



Credit Valley  
Conservation

# OUR FUTURE TO SHAPE

Strategic Plan 2015-2019

December 2014

# TABLE OF CONTENTS

Message from the Chair .....	3
Message from the CAO .....	4
Our Watersheds and Shoreline .....	5
Setting the Stage .....	6
Our Vision, Mission and Values .....	6
Our Goals, Outcomes and Directions .....	8
Goal One: Plan for an environmentally sustainable future .....	8
Goal Two: Safeguard people, property and communities from hazards .....	9
Goal Three: Manage a healthy, resilient environment through protection, restoration and enhancement .....	10
Goal Four: Develop and share scientific knowledge and innovative approaches that advance decision-making and lead to on-the-ground action .....	11
Goal Five: Connect communities with nature to promote environmental awareness, appreciation and action .....	12
Goal Six: Promote land uses, development approaches and infrastructure that factor in the importance of the natural environment to society, the economy and the well-being of residents .....	13
Goal Seven: Ensure that Credit Valley Conservation is a well-managed, sustainable and service-driven organization .....	14
Goal Eight: Expand partnerships and build new business models to increase organizational resilience and capacity .....	15
Implementing the Plan and Measuring Success .....	16
Strategy Map .....	17
Looking Back on 60 Years of Conservation .....	18

## Message from the Chair

# ADAPTING TO A CHANGING ENVIRONMENT



**The only constant is change.** Economic uncertainty, climate change, development and invasive species impact our environment and the well-being of our communities. Understanding these and other trends allows us to plan for the future.

This strategic plan lays the foundation for where we want to be as an organization and how we will realize our shared vision for our local environment. That vision includes vibrant communities that celebrate their connection to nature, clean abundant water and diverse natural landscapes: **a thriving environment that protects, connects and sustains us.**

Our strategic plan will guide our actions for the next five years. Climate change is of special concern. It is a global phenomenon that affects us locally with severe weather, flooding and drought.

Storms that statistically occur once every 100 years now happen more frequently. The July 8, 2013 storm that was felt in south Mississauga, among other communities in the Greater Toronto Area, was the most costly in Ontario, with an estimated \$900 million in insurance claims. Our strategic plan builds resilience so communities can adapt to the changing climate.

We are proud of our 60-year history of watershed management. Together with our partners, our work has led to social and economic benefits for our communities. Our strategic plan builds on this work, acknowledging that changing realities present new opportunities to protect, restore and enhance our environment for future generations.

**We recognize the supreme value of nature to the well-being of our communities. It protects us and in turn deserves our protection.**

On behalf of the Credit Valley Conservation Board of Directors it is my pleasure to introduce Credit Valley Conservation's Strategic Plan 2015-2019.

A handwritten signature in black ink, appearing to read 'Pat Mullin', written in a cursive style.

Pat Mullin, Chair  
Credit Valley Conservation

## Message from the CAO

# PARTNERING TO PROTECT WHAT SUSTAINS US



**Our past provides the context for future action.** It reminds us of our identity, our achievements and challenges us to grow. For 60 years, our partners and the community have entrusted us to protect, restore and enhance our local environment. Our past is a story of partnership building and collaboration – working together to achieve a shared vision.

Our landscape has changed over the years. What was once a land dominated by agriculture with small communities dotting the landscape is now a land with large, growing cities. New technologies and new ways of thinking about the environment have changed the way we develop our towns and cities. The legacy of outdated approaches to development is still visible, but there are many years of progress to be proud of. Where else can an angler land a wild trout in the middle of a city?

We are preparing for and responding to change. Climate change and the influx of devastating invasive species underscore the need for a resilient environment. We are developing the knowledge and tools to more accurately predict future conditions and taking action to make sure our future contains a thriving natural environment.

There are many directions we can take. There are more issues and opportunities than there is time to tackle them. Strategic planning is one way of focusing our attention on the areas of greatest importance.

This strategic plan was compiled with assistance from our staff as well as partners and community members who are equally passionate about the environment. The contributions of many, too numerous to mention here, have made this a better plan – one that will set the tone for the next five years and have lasting benefits for decades to come.

