



BOARD OF DIRECTORS

Meeting Number: 09 16
Date of Meeting: **Thursday, February 23, 2017**
Time of Meeting: **4:00 – 7:00 pm**
Place of Meeting: Conservation Halton Admin. Office
2596 Britannia Road West
Burlington ON L7P 0G3
Telephone: 905.336.1158 x 2236

Conservation Halton is the community based environmental agency that protects, restores and manages the natural resources in its watershed.

AGENDA

1. **Acceptance of Agenda as distributed**
2. **Disclosure of Pecuniary Interest for Board of Directors**
3. **Presentation:** Metamorphosis, CH 2017-2020 Strategic Plan
Hassaan Basit, CAO/Secretary-Treasurer
4. **Consent Items**
 - 4.1 Roll Call & Mileage
 - 4.2 Approval of Board of Directors Minutes dated January 26, 2017
 - 4.3 Briefing Notes: Consent Items in Agendas 1
BOD Policies and Procedures 2
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Kelso Dam Update 6-7
CH comments to the Province on draft Safe Harbour Policy 8-13
 - 4.4 Strategic Plan, Metamorphosis, Public Consultation Summary 14-37
Report #: CHBD 09 16 01
5. **Action Items**
 - 5.1 Metamorphosis, CH 2017-2020 Strategic Plan
<http://www.conservationhalton.ca/metamorphosis>
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 - 5.2 Canada 150 Community Infrastructure Program 40
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- 6.0 **In Camera Items**
 - 6.1 Legal Issue – Briefing Note 41
7. **Other Business**

Verbal update on Administration Office renovations and relocation of Board meetings.
8. **Adjournment**



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Memo

To: Conservation Halton Board of Directors
From: Patricia Vickers, 905.336.1158 x 2236
Date: February 23, 2017
Subject: Consent Items in Agendas

The Governance Committee has approved the revised Board of Directors Agenda format to include Consent Items.

Included in the Consent Items portion of the Agenda will be the following items:

Roll Call & Mileage

Acceptance of Minutes from previous meeting

Briefing Notes / Memos

Any reports that are Information Reports

The Chair will ask, at the beginning of the meeting, if anyone wishes to remove an item from the consent portion of the agenda. If any items are removed from the consent portion of the agenda, the chair will determine where on the Agenda those items will be discussed.

The chair then asks for any objections to the adoption of the remaining items. If none are offered, all items under the Consent Items are considered to be passed.



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Memo

To: Conservation Halton Board of Directors
From: Patricia Vickers (905.336.1158 x 2236)
Date: February 23, 2017
Subject: Board of Directors Policies and Procedures

The Conservation Halton Governance Committee met on November 22, 2016 to review the Policies and Procedures for the Board of Directors.

The Board of Directors Policies & Procedures binder, which has been included with the Agenda, includes the following documents for your reference.

- Administrative Policies
- Meeting Procedure By-Law
- Hearing Procedures



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Memo

To: Conservation Halton Board of Directors
From: Robin Ashton, Manager, Marketing Services
Date: February 23, 2017
Subject: Canada 150 at Halton Parks

This briefing note was prepared to provide information about how Conservation Halton is planning to recognize Canada's 150th anniversary through some of its 2017 park events and activities. Recognition will be as celebration or acknowledgement.

Canada 150 provides opportunity to align the Conservation Halton brand with pride for quintessential elements that make up the Canadian experience – our connection to the land and to each other. Conservation Halton's objectives for recognizing the sesquicentennial are to:

- Showcase its natural and cultural assets
- Create opportunities for people to connect with nature, history and a sustainable future
- Position the conservation areas as community hubs and tourist destinations

Recognition will incorporate the national and provincial focus areas of diversity, accessibility and inclusion wherever possible. The following items are in consideration or under development.

Maple150

Conservation Halton has been a successful recipient of an Ontario150 Community Celebration Program Grant for \$55,600 for the Maple150 program. This grant will enable Mountsberg and Crawford Lake to enhance their successful maple syrup events to create new 150th anniversary daily activities and three new marquee events. Maple150 will commemorate 150 years (and more) of maple syrup history as an important part of what it means to grow up in Ontario.

Three marquee events will anchor Maple150:

1. Sugarmaker's Breakfast (February 25 & 26 at Mountsberg) – will feature a community tree tapping (150 sugar maples) and a breakfast of fresh Ontario maple syrup over pancakes. The event will be offered to 150 people: two groups from Conservation Halton's Nature Club for kids with Autism Spectrum Disorder, two groups of Syrian refugees and two groups from the general public.
2. A Taste of Maple (March 18 & 19 at Crawford Lake) – will offer tastings of Indigenous cuisine featuring local maple syrup and workshops on how to make maple taffy on snow.
3. Maple SOS (May 6 at Mountsberg) – will conclude Maple150 with the opportunity to help preserve sugar maples (an indicator species for climate change) for future generations with the planting of 150 sugar maple saplings.

