (ie: Board Members)
- Meeting Schedule, Agendas, Packages, Minutes and By-Laws
- List of all MOU'S or Agreements with Municipal Partners
- Audited Financial Statements
- Any other documents (ie: Strategic Plan) that is relevant in the opinion of the Authority
- Must be complete by December 31, 2022

# Agricultural Representative

The Act gives the Minister the power to appoint an agricultural representative to Authority Boards :

- Application process and appointment handled solely by the MECP
- All the powers of municipally appointed representative, except:
  - Cannot vote on resolution to enlarge, amalgamate or dissolve an Authority
  - Cannot vote on budgetary matters
    - Matters requiring a vote under the Budget Regulation (402/22)
    - Matters related to budget reallocations in a calendar year
    - Matters related to the annual financial audit

# Mandatory v. Non-Mandatory

## What does Mandatory mean?

Through recent changes to the CAA, the Province has defined Mandatory programs as programs and services related to:

- Natural Hazards Related – Planning, Permitting, Flood Forecasting, Flood and Erosion Control
- Management of CA-Owned Lands – passive and related amenities
- Drinking Water Source Protection
- Other Items Prescribed:
  - Core Watershed-Based Resource Management Strategy
  - Water Quality and Quantity Monitoring

# Budget and Apportionment (Levy) Regulation

## Current Budget Process:

- Two (2) regulations to address this process
- Weighted collection of levy from all member municipalities for all program areas based on their percentage of Modified Current Value Assessment.
- Special project may be fee for service or special benefiting levy.
- Board approves for circulation, 30-day circulation period, final Board approval

## New Budget Process:

- One regulation incorporates the previous two.
- Weighted collection of levy from all member municipalities for Category 1 programs and general operating expenses/capital costs.
- Municipal Services agreements to define fee for service for Category 2 programs.
- Agreements for Category 3 programs if apportionment required.
- Board approves for circulation, 30-day circulation period, final Board approval.



# Transition Plans, Inventories and MOU's

## Overview

- Transition Plan defines the timeline for getting agreements in place.
- GSCA's Transition Plan was circulated on December 22, 2021.
- Inventory of Programs and Services defines the work that GSCA does and the cost to provide that work.
- GSCA's Inventory of Programs and Services was circulated on January 28, 2022.
- MOU's or Agreements will be required between GSCA and each member municipality by December 31, 2023.