Through this strategic plan we will:

- conserve our natural and built heritage
- develop the knowledge and tools needed to sustain our water resources
- prepare for climate change and foster a diverse and resilient environment
- engage residents, partners and stakeholders in a collective effort to protect, restore and enhance our local environment

The spirit of partnership-building and collaboration that led to our creation in 1954 is even stronger today. Working together, we will achieve our shared vision for the local environment. **Together, it's our nature to conserve and our future to shape.**

A handwritten signature in black ink that reads "Deborah Martin-Downs". The signature is fluid and cursive.

Deborah Martin-Downs, Chief Administrative Officer  
Credit Valley Conservation

# OUR WATERSHEDS AND SHORELINE

The **Credit River watershed** is located in one of the most densely populated regions of Canada yet contains some of the most diverse landscapes in southern Ontario. The Credit River is almost 90 km long and meanders southeast from its headwaters in Orangeville, Erin and Mono, through nine municipalities, eventually draining into Lake Ontario at Port Credit, Mississauga.

Credit Valley Conservation is responsible for protecting, restoring and managing the natural resources of the Credit River watershed, other local watersheds that drain directly into Lake Ontario and a section of the Lake Ontario shoreline. Together, these areas make up our jurisdiction.



**A watershed is an area of land that drains its rain or snowmelt into a body of water.**

**The Credit River watershed is made up of smaller subwatersheds that drain into tributaries of the Credit River.**

# SETTING THE STAGE

This strategic plan replaces the previous guidance provided in Credit Valley Conservation's 2006 Strategic Plan and 2008 Strategic Plan Update. It was developed through extensive consultation with all levels of staff, our Board of Directors, our stakeholders and the community.

This document provides a framework for internal alignment and planning. It:

- is the basis for multi-year and annual business planning
- aligns the strategies of the various operating departments
- builds capacity for performance and risk management
- features five-year directions, 10-year outcomes and 20-year goals
- establishes annual report cards and progress reports

This strategic plan is a reference document for our organization, directing business planning, project planning, employee objectives, workforce planning and budgeting. It guides us, yet provides enough flexibility to meet changing needs. It ensures we **remain accountable** to our partners, donors, taxpayers, and above all, to the environment.

## OUR VISION

**A thriving environment that protects, connects and sustains us.**

Our vision is our desired end-state for our local environment and communities. It guides every aspect of our work by describing what is required to sustain our quality of life.

## OUR MISSION

**Together, it's our nature to conserve and our future to shape through the power of science, education, policy and leadership.**

Our mission is our reason for being. It provides a path to achieve our shared vision.

# OUR VALUES

**Our values guide our actions.** They represent who we are as **people** and as an **organization**. They factor into every decision made at every level.

As our organization evolves, our values remain a constant source of inspiration and guidance.

## Leadership

We lead by example. We inspire and empower the community and our partners.

## Service

We are responsive and professional in our interactions with the public, our partners and among ourselves.

## Collaboration

We work together and with our volunteers, partners and the community to achieve shared goals.

## Accountability

We are accountable to taxpayers, our partners and donors. Above all, we are accountable to the environment.

## Integrity

We are consistent, honest, ethical and make decisions based on the best available science.

## Excellence

We continually learn and improve to be the best we can be.

## Innovation

We encourage new and creative technologies and approaches.

## Holistic Thinking

We see the big picture and recognize the interconnectedness of elements that form larger systems.

## Inclusiveness

We value the diverse perspectives, work experiences, lifestyles and cultures that together inform the work we do.

## Spirit

We help each other, give back to the community and celebrate achievements.



# GOAL ONE

## PLAN FOR AN ENVIRONMENTALLY SUSTAINABLE FUTURE

Our work is directed through sound planning, beginning at the watershed level, focusing on the distinct conditions in individual subwatersheds, moving to the neighbourhood level for targeted implementation. These plans leverage leading-edge science and up-to-date monitoring data from various disciplines across our organization. Monitoring the environment at the watershed level lets us track changes over time and take on watershed-scale initiatives.

### Outcomes – Where we will be in 10 years

1. Science-based and community supported watershed, subwatershed and neighbourhood plans that inform existing and future environmental protection, enhancement and management activities.
2. Monitoring data that inform decisions, identify trends and predict emerging issues in environmental health.