Maple150 will be complemented by:

1. An educational exhibit on Indigenous maple production at the Deer Clan Longhouse and featuring guest speakers and associated programming for schoolchildren.
2. A local chainsaw artist will create a Maple150 themed piece in the sugar bush.
3. Ontario musicians who will play themed music.

Halton Parks Trails150

This initiative will launch around the long weekend in May and will run for approximately 150 days until mid-October.

Trails150 (working title) will include a 150km trail map through Conservation Halton parks and natural areas, and will include a section of new trails as legacy of Canada 150.

Trails will contain points of interest and some sections will be linked to existing events such as Pajama Nights and Mountain Bike Race Series, as well as new events such as guided hikes. Social media hashtags will be used to get more people involved in sharing experiences.

There may also be an engagement challenge component that encourages people to complete the entire 150km distance or a more accessible shorter distance. Challenges may be for individuals or groups (e.g. corporate). Challenge participants will be invited to a finale event in October.

Aboriginal Awareness Day

Indigenous reconciliation efforts are a priority area for Canada 150 and Ontario 150 initiatives. Acknowledgement of the sesquicentennial may be incorporated in to Aboriginal Awareness Day on June 21 with an education component provided by a reconciliation speaker.

Canada Day

With many other Canada Day celebrations planned throughout the region on July 1, Conservation Halton will focus on acknowledgement of the anniversary date.

Park staff will wear a show of support such as a Canada 150 pin, Canada flags will be on display and customers may be offered free perks such as cake at Kelso or lemonade at Mountsberg.

Kelso typically sees high visitation on Canada Day so a small celebration, such as a picnic, may be planned to draw people to another location such as Mountsberg.

amę?yeh : On The Water (pending funding approval)

This multi-faceted exhibit will celebrate the importance of Canada's remarkable fresh water. It will take place at Crawford Lake from September to December.

amę?yeh : On The Water will shed light on our relationship with water through an Indigenous lens, honouring traditional knowledge and practices around the importance of water and water stewardship. Original art, music, traditional knowledge, science, and education will combine to create an immersive experience for park guests and local schoolchildren alike.

The education program will include a village experience, lakeside experience and stewardship experience. The final goal of the program being the celebration of water, broadened appreciation of Indigenous knowledge, and encouragement of a stewardship mindset to protect our incredible fresh water resources in the future. This will be the legacy they carry forward from the celebration of Canada 150.

Fall into Nature

The Fall into Nature festival typically sees between 30,000 – 40,000 visitors to our parks over two weekends each October. Connecting with nature and appreciating fall colours are part of the quintessential Canadian experience.

Conservation Halton will acknowledge Canada 150 with large scale selfie stations placed within some of its parks. These selfie stations may be maple leaves or another recognizable Canadian icon.

Taste of Canada Food Truck Festival

This event will take place at Rattlesnake Point. The date will likely be in August or September.

Vendors will provide a variety of ethnic and signature Canadian cuisine. Music and children's activities such as face painting may be added to draw people out to the festival. This event will celebrate the diversity that is Canada.

Canadian Citizenship Ceremony

This event will likely take place at a signature location within a Conservation Halton park. The date will likely be in the fall.

The citizenship ceremony is a formalized rite of passage that pinpoints the moment someone enters the Canadian family. Conservation Halton will celebrate inclusion by hosting a ceremony for approximately 30 people from Halton Region.



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Memo

To: Conservation Halton Board of Directors
From: Janelle Wepler – Associate Director, Engineering
Date: February 23, 2017
Subject: Kelso Dam Update

This briefing note is in response to the following resolutions that were made during the Conservation Halton Board of Directors meeting on April 28, 2016:

- The Conservation Halton Board of Directors **direct staff to provide monthly updates as to the status of Kelso Dam, including water levels, plume sightings, project progress and any remedial actions being undertaken;** and
- The Conservation Halton Board of Directors **direct staff to work with the Ministry of Natural Resources and Forestry, Halton Region and Hatch to expedite, to the extent possible, the permanent remedial measures required to mitigate the dam breach risk at the Kelso Dam.**

Kelso Reservoir Water Levels and Monitoring

Conservation Halton staff continues to monitor and record the conditions at the Kelso dam with the reduced winter operating frequency of:

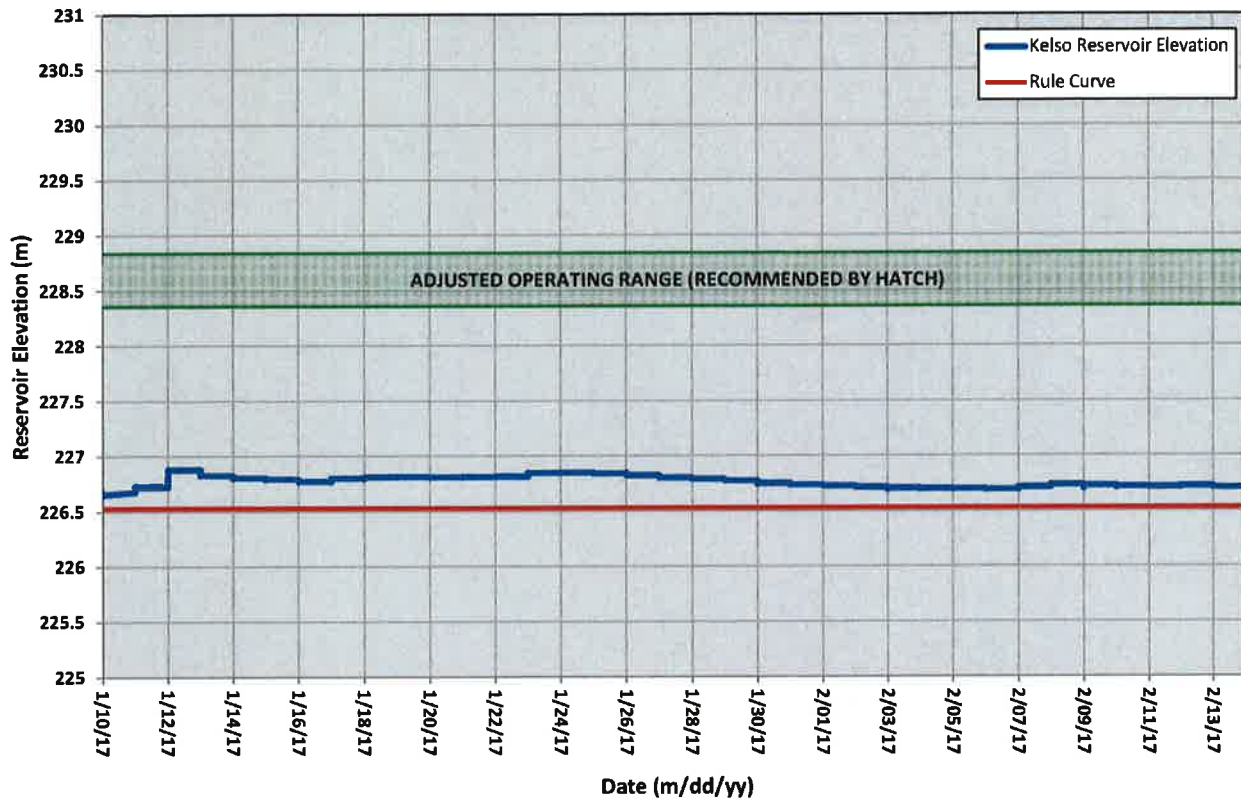
- Monthly piezometer (groundwater) readings within the earthen embankment;
- Two site visit inspections per month; and,
- Review of photographic records of the identified boil area taken every 30 minutes throughout the day (visible during daylight hours).

There continues to be no visible observation of sedimentation from the boil area (i.e. no plume sightings) since the last Kelso Dam Update report for the Board of Directors, dated January 26, 2017.

The following chart illustrates the recorded water levels within the Kelso reservoir relative to the summer water level operating range recommended by HATCH.

Kelso Reservoir Elevation

January 10, 2017 to February 14, 2017



Recent Work

Hatch's recent work with Conservation Halton staff includes the following:

- Completion of detailed design and drawings, including input from Conservation Halton staff;
- Preparation and initiation of prequalification process for contractors prior to bid;
- Presentation of updated design and technical details to MNRF and NEC representatives;
- Confirmation of groundwater and dewatering aspects of excavation during construction;
- Revisions and updates to cost estimates through further refinement of detailed design drawings; and
- Consideration of construction diversion schemes to manage riparian flows during construction.

Next Steps

HATCH will undertake the following work in the next month:

- Support review of contractor prequalification submissions;
- Issue sealed technical drawings and specifications for the work;
- Provide updated cost estimate;
- Provide updated schedule;
- Support tendering process; and
- Support permitting and approval efforts with various agencies.



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Memo

To: Conservation Halton Board of Directors

From: Kim Barrett, Associate Director, Science and Partnerships
905-336-1158 x 2229

Date: February 23, 2017

Subject: Conservation Halton comments to the Province
on draft Safe Harbour Policy

This memorandum provides an overview of the Province's draft "Safe Harbour Policy" and the comments on the document provided by Conservation Halton staff.

