

## MEMBERS

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M. (Martin) Medeiros  
T. (Tom) Nevills  
M. (Michael) Palleschi  
G. (Grant) Peters  
R. (Ron) Starr

Pages

## 6. NEW BUSINESS STAFF REPORTS

### 6.5 CVC STRATEGIC PLAN UPDATE 2020-2022

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A report on the above mentioned subject as submitted by Jeff Payne, Deputy CAO and Director, Corporate Services is included in the agenda as Schedule 'E'.

**Recommended Resolution:**

***WHEREAS*** CVC's Strategic Plan Shaping our Future 2014-2019 is in need of updating; and

***WHEREAS*** regulatory changes and opportunities exist that need to be included in an updated strategic plan;

***THEREFORE BE IT RESOLVED THAT*** the report entitled "CVC Strategic Plan Update 2020-2022" be received and appended to the minutes of this meeting as Schedule 'E'; and

***THAT*** the Board of Directors authorize staff to initiate the new strategic planning process for the period of 2020-2022; and

***THAT*** the strategic plan team engage the CVC Board of Directors and other watershed stakeholders in providing input at key times in the development of the plan; and further

***THAT*** staff report back to the board with the draft strategic plan for approval no

*later than March of 2020.*

**TO:** The Chair and Members  
of the Board of Directors,  
Credit Valley Conservation

**SUBJECT:** CVC STRATEGIC PLAN UPDATE 2020-2022

**PURPOSE:** To request approval/endorsement by the Board of Directors of  
CVC to update the corporate Strategic Plan for 2020-2022

**BACKGROUND:**

At the December 2014 CVC Board of Directors meeting, the Board approved the CVC Strategic Plan “*Our Future to Shape: Strategic Plan 2015-2019*” by Resolution #111/14. Over the past four and a half years the strategic plan has been an important document directing the priorities of the organization and showing staff how their work contributes to the larger picture. In our last progress report to the Board (December 2018 Resolution #98/18) we summarized our progress on the plan. Of the 71 directions contained within the eight goals, zero (0) have not been initiated. Some progress has been made on 10 (14%) of the directions; 20 (28%) are ongoing (e.g. plan review and permitting or monitoring) and five (5) (7%) have been completed. Most (36 or 51%) of the activities CVC has made good progress on. Overall, significant progress has been made with most of the directions in progress or completed. We are on track to implement most of our plan by the end of 2019.

We had intended to update the plan in 2019 for an additional five-year period but put plans on hold when the province introduced changes to the *Conservation Authorities Act* and shifted environmental priorities. While clarity around the impact of the changes is still lacking, staff believe that we should pursue updating of the plan for the following reasons:

- The majority of actions from the plan ending 2019 have been completed and new direction is required;
- Staff morale has been impacted by the proposed changes to conservation authority business and engaging them in defining the work needed in the next few years may help to ensure engagement going forward;
- There are a number of actions that CVC will need to take over the next few years in preparation for the changes and this will lay them out in a logical and transparent fashion;
- Our business will not cease, and it is important to ensure that the work we are taking is guided through strategic actions;
- CVC has completed a number of guidance documents as a result of the strategy, the results of which need to be built into our strategic actions for the next few years (e.g. Corporate Social Responsibility Strategy, Youth Strategy, Conservation Areas Master Strategy); and

- That some of how we do our business in the future may change and as result we need to lay the groundwork for those changes or opportunities.

### **ANALYSIS:**

Staff are recommending that the strategic plan be refreshed for a three-year period of 2020-2022. By refresh, we mean that many of the components that formed the last plan, such as vision, mission and values be excluded from the review. Goals will be reviewed and directions either updated, added or removed based on completion status.

The focus of the refresh will be on updating or adding the directions that staff will need to guide their work over the next few years, including actions needed to respond to provincial legislation and regulations. This time period would cover the expected transition period of changing budget allocations between mandatory and non-mandatory programs and services and complete the current board term.

As was done for the last strategy, Board, staff and partner engagement will be undertaken to reflect current and future trends, partnership and business opportunities and building on past initiatives.

### **COMMUNICATIONS PLAN:**

There are several communications elements that will be required for this plan including assistance with consultation and preparing a readable and useful tool for staff and stakeholders. General public engagement is not anticipated but seeking input from partners will be essential for the identification of opportunities and key steps over the next three years.

### **FINANCIAL IMPLICATIONS:**

CVC would do the refresh in-house using staff resources. Some consulting/service costs may be incurred for communications support and printing of copies, but those costs would not exceed \$25,000 and would be covered by the CAO's account 701-701.

**RECOMMENDED RESOLUTION:**

**WHEREAS** CVC's *Strategic Plan Shaping our Future 2014-2019* is in need of updating;  
and

**WHEREAS** regulatory changes and opportunities exist that need to be included in an updated strategic plan;

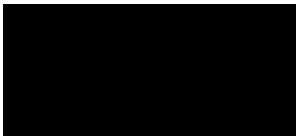
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and

**THAT** the Board of Directors authorize staff to initiate the new strategic planning process for the period of 2020-2022; and

**THAT** the strategic plan team engage the CVC Board of Directors and other watershed stakeholders in providing input at key times in the development of the plan; and further

**THAT** staff report back to the board with the draft strategic plan for approval no later than March of 2020.

**Submitted by:**



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Jeff Payne  
Director, Corporate Services

**Recommended by:**



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Deborah Martin-Downs  
Chief Administrative Officer