### Directions – What we need to do within 5 years

1. Study and monitor our environment for impacts from climate change, development, other land uses and additional threats, ensuring we have the right information on which to base our decisions and management actions.
2. Regularly integrate and evaluate results of environmental monitoring programs to identify areas for future management.
3. Regularly report our findings through watershed report cards and other user-friendly tools to communicate results to diverse audiences.
4. Develop a comprehensive watershed plan and assessment of environmental health in the Credit River watershed reflecting 60 years of watershed management and planning for the future.
5. Complete integrated multi-disciplinary subwatershed plans that define existing and future conditions, identify areas for future management, particularly in light of climate change, and provide direction for implementation.
6. Develop neighbourhood plans based on recommendations from watershed and subwatershed plans that use innovative approaches to address local environmental concerns.
7. Continue to work with our partners to implement the Peel Climate Change Strategy, building climate change mitigation and adaptation into management decisions and activities.



# GOAL TWO

## SAFEGUARD PEOPLE, PROPERTY AND COMMUNITIES FROM HAZARDS

We are the only organization responsible for safeguarding the communities we serve against flooding and erosion. We work with our municipal partners to safeguard against impacts to our drinking water sources and we manage our conservation areas for visitors' safety.

### Outcomes – Where we will be in 10 years

1. Fewer people and properties at risk from flooding, erosion and unstable slopes.
2. Sufficient water quantity and quality for communities now and in the future.
3. Conservation areas managed for staff and visitor safety.

### Directions – What we need to do within 5 years

1. Pursue hydrology, hydraulics, groundwater and water quality studies and models, improving predictive tools for managing water resources.
2. Monitor, predict and warn our communities about flooding risks in a timely manner.
3. Complete floodplain mapping updates and consult with affected communities.
4. In partnership with municipalities, manage stormwater and hazard lands through policy, regulation, land securement and innovative approaches.
5. In partnership with municipalities, develop plans to reduce or remove flood risk in flood damage centres or other urban flooding centres, particularly in light of climate change.
6. Assist municipalities in responding to and recovering from extreme weather such as flooding, drought and ice storms.
7. Protect, restore and create natural/naturalized features that reduce flooding and erosion risks.
8. Develop a bank erosion control program in partnership with municipalities that inventories eroded areas, identifies vulnerable infrastructure and implements priority projects based on monitoring and risk assessment.
9. Monitor water levels and coordinate a low water response program to ensure sufficient water quantity for assimilative capacity and identified water takers.
10. Support municipalities in implementing the Source Protection Plan to ensure safe drinking water in our communities and updating technical reports as required to incorporate new science.
11. Support the Province of Ontario in responding to, monitoring, documenting and preventing spills that pose a threat to people, property and the environment.
12. Regularly monitor conservation areas for safety hazards and address them in a timely manner, such as trail hazards and hazard trees caused by emerald ash borer infestation.
13. Monitor, assess and maintain our water and erosion control infrastructure.

# **GOAL THREE**

## **MANAGE A HEALTHY, RESILIENT ENVIRONMENT THROUGH PROTECTION, RESTORATION AND ENHANCEMENT**

Our watershed, subwatershed and neighbourhood plans translate into on-the-ground environmental protection, restoration and enhancement. For 60 years we have transformed our local environment by protecting and restoring green space, managing stormwater, planting trees and building or restoring wildlife habitat.

### **Outcomes – Where we will be in 10 years**

1. Water quality and quantity that support thriving ecosystems.
2. Healthy and resilient aquatic, wetland and terrestrial communities and species that meet ecological targets.
3. A defined and protected Credit River Watershed Natural Heritage System.

### **Directions – What we need to do within 5 years**

1. Develop an integrated and transparent science-based priority setting process for protection, restoration, enhancement and securement projects using monitoring data, the Credit River Watershed Natural Heritage System, watershed studies and related management plans.
2. Secure new conservation lands to protect their benefit to the environment and connect more people with nature.
3. Manage new and existing conservation lands through comprehensive management plans.
4. Develop and implement restoration strategies that increase natural cover and improve aquatic, terrestrial and wetland habitat and communities on private, public and institutional lands.
5. Update and implement stormwater management criteria, including environmental flow criteria, ecohydrology and nutrient budgeting.
6. Monitor and manage invasive species on private, public and institutional properties.
7. Complete the Credit River Watershed Natural Heritage System and advocate for its inclusion in municipal official plans with supporting policies.