Background

The use of safe harbour instruments under the *Endangered Species Act* is intended to encourage stewardship activities for species at risk while providing landowners with relief from future land use restrictions that would otherwise be incurred should they choose to alter the habitat at a later date. The general regulation (Ontario Regulation 242/08) made under the *Endangered Species Act* contains a provision (Section 23.16) related to safe harbour habitat. This provision allows for certain types of authorizations to be considered safe harbour instruments, provided they meet the conditions specified in the regulation. Potential instruments include protection or recovery permits (Section 17(2)(b)), overall benefit permits (Section 17(2)(c)) and stewardship agreements (Section 16).

Proposal

A policy proposal notice was posted on the Environmental Registry from November 4, 2016 to January 18, 2017. The primary goal of the policy is "to promote stewardship-driven and/or beneficial activities focused on the protection, recovery and overall benefit of species at risk in Ontario." The purpose of the policy is described as follows:

- To provide direction regarding the considerations and requirements necessary for the development, assessment and implementation of safe harbour instruments as outlined in s. 23.16 (safe harbour habitat) of Ontario Regulation 242/08
- To provide guidance on establishing conditions within one of three ESA authorizations (a section 16 stewardship agreement, a clause 17(2)(b) (protection or recovery) permit or a 17(2)(c) (overall benefit) permit) in order to enable the recognition of these authorizations as safe harbour instruments within the meaning of Ontario Regulation 242/08.

One of the specific targets of the policy is the habitat of Bobolink and Eastern Meadowlark, both grassland species at risk whose habitat in our jurisdiction consists mainly of fallow farmland and active hayfields. There is currently a disincentive for landowners to maintain or expand the habitat of these two species because of the land use implications of having endangered species habitat. The invocation of safe harbour would allow landowners to enhance the habitat for a specified conservation period, while retaining the option of removing it in the future.

For all species other than Bobolink and Eastern Meadowlark, there is a requirement for a 'zero baseline' in terms of presence of species at risk. In other words, only those lands that do not currently support species at risk would be eligible to enter into a safe harbour agreement for habitat enhancements undertaken. This precautionary approach is being applied to theoretically prevent losses of species at risk below current levels. The best potential outcome is that the landowner would continue to maintain the enhanced habitat, or at least a portion of it, in perpetuity.

For safe harbour instruments associated with an overall benefit permit, safe harbour is only granted for temporary losses of habitat such as temporary construction easements. The conservation period of these agreements would be such that the original habitat would have to be fully restored before the 'safe harbour habitat' could be removed, and there would still be a requirement for overall benefit to the species.

This proposal has relevance to Conservation Halton in several ways. First, it could prove beneficial in the implementation of stewardship and restoration projects on the properties of landowners who might otherwise be willing to undertake the projects, but are concerned about the future land use restrictions that accompany the presence of species at risk. Second, safe harbour agreements may come into play in association with overall benefit permits that are widely employed in the development industry by making it easier to find offset locations. This could result in the creation of more habitat locally, because proponents would have a larger pool of potentially interested landowners to choose from, thereby eliminating the need to look further afield.

Summary of Conservation Halton Comments

Conservation Halton submitted the attached comments through the Environmental Registry. Staff also attended a stakeholder consultation workshop hosted by MNRF on December 6, 2016 to solicit additional discussion and feedback on the proposal. Some of the key points of Conservation Halton's letter are as follows:

- There are both positive and negative potential outcomes arising from the use of safe harbour instruments. Caution is required with respect to future species status assessments, understanding of proponent intent, impacts on non-target species, sufficiency of monitoring requirements, and matters pertaining to adjacent landowners.
- It is important that the process be as simple and transparent as possible to encourage voluntary uptake by private landowners.
- Safe harbour may be of limited benefit to landowners where other restrictive designations also apply under other legal and policy frameworks.
- Different approaches are required for those safe harbour agreements that are entered into voluntarily as opposed to those that are development-driven.
- A definition should be provided for "minimizing adverse effects".
- Funding could be provided to conservation partners such as Conservation Authorities to assist with the implementation of education and monitoring associated with safe harbour agreements.



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Protecting the Natural
Environment from
Lake to Escarpment

January 18, 2017

Bree Walpole
Senior Policy Advisor
Ministry of Natural Resources and Forestry
Policy Division
Natural Resources Conservation Policy Branch
Natural Heritage Section
300 Water Street
Peterborough, Ontario K9J 8M5

Re: Development of the Safe Harbour Policy under the Endangered Species Act, 2007 (EBR 012-8234)

Dear Ms. Walpole:

Conservation Halton staff have reviewed the draft Safe Harbour Policy, dated November 2016. We also attended the December 6th, 2016 consultation workshop in Guelph. Our interest in this matter stems from the stewardship and restoration work that we undertake in partnership with both public and private landowners, as well as our advisory role in providing technical natural heritage reviews of planning applications to our member municipalities. We offer the following comments on the document, which are organized into general comments and specific line or section items.