# Transition Plan and Status Update

Year	Status	Task	January	February	March	April	May	June	July	August	September	October	November	December
Phase 1: 2021	XX	Arrange Preliminary Visits to municipal councils												
	XX	Attend municipal councils to discuss timelines from Consultation Guide												
	XX	Develop Transition Plan Timeline												
	XX	Draft Inventory Programs and Services												
	XX	Assign FTE's to Programs and Services (Internal)												
	XX	Establish/Confirm municipal staff leads/contacts												
	XX	Determine anticipated funding sources for each P&S												
	XX	Provide GSCA Board with list of P&S and Gantt Chart for circulation approval												
	XX	Circulate workplan, Gantt Chart and draft inventory to municipal partners												
	XX	Meetings with municipal staff leads/contacts												
	XX	Follow up meetings with municipal staff (if necessary)												
	XX	Follow up meetings with municipal councils (if requested)												
	XX	Deadline for receiving comments on workplan, timeline and/or P&S inventory												
	XX	Final Transition Plan timeline approved by GSCA Board of Directors												
	XX	Submit Transition Plan timeline to MECP												
	XX	Transition Plan timeline made available to the public												
Year	Status	Task	January	February	March	April	May	June	July	August	September	October	November	December
Phase 1: 2022	XX	Prepare a revised draft Programs and Services Inventory												
	XX	Classify Programs and Services as Category 1, 2 or 3												
	XX	Assign costs to Programs and Services												
	XX	Consult with Board of Directors on Programs and Services Inventory												
	XX	Circulate Programs and Services Inventory to Municipalities												
Phase 2: 2022	XX	Seek final approval of Programs and Services Inventory from Board of Directors												
	XX	Submit Inventory of Programs and Services to MECP												
	XX	Consult with municipal staff on programs and services inventory												
		Support municipal staff at municipal council meetings to discuss programs and services												
		Update programs and services inventory as necessary based on consultation												
		Review and prepare amendments to existing 'Category 2' agreements as necessary												
		Prepared internal drafts of MOUs/Agreements for 'Category 3' programs and services												
		Bring final draft of programs and services back to Board of Directors												
		Update programs and services inventory as necessary based on Board feedback												
	XX	Submit first quarterly report to MECP												
		Consult with municipal staff on draft agreements												
		Bring first draft agreements to GSCA Board of Directors for initial review and comment												
		Submit second quarterly report to MECP												
Phase 2: 2023		Update draft agreements as necessary based on Board feedback												
		Submit third quarterly report to MECP												
		Support municipal staff at municipal council meetings to discuss draft agreements												
		Submit fourth quarterly report to MECP												
		Finalize agreements for Board of Directors' approval												
Phase 2: 2023		GSCA Board of Directors' resolution to execute agreements												
		Execute final MOUs/Agreements												
		Submit fifth quarterly report to MECP												
		Consult with municipal staff on draft 2024 budget												
		Consult with Board of Directors on draft 2024 budget based on municipal discussions												
		Submit sixth quarterly report to MECP												
		Deadline to request an extension to timeline												
		Finalize draft budget for Board of Directors' approval to circulate												
		Circulate draft budget to municipal partners												
		Attend municipal Council meetings as requested to discuss the draft budget												
		GSCA Board of Directors' resolution to approve the 2024 budget												
		Submit Inventory of Programs and services and copies of signed MOUs/Agreements to participating municipalities												
		Submit Inventory of Programs and services and copies of signed MOUs/Agreements to MECP												
		Posting of final MOUs/Agreements on GSCA website												