# **GOAL FOUR DEVELOP AND SHARE SCIENTIFIC KNOWLEDGE AND INNOVATIVE APPROACHES THAT ADVANCE DECISION-MAKING AND LEAD TO ON-THE-GROUND ACTION**

Our environmental restoration work relies on sound and up-to-date monitoring data. Adapting to the changing climate requires innovative approaches. We are incubators of leading-edge science that benefits local communities and is shared widely with our partners.

## **Outcomes – Where we will be in 10 years**

1. Credit Valley Conservation is a trusted source for leading-edge environmental science.
2. Policy, practice and guidelines are informed by innovative environmental science.
3. Knowledge is shared widely with partners and practitioners to build capacity, define problems, identify knowledge gaps and find solutions.
4. Monitoring and inventory data are shared openly.

## **Directions – What we need to do within 5 years**

1. Leverage monitoring data and our inventory of natural areas to guide land use, planning and restoration strategies and to advance watershed-based resource management.
2. Lead or participate in joint research ventures with environmental non-governmental organizations, academia, landowners, provincial and federal agencies and the private sector.
3. Develop innovative approaches in green infrastructure including low impact development and demonstrate their environmental, social and economic benefits.
4. Communicate science widely with our partners and engage practitioners through professional training and knowledge transfer.
5. Develop user-friendly and accessible communication materials and channels to share our science with our partners and the community.
6. Develop an urban watershed management consortium to identify issues of common concern and research topics to address them.
7. Invest in information technologies and innovative tools to improve access to inventory and monitoring data for our partners and the community.

# GOAL FIVE

## CONNECT COMMUNITIES WITH NATURE TO PROMOTE ENVIRONMENTAL AWARENESS, APPRECIATION AND ACTION

The most powerful force for environmental protection is an informed and mobilized community. Connecting people with nature is the first step in demonstrating how a thriving environment is vital for their health, safety and well-being. Those connections build capacity and advocacy for our work in the community.

### Outcomes – Where we will be in 10 years

1. An informed and connected community of environmental stewards that take action to protect and enhance the local environment.
2. Enhanced environmental literacy among residents.
3. Conservation areas that provide accessible natural spaces and unique environmental experiences for all to enjoy.
4. Residents with a strong sense of place, a deep connection to the land they call home and an appreciation for the connection between nature and their well-being.

### Directions – What we need to do within 5 years

1. Build capacity for our education programs to increase environmental literacy among youth, adults and new Canadians.
2. Continue to build landowner relationships and a wide-reaching volunteer base that advocate for and build a healthier environment.
3. Engage business and industry to promote ecological approaches to land and water management.
4. Work with priority communities to address local environmental concerns through targeted outreach and action.
5. Train, mentor and inspire youth to be future environmental champions.
6. Develop a Conservation Areas Master Strategy with our partners that identifies the activities and investments needed to create self-sustaining, unique and high-quality recreational, cultural and educational experiences that meet the needs of the community.
7. Work with our partners to develop a Credit Valley Trail that connects the waterfront to the headwaters, celebrates our shared local history and creates a strong sense of place and emotional connection to the Credit River and its valley.
8. Develop and maintain trail systems with accessible options within our conservation areas that connect to other trail systems and features of historic, cultural and environmental importance.
9. Develop and implement a marketing and communications strategy that promotes Credit Valley Conservation, its programs, conservation areas, environmental awareness and action.
10. Recognize and celebrate the talents and achievements of volunteers and partners.
11. Leverage innovative tools to promote behavioural change and foster private land stewardship, including community-based social marketing strategies, incentive programs, new regulations, new research and new media.

# **GOAL SIX**

## **PROMOTE LAND USES, DEVELOPMENT APPROACHES AND INFRASTRUCTURE THAT FACTOR IN THE IMPORTANCE OF THE NATURAL ENVIRONMENT TO SOCIETY, THE ECONOMY AND THE WELL-BEING OF RESIDENTS**

Our communities are shaped and guided by a framework of policy and regulations that direct how land is used. Being actively involved in shaping this framework allows us to promote the greatest possible protection of natural resources.