General Comments

- It is important that the process be as simple and transparent as possible to encourage uptake by private landowners.
- Safe harbour may be of limited benefit to landowners where other restrictive designations also apply under other legal and policy frameworks (e.g. area regulated by a Conservation Authority, Significant Wildlife Habitat, Significant Woodlands, Significant Wetlands).
- The creation of temporary habitat, with concomitant increase in population size of a species at risk, could have ramifications on future status assessments undertaken by COSSARO and/or COSEWIC. This should be taken into account to the extent possible.
- The likelihood of a proponent continuing management of the safe harbour lands beyond the conservation period will depend to a large extent on the reasons for which the safe harbour agreement was initially sought. The type of instrument used would provide a fairly reasonable proxy by which to determine future intent. For example, in general, a 17(2)(c) safe harbour instrument

would be less likely to be extended than a 17(2)(b) safe harbour instrument or 16(1) stewardship agreement. The policy should differentiate between these instruments by recognizing the higher likelihood of securing a long-term net benefit through agreements arising from a 17(2)(b) permit or Stewardship Agreement.

- There is potential for abuse of safe harbour provisions authorized under a Section 17 stewardship agreement or a Section 17(2)(b) protection/recovery permit if the actual intent of the proponent is to facilitate future development. There is no upper time limit on how long after safe harbour provisions have been fulfilled the proponent could remove the habitat. As such, habitat improvements could be undertaken for a particular species and maintained for a specified period of time. The post-conservation period could extend over many years, during which time any new species at risk on the property would be under the safe harbour umbrella. Conversely, the imposition of a time limit might incite some landowners to remove habitat pre-emptively prior to an expiration date. Perhaps a time limit with an option to renew would provide landowners with adequate certainty and flexibility while providing MNRF staff an opportunity to periodically reassess the appropriateness of the agreement.

Specific Comments

- Line 130- Recommend changing “one” to “each”, as conditions will vary depending on the instrument used. In general, authorizations associated with voluntary stewardship actions (through either a Section 17 stewardship agreement or a Section 17(2)(b) protection/recovery permit) should be as simple as possible to encourage uptake of beneficial actions.
- Lines 184-185- It is unclear whether it is the responsibility of the proponent to ensure that all safe harbour conditions have been met prior to removing habitat, or if MNRF will provide signoff to that effect; the wording in the regulation is also ambiguous. It would provide greater certainty to all parties if confirmation were provided by MNRF.
- Lines 201-221, Potential Conservation Outcomes- This section addresses only those potential conservation outcomes that are positive. It should be acknowledged that negative conservation outcomes are also possible, as described for example in Lines 429-436. In the absence of such acknowledgement, it is suggested that the title of this section be changed to “Desired Conservation Outcomes”. Also, the word “potential” in line 208 could be changed to “desirable”. There is a higher risk to species at risk that are not named in the original safe harbour agreement (i.e. they colonize it after the habitat is created/enhanced, they were never detected there in the first place or they are newly-listed since the signing of the agreement) because the specifications of O.Reg. 242/08, Section 23.16, Subsection (5) 5 do not require the proponent to take reasonable steps to minimize the adverse effects of the activity on those species; these “reasonable steps” are only required to address the species for which the safe harbour habitat was created or enhanced. As such, any losses (of individuals or habitat) only require documentation (under O.Reg. 242/08, Section 23.16, Subsection (5) 5)i)B) that such losses have occurred- no species-specific mitigation is required.
- Lines 257-266- The definition of a “temporary” impact should be more clearly defined. The successional stage of the habitat in question will be an important consideration in determining whether replication of the habitat within an ecologically relevant timeframe is even possible.

- Lines 295-356, Information Required for a Safe Harbour Instrument- The information requirements in this section, while important, would be challenging for many private landowners to collect. It is important that voluntary conservation actions be encouraged by simplifying data collection and reporting to the extent possible. Assistance should be provided by MNRF staff where possible, and financial support conservation partners such as Conservation Authorities should be considered to support their providing assistance to private landowners.
- Section 5.2, Habitat Suitability- Although alluded to in several of the bullet points, successional stage of the target habitat should be addressed explicitly as an additional consideration in this section. Early successional or actively managed habitats would lend themselves to consideration of safe harbour instruments, whereas habitats such as old-growth forests or bogs would not. Some habitat types should be simply off-limits for safe harbour instruments.
- Section 5.3, Conservation Period Suitability- Extended conservation periods provide both positive and negative outcomes. The positive is that the habitat would be protected for a longer period of time, hopefully allowing for an increase in the reproductive output of the target species. The negative is that over a longer timeframe, additional species at risk become more and more likely on the site, either through new listings or immigration; upon completion of the conservation period and subsequent removal of the habitat, there is no requirement to minimize impacts on these additional species.
- Section 5.5, Compliance- The wording of this section is somewhat heavy-handed and may be a deterrent to landowners seeking only to implement habitat improvements on their property. As a first step, a visit by an MNRF biologist to confirm habitat conditions may be all that is needed, without the need for involvement of legal authorities.
- Section 6.0, Safe Harbour Effectiveness Monitoring- Similar to Section 4.3, consideration should be given to scaling the requirements of this section according to the instrument type and expertise of the landowner or agent.
- Section 6.1, Effectiveness Monitoring Conditions- It would be beneficial to add photo monitoring to the list of requirements.
- Lines 672-674- Consideration should be given to requiring submission of effectiveness monitoring reports by late fall/early winter to provide sufficient time to develop adaptive management approaches prior to the next growing season if necessary.
- Lines 677-679- Please clarify whether this review and analysis will be undertaken by MNRF and how the results will be communicated to the broader conservation community.
- Lines 681-682- These questions cannot be answered with the information being requested in Section 6.0. To do so will require more intensive data collection, such as marking/recapturing individuals, that will be beyond the abilities of many proponents undertaking habitat improvement voluntarily. If MNRF does not have the capacity to undertake this work, funding could be provided for other conservation partners to do so.
- Line 693- A definition should be provided for “minimizing adverse effects”.