# Programs and Services Inventory

Program Area	Program / Service Provision	Program / Service Description	Legislative Reference	Category (1) Mandatory; (2) Municipal; (3) Other	Annual Operating Funding Amount (2022)	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.	Enabling Service	1		1. Municipal Levy (92.4%) 2. Service Agreements (4.7%) 3. Self-Generated (2.3%)	\$59,000	1. Municipal Levy (7.9%) 2. Self-Generated (92.1%)	\$657,750	No	Collectively, these are enabling program costs that are required to run the organization.
	Financial Services	Accounting and payroll	Enabling Service	1	\$598,750	4. Provincial Transfer Payment (0.3%) 5. Grants (0% - variable) 6. Donations (0.3% - variable)				No	
	Legal Expenses	Costs related to agreements/contracts, administrative by-law updates or other similar legal expenses	Enabling Service	1						No	
	Governance	Supporting CA Boards, Advisory Committees and the Office of the CAO	Enabling Service	1						No	
	Asset Management	Asset management planning, facilities, fleet and property management	Enabling Service	1						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. 689/21 s.1(2) Reg. 689/21 s.1(3) & 4	1	\$85,875	1. Municipal Levy (100%)	\$3,440	1. Grants (11.6%) 2. Self-Generated (88.4%)	\$89,315	No	
	Communications and Marketing	General communications and marketing support for the organization	Enabling Service	1						No	
	Education and Community Events	Community event development, execution and support	Reg. 689/21 s.1(2) & s.1(3) & 4	1						No	
	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	\$4,816	1. Municipal Levy (100%)	\$0	n/a	\$4,816	Yes	
	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)(i)	3	\$5,635	1. Municipal Levy (100%)	\$0	n/a	\$5,635	Yes	
Conservation Lands	Section 29 Minister's regulation for Conservation Areas	Conservation areas enforcement/compliance	Reg. 689/21 s.9(14)	1						No	
	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 procedures for different land categories, etc.	Reg. 689/21 s.9(1)	1						No	
	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. 689/21 s.9(13)	1	\$475,248	1. Municipal Levy (64.8%) 2. Self-Generated (35.2%) Any surplus self-generated revenue is transferred to reserves.	\$94,457	1. Municipal Levy (11.2%) 2. Self-Generated (88.2%) 3. Grants (0.2%) 4. Donations (17.4%)	\$569,705	No	The total cost of operating these mandatory programs and services is heavily offset by self-generated revenue.
	Management, operation and Maintenance of CA owned lands	Management and Maintenance of CA owned lands including stewardship, restoration, and ecological monitoring.	Reg. 689/21 s.9(12)	1						No	
	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. 689/21 s.9(1)	1						No	
	Land Acquisition and Disposition Policy	The development of one or more policies governing land acquisitions and land dispositions.	Reg. 689/21 s.9(1)	1						No	
	Forestry – Hazard Tree and Biodiversity Management	Management of hazardous/diseased trees and the management of biodiversity and invasive species on Conservation Authority owned lands.	Reg. 689/21 s.9(12)	1						No	
	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 600%.
	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 goodwill.
	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	\$78,500	1. Self-Generated (100%)	\$0	n/a	\$78,500	No	This portion of the program is self-sustaining, bringing in over \$200,000 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 forest lands and the CP Rail Trail.	CAA s.21(1)(n)	2	\$80,358	1. Service Agreement(s) (100%)	\$0	n/a	\$200,895	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	\$120,537					Yes	
Core Watershed-based Resource Management Strategy	Strategy Development	Collaborate/complete existing resource management plans, watershed plans, studies and data. Strategy development, implementation and annual reporting.	Reg. 689/21 s.8 Reg. 689/21 s.12(13) Reg. 689/21 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/Reg. tech support, SRC support, SPA reports and meetings, activities required by the Clean Water Act and regulations.	Reg. 689/21 s.13	1	\$188,660	Provincial Transfer Payment (100%)	\$0	n/a	\$188,660	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	\$67,460	Service Agreements (100%)	\$0	n/a	\$67,460	Yes	See Appendix for Municipalities and Agreement Dates
Environmental Education	Curriculum delivery	Program development & delivery	CAA s.21(1)(a)&(n)	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)&(n)	3	\$67,108	1. Self-Generated (95.5%) Any surplus transferred to reserves 2. Grants (4.5%) - variable	\$0		\$67,108	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.

# Programs and Services Inventory - Details

	Annual Operating Costs (2022)		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
<b>Total Funding Cost:</b>	<b>\$3,245,231</b>	<b>100.0%</b>	<b>\$241,347</b>	<b>100.0%</b>	<b>\$3,486,578</b>	
Category 1 Portion:	\$2,444,261	75.3%	\$241,347	100.0%	\$2,685,608	77.0%
Category 2 Portion:	\$268,355	8.3%	\$0	0.0%	\$268,355	7.7%
Non-Levy-Based Category 3 Portion:	\$471,642	14.5%	\$0	0.0%	\$471,642	13.5%
Levy-Based Category 3 Portion:	\$60,973	1.9%	\$0	0.0%	\$60,973	1.7%

- Agreements only required for those Category 3 Programs require municipal funding.
- These programs include some communications work, stewardship, and watershed monitoring
- As noted above, in 2022, this equates to \$61K across eight municipalities
- This is just 1.7% of GSCA's total annual budget
- Arran-Elderslie's share of this is ~\$1,650 per year

# Next Steps

**Moving from Discussion to Agreement**

# Next Steps

As we move forward through this transition, the following immediate and longer-term actions are necessary:

- Over the past few months, we have met with Senior municipal staff
- Over the next six months we will be meeting with municipal councils.
- Make any necessary changes to the P/S Inventory.
- Review and amend, as necessary, any existing Category 2 agreements.
- Negotiate, draft and execute Category 3 agreements with municipal partners by **~August 31, 2023**.
- Create first draft budget under new regulations: **~August 2023**
- Implement approved budget under new regulations: **January 1, 2024**





**THANK YOU**