### **Outcomes – Where we will be in 10 years**

1. A network of green space and green infrastructure that weaves through every community to connect a healthy and resilient landscape.
2. New development and redevelopment that successfully integrates natural and built elements.
3. A thriving and environmentally sustainable agricultural sector.

### **Directions – What we need to do within 5 years**

1. Provide technical expertise, support tools and programs to various economic sectors including land development, agriculture and aggregate, on innovative and best management practices for environmental protection, management and restoration.
2. Provide technical expertise based on best management practices when assisting municipal, regional and provincial partners in policy development and implementation.
3. Promote the adoption of policies and practices that ensure the greatest possible protection of our shared natural resources.
4. Promote green infrastructure, including urban agriculture and low impact development, in new development and existing urban areas.
5. Promote the use of innovative tools and emerging science such as ecosystem services valuation, habitat compensation and nutrient trading to economic sectors, municipal, regional and provincial governments.
6. Work with municipal and regional governments to expand public access to green space, generate outdoor recreational opportunities and create/connect larger natural heritage systems.
7. Work with economic sectors as well as municipal, regional and provincial governments to ensure that best management practices and other conditions of permit approval are applied and maintained, including stormwater management, sediment control and protection of natural areas.

# **GOAL SEVEN**

## **ENSURE THAT CREDIT VALLEY CONSERVATION IS A WELL-MANAGED, SUSTAINABLE AND SERVICE-DRIVEN ORGANIZATION**

Improving the local environment for the well-being of our communities requires the right talent, tools, resources and funding. Fostering a culture of accountability, innovation and excellence puts us on the road to success. Having an inclusive organizational culture as well as developing and retaining dedicated and experienced staff gives us the flexibility to respond to change.

### **Outcomes – Where we will be in 10 years**

1. Efficient and effective financial management and operations.
2. A healthy, safe, respectful, accessible and inclusive work environment.
3. Tools and infrastructure that support program delivery.
4. A culture of continuous improvement, innovation, high performance and community service excellence.
5. Leading by example with environmentally, socially and economically responsible infrastructure and practices.
6. Recognized as a top 100 employer in Canada.

### **Directions – What we need to do within 5 years**

1. Develop and implement comprehensive service standards, including accessibility standards and a customer service bill of rights for all public and stakeholder interactions.
2. Promote wellness, health and safety awareness practices and procedures.
3. Invest in information technologies that safeguard corporate data, improve productivity and increase collaboration, including document management systems, digital workflow, an intranet, remote access and improved data management.
4. Identify tools and infrastructure that help staff deliver projects and programs efficiently and effectively.
5. Develop a corporate social responsibility program, including community service and green procurement policies and practices.
6. Maintain an inventory of assets and define a work program to monitor, manage and maintain them.
7. Strengthen leadership skills, strategic thinking, project management and financial expertise across the organization.
8. Recognize and celebrate staff talents and achievements.
9. Promote collaboration across our organization through multi-disciplinary and cross-departmental teams.
10. Develop and implement a staff succession plan that aligns staffing and career development decisions with strategic priorities.
11. Train and mentor youth, students and new Canadians to provide valuable work experience and to promote the green economy.
12. Develop and maintain a workplace culture that attracts, nurtures and retains talent through innovative human resources policies and practices, with a focus on training and development.
13. Demonstrate accountability via routine program evaluations, regularly measuring performance and reporting outcomes.

# **GOAL EIGHT**

## **EXPAND PARTNERSHIPS AND BUILD NEW BUSINESS MODELS TO INCREASE ORGANIZATIONAL RESILIENCE AND CAPACITY**

We value partnerships and collaboration. Combining resources allows us to expand our reach, seek new funding sources and work more effectively. Our 60-year history of environmental protection and restoration would not be possible without the strong support of our partners, volunteers and the community.

### **Outcomes – Where we will be in 10 years**

1. Increased financial resilience through stable and diverse funding sources.
2. A culture of giving to environmental initiatives through the Credit Valley Conservation Foundation.
3. Enhanced partnerships that maximize the impact of resources, expand reach and create efficiencies.
4. An alliance of environmental and community organizations that work together to achieve shared goals.