- Section 8.2, Neighbouring Landowners/Managers- Matters pertaining to adjacent landowners must be addressed with great sensitivity and flexibility to avoid being a disincentive for participation, and to avoid future unintended consequences.
- Appendix A- Current land use/zoning should be included as one of the habitat considerations because it provides some indication of whether the safe harbour habitat is likely or unlikely to persist. For example, a property with natural or open space zoning would be considered more likely to remain undeveloped than an undeveloped area zoned urban/residential. That being said, the weighting for this consideration should consider that land use and zoning can in many cases be modified through Official Plan or Zoning Bylaw Amendments.
- Appendix B- Suggest adding a box for 'Proportion or Area of Habitat Remaining (if any)' to facilitate tracking of this information.

I trust these comments are of assistance to you. Should you have any questions about our comments please contact the undersigned at extension 2229, or kbarrett@hrca.on.ca.

Yours truly,

A handwritten signature in black ink, appearing to read 'Kim Barrett', with a stylized flourish at the end.

Kim Barrett
Associate Director, Science and Partnerships

cc: Kent Rundle, CH

**CONSERVATION HALTON
CHBD 09 16 01**

REPORT TO: Board of Directors

FROM: Norm Miller, Manager, Communications Services
905-336-1158 x 2233

DATE: February 23, 2017

SUBJECT: **Conservation Halton Strategic Plan, Metamorphosis,
Public Consultation Summary**

Recommendation

THAT the Conservation Halton Board of Directors **receive for information the staff report dated February 23, 2017 on Conservation Halton Strategic Plan, Metamorphosis, Public Consultation Summary.**

Summary

Conservation Halton undertook an extensive public consultation process during the summer and fall of 2016 to gather input from key stakeholders and the community on the draft version of its new Strategic Plan, Metamorphosis.

The public consultation had two separate streams; stakeholders and the community. The stakeholders included municipal government partners, key sector partners (i.e. agriculture, developers, builders, realtors, aggregate), consultants, environmental groups, park user groups, school boards, tourism organizations and chambers of commerce. The stakeholders were invited to facilitated meetings focused on each sector. The community had five different ways to provide input and participate, including open houses and on-line survey.

The comments and feedback gathered through the public consultation process was recorded and analyzed and helped enhance the draft strategic plan.

Report

Public Consultation Process

Conservation Halton conducted a multi-faceted stakeholder consultation and public engagement campaign on the draft Strategic Plan, Metamorphosis. The objective was to increase awareness of Conservation Halton and its brand and start a meaningful conversation with the community about broader issues as well as specifically about the priorities, actions and outcomes contained in Metamorphosis.

Five stakeholder workshops were hosted by Conservation Halton's Chief Administrative Officer at Crawford Lake Conservation Area in the Deer Clan longhouse. The intent was to have sessions with small, targeted groups, so that partners could focus on issues which were important to them and also result in more meaningful input. The five sessions were held in September and were broken out as follows:

- Consultants (session also included municipal staff who dealt with consultants on a regular basis on projects)
- Environmental and Economic (environmental organizations, chambers of commerce, municipal economic development)
- Municipal staff
- Parks (schools, tourism, recreation user groups)
- Public and Private (agriculture, developers, government agencies, real estate)

Conservation Halton staff subject matter experts attended each of the relevant sessions. The sessions saw 32 people attend. All but the Parks sessions were led by independent facilitators, Swerhun Inc., who facilitated discussion, took notes, and wrote a meeting summary, which was circulated to participants for review prior to being consolidated.

There were five ways for members of the community to engage in Conservation Halton's Metamorphosis.

1. Attend one of the two Public Open Houses which were held in September
2. Complete an online Survey
 - There were four distinct survey areas:
 - i. Sustainable Communities,
 - ii. Environmental Conservation,
 - iii. Climate Change, and
 - iv. Outdoor Recreation.
3. Facebook and Twitter
 - People were encouraged to engage with Conservation Halton on social media feeds and use the hashtag #chlistens
 - During the month of August and September there were Twitter and Facebook chats during set times, with people having the opportunity to have a conversation on questions related to the survey
4. Share Your Lunch with Us
 - Parks visitors were encouraged to go to the brightly-coloured picnic tables in select parks to share their lunch with us
 - They were asked to answer the question "Conservation to me is ..." and to post a picture of themselves on social media with the hashtag #tableyourthoughts *
5. There was also the option to submit comments via e-mail or in writing

Conservation Halton supported the public engagement portion with a full communications and marketing plan on-site at Halton Parks, direct mail, online, transit and print. Here is a summary of the tactics used, length of campaign and potential reach:

Tactic	Location	Length of Campaign	Potential Reach
Posters and Postcards	Halton Parks	8 weeks	147,500
Direct Mail Postcards	Burlington, Milton, Oakville	1 week	76,000
Newspaper Ads	Burlington, Milton, Oakville, Halton Hills	2 weeks	154,807
Transit Shelter Ads	Burlington, Milton, Oakville	6 weeks	4,060,382
Transit Bus Ads	Oakville	6 weeks	1 million +

Other highlights of the communications and marketing plan included:

- 7,718 Electronic Newsletter Opens
- 2,426 Webpage Visitors
- 324,467 Social Media Impressions
- 5,831 Social Media Engagements which were broken down as follows:
 - i. 1,429 on Facebook
 - ii. 2,027 on Twitter
 - iii. 2,375 on Instagram

The response from the community was very positive with 34 attendees at the two public open houses, 763 surveys completed as well as the social media engagement noted above.

The stakeholder and public consultation resulted in some meaningful and thoughtful input from those who participated on Conservation Halton's Strategic Plan. The process reinforced the programs and services Conservation Halton provides to the watershed are impactful and valued by those we serve. The depth of interest also showed that there are committed community partners who want to work with us as we continue to enhance and improve our services.

Stakeholder Comment Summary

The Stakeholder Consultation had two primary objectives. Collect input and ideas that would strengthen the plan's strategic objectives, directions and outcomes and meet in small, targeted groups to enable those partners to focus on issues that were important to them in order to get the most meaningful input in the meeting. There were four questions asked of the Stakeholders:

- What are your general thoughts?
- What do you see as the strengths?
- What suggestions do you have?
- What other advice do you have?

The Consolidated Stakeholder Consultation Summary produced by Swerhun Inc. is attached as Appendix A. Here is a summary of the responses from some of the groups:

What are your general thoughts?

- **Municipal Partners**
 - Positive, progressing, encouraging. Reflects changing times, moving in the right direction.
 - Efforts to improve relationships with municipalities, has resulted in significant improvements in protocols and processes.
- **Environmental Partners**
 - Strikes a balance between each of our functional areas.
- **Development Partners**
 - Support for proposed service target improvements and for more science-based decision making.

What do you see as the strengths?

- **Municipal Partners**
 - From a governance perspective, it is positive to see budget issues addressed up front.
 - Comes at a good time with many changes made by the regional team.
- **Environmental Partners**
 - There is much to be gained from stakeholder partnership, collaboration and sharing information.
- **Development Partners**
 - Reflects many of the improvements that are starting to be made between Conservation Halton and developers.

What suggestions do you have?

- **Municipal Partners**
 - Need to break climate change down into something more meaningful that can actually be addressed.
 - Reduce duplication of efforts between Conservation Halton, the province and the municipalities.
- **Development Partners**
 - Some of the language used in the plan is vague and should be defined.

What other advice do you have?

- **Municipal Partners**
 - Efforts to complete comments and meet service targets should not compromise the quality of the reviews.
 - The plan should use clearer language to identify what we are leading and where we are collaborating.
- **Environmental Partners**
 - Use your data and science resources to increase capacity of others and ensure mutual success.
- **Development Partners**
 - Strive to be an employer of choice to attract brightest, smartest minds that are aligned with our ambitions.

Public Consultation Summary

This report will highlight the survey results and the main themes from the comments received at the two public open houses. The social media aspect featured a number of positive comments and met its goal of generating conversation and encouraging people to complete the survey. The comments received via social media were generally positive regarding conservation and the importance of protecting the natural environment in the watershed.