### **Directions – What we need to do within 5 years**

1. Leverage our expertise to incubate and generate opportunities in the green economy, such as low impact development.
2. Where appropriate, work with our municipal, provincial and federal partners to share management of public lands for more efficient and effective use of combined resources.
3. Work with other conservation authorities and government agencies to define opportunities for collaboration on similar programs and business areas to maximize efficiency of service delivery.
4. Work with the Credit Valley Conservation Foundation to foster and leverage a culture of giving to support environmental projects in our community.
5. Support and leverage partnerships including community partnerships, local environmental non-government organizations and “Friends of” groups to achieve shared goals.
6. Explore innovative uses and new business models for our conservation lands that generate sustainable revenue and/or maximize administrative and operational efficiency.



# IMPLEMENTING THE PLAN AND MEASURING SUCCESS

Developing this strategic plan is just the beginning of a process that will see directions driven through the entire organization. It will be implemented via business plans, project plans, employee objectives, workforce planning and budgeting. Operating departments will align their work with strategic plan directions and work collaboratively to accomplish goals.

Key performance indicators, guided by our desired outcomes, will be developed for each of our major program areas to track and measure our progress. We will also measure changes in environmental health resulting from actions guided by this strategic plan.



## Annual Report Cards

The CAO and Directors will meet annually to discuss and review progress towards strategic plan outcomes and directions. An annual report card will be completed to provide a progress update and outline directions underway or accomplished. This report card will inform business plans, project plans, employee objectives, workforce plans and budgets for the following year. A progress report will be presented to the Board of Directors.

Directors and managers will engage all staff to evaluate progress towards strategic plan directions and outcomes. This allows staff to thoroughly understand and use the strategic plan to help set goals and performance objectives. It will ensure that all staff are mobilized and aligned towards achieving our shared vision and are accountable to our partners, donors, taxpayers, and above all, to the environment.

# CVC STRATEGY MAP



## OUR VISION

A thriving environment that protects, connects and sustains us.

## OUR MISSION

Together, it's our nature to conserve and our future to shape through the power of science, education, policy and leadership.

## OUR VALUES

Leadership

Service

Collaboration

Accountability

Integrity

Excellence

Innovation

Holistic Thinking

Inclusiveness

Spirit

## GOALS

1	2	3	4	5	6	7	8
Plan for an environmentally sustainable future.	Safeguard people, property and communities from hazards.	Manage a healthy, resilient environment through protection, restoration and enhancement.	Develop and share scientific knowledge and innovative approaches that advance decision-making and lead to on-the-ground action.	Connect communities with nature to promote environmental awareness, appreciation and action.	Promote land uses, development approaches and infrastructure that factor in the importance of the natural environment to society, the economy and the well-being of residents.	Ensure that Credit Valley Conservation is a well-managed, sustainable and service-driven organization.	Expand partnerships and build new business models to increase organizational resilience and capacity.

## OUTCOMES

Where we will be in 10 years

<ol style="list-style-type: none"> <li>Science-based and community supported watershed, subwatershed and neighbourhood plans that inform existing and future environmental protection, enhancement and management activities.</li> <li>Monitoring data that inform decisions, identify trends and predict emerging issues in environmental health.</li> </ol>	<ol style="list-style-type: none"> <li>Fewer people and properties at risk from flooding, erosion and unstable slopes.</li> <li>Sufficient water quantity and quality for communities now and in the future.</li> <li>Conservation areas managed for staff and visitor safety.</li> </ol>	<ol style="list-style-type: none"> <li>Water quality and quantity that support thriving ecosystems.</li> <li>Healthy and resilient aquatic, wetland and terrestrial communities and species that meet ecological targets.</li> <li>A defined and protected Credit River Watershed Natural Heritage System.</li> </ol>	<ol style="list-style-type: none"> <li>Credit Valley Conservation is a trusted source for leading-edge environmental science.</li> <li>Policy, practice and guidelines are informed by innovative environmental science.</li> <li>Knowledge is shared widely with partners and practitioners to build capacity, define problems, identify knowledge gaps and find solutions.</li> <li>Monitoring and inventory data are shared openly.</li> </ol>	<ol style="list-style-type: none"> <li>An informed and connected community of environmental stewards that take action to protect and enhance the local environment.</li> <li>Enhanced environmental literacy among residents.</li> <li>Conservation areas that provide accessible natural spaces and unique environmental experiences for all to enjoy.</li> <li>Residents with a strong sense of place, a deep connection to the land they call home and an appreciation for the connection between nature and their well-being.</li> </ol>	<ol style="list-style-type: none"> <li>A network of green space and green infrastructure that weaves through every community to connect a healthy and resilient landscape.</li> <li>New development and redevelopment that successfully integrates natural and built elements.</li> <li>A thriving and environmentally sustainable agricultural sector.</li> </ol>	<ol style="list-style-type: none"> <li>Efficient and effective financial management and operations.</li> <li>A healthy, safe, respectful, accessible and inclusive work environment.</li> <li>Tools and infrastructure that support program delivery.</li> <li>A culture of continuous improvement, innovation, high performance and community service excellence.</li> <li>Leading by example with environmentally, socially and economically responsible infrastructure and practices.</li> <li>Recognized as a top 100 employer in Canada.</li> </ol>	<ol style="list-style-type: none"> <li>Increased financial resilience through stable and diverse funding sources.</li> <li>A culture of giving to environmental initiatives through the Credit Valley Conservation Foundation.</li> <li>Enhanced partnerships that maximize the impact of resources, expand reach and create efficiencies.</li> <li>An alliance of environmental and community organizations that work together to achieve shared goals.</li> </ol>
---	---	---	---	--	--	--	---

## DIRECTIONS

What we need to do within 5 years

## BUSINESS PLANS

## PROJECT PLANS

## EMPLOYEE OBJECTIVES

## MEASURE ACCOMPLISHMENTS AND COMMUNICATE RESULTS



SIXTY YEARS  
*Our Heritage to Conserve*

## LOOKING BACK ON 60 YEARS OF CONSERVATION

In 2014 we celebrated 60 years of work in the watershed.

Ontario's conservation movement began in the 1930s and '40s when community leaders became concerned about environmental conditions and managing natural resources. Their questions to local municipalities about how to responsibly protect and manage these resources led to the Province of Ontario passing ground-breaking legislation in 1946 – the *Conservation Authorities Act*.

This act empowered local communities and municipalities to address issues around flooding, soil erosion and water quality on a watershed basis, through one body – a **conservation authority**. The Credit Valley Conservation Authority came into being on May 13, 1954, after many years of work by local service clubs concerned about marshes, pollution and flooding.

To this day, we share a 60-year partnership of protecting and preserving the natural environment for future generations with municipalities, environmental groups, corporations, landowners, students, staff, donors and the community.

Through the dedication of many, we continue to conserve our natural environment, now and in the future. There have been many changes over the past 60 years:

- We have planted nearly six million trees, restoring highly eroded areas and providing habitat for local wildlife.
- We protect 2,606 hectares of conservation land and provide public access to nature.
- Previously polluted areas of the Credit River are now thriving, making it one of the most diverse cold water fisheries in eastern North America.
- We are recognized as leaders in low impact development, the next step in responsible stormwater management.
- We have engaged volunteers, landowners and new community members to connect with nature, plant trees, restore streams, remove invasive species and embrace new practices to help make the local environment healthier.

Managing natural resources and the environment is important for our well-being. As we honour 60 years of protecting and enhancing nature, we acknowledge that none of this work would be possible without the strong support of the community and our partners, in particular the Regions of Peel and Halton; the Counties of Dufferin and Wellington; the Cities of Mississauga and Brampton; the Towns of Caledon, Erin, Halton Hills, Mono, Oakville and Orangeville; and the Townships of Amaranth and East Garafraxa.

**For 60 years it has been our nature to conserve. Now it is our future to shape.**



**Credit Valley  
Conservation**

1255 Old Derry Road, Mississauga, ON L5N 6R4  
905-670-1615 • 1-800-668-5557  
www.creditvalleyca.ca • cvc@creditvalleyca.ca