Survey Summary

There were four different surveys and a total of 763 surveys were completed using Survey Monkey, which is an online survey software. People were encouraged to complete all four surveys, but could also choose to respond to the themes most important to them. The themes and breakdown of responses were as follows:

- Climate Change 138
- Environmental Conservation 163
- Outdoor Recreation 223
- Sustainable Communities 239

A few key trends emerged from the Climate Change Survey. Nearly 85% of respondents feel that Climate Change has had an impact on their community or are concerned about it. Changes in seasonal temperatures were of concern as an impact as was drought. A majority of respondents have taken steps in their own lives to reduce their impact.

The Environmental Conservation Survey sought to find out issues which were of importance to people. Water quality was a top concern for respondents and they were interested in learning more about habitat restoration. A key question asked was if people felt it was possible to both protect the environment and provide outdoor recreation opportunities, 95.6% of those who responded said yes.

For the Outdoor Recreation Survey, respondents were asked questions about park usage, as well as which cultural, educational and recreational programs and events they would be interested in. It was a good opportunity to gauge interest on possible event and programming options for park visitors.

With Sustainability being a guiding principle in Metamorphosis it was deemed important to get some idea of how the community valued it. The responses to the Sustainable Communities Survey showed its importance as 97% of people felt it is important to live in an environmentally sustainable community. Interestingly around 66% feel it is possible to both protect the environment and pursue commercial and residential development within their community.

More information on the survey results can be found in Appendix B.

Public Open House Review

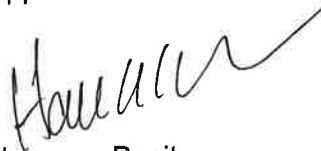
The meeting format had an overview of the Strategic Plan presented to those in attendance and an open discussion was held on three topics -- climate change, green space and sustainable communities. The open discussions were very enthusiastic and reflected the passion of the attendees for the topics. Generally people were supportive of Metamorphosis and of Conservation Halton's mission, some good ideas were provided on areas where it was felt there could be improvement or more involvement. A summary of the key points from the three discussion topics can be found in Appendix C.

Prepared and respectfully submitted:



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Approved for circulation:



Hassaan Basit
CAO/Secretary-Treasurer

APPENDIX A
STAKEHOLDER CONSULTATION SUMMARY
PREPARED BY SWERHUN INC.

OVERVIEW

On September 7 and 8, 2016, Conservation Halton held four separate stakeholder consultation meetings in the Deer Clan Longhouse at Crawford Lake. The purpose of the meetings was to present and seek feedback on the draft strategic plan, *Metamorphosis*, through targeted consultation with stakeholders.

Over the course of the four meetings, Conservation Halton met with municipal partners, environmental partners, community developments partners and consultant groups. For each meeting, Hassaan Basit, Chief Administrative Officer of Conservation Halton, welcomed participants and delivered an overview presentation of the draft strategic plan. Nicole Swerhun, Yulia Pak and Casey Craig, an independent facilitation team with Swerhun Inc., then facilitated discussion, took notes, and wrote this meeting summary, which was circulated to participants for review prior to being consolidated.

DETAILED SUMMARIES

Participants shared comments and suggestions on *Metamorphosis* and provided feedback and advice on relationship building and implementation of the plan.

This section of the report provides four separate summaries of the key detailed feedback shared by participants at each of the stakeholder consultation meetings in the following order:

- **Environmental Partners** (page 2)
Wednesday September 7, 2015, 10:00 AM - 12:00 PM
- **Community Development Partners** (page 5)
Wednesday September 7, 2016, 1:00 PM - 3:00 PM
- **Consultants & Municipal Partners** (page 7)
Thursday September 8, 2016, 10:00 AM- 12:00 PM
- **Municipal Partners** (page 10)
Thursday September 8, 2016, 1:00 PM - 3:00 PM

Environmental Partners

The summary below reflects feedback from ten participants in the environmental and economic sectors in Halton, representing BurlingtonGreen, Cootes to Escarpment EcoPark System, Halton Environmental Network, Trout Unlimited Canada, Oakville Conservation Association, Town of Oakville, Town of Halton Hills, Burlington Economic Development Corporation and Halton Region. Conservation Halton staff responses are noted in *italics*, where provided.

GENERAL THOUGHTS

Great start. Well organized, hits many key points, and strikes a nice balance of functional areas for Conservation Halton.

Support for themes, principles, and objectives approach. The broad themes can be tied back to almost every objective. “Taking care of our growing communities” and “Protecting our natural, cultural and scenic assets” are particularly important with more intense development.

STRENGTHS

The strategic plan is bringing focus, clarity and strategy to Conservation Halton.

Collaboration as a guiding principle. There is a lot to be gained through stakeholder partnerships and sharing information between Conservation Authorities.

SUGGESTIONS

Need to be clearer on what the different levels of authority are between Conservation Halton, the town, the region, and the province. Who ultimately has veto power over decisions?

Create an overarching framework showing how Conservation Halton fits in with the province, the region, and the municipality. Help community members and staff understand the roles, responsibilities, and interrelationships between each level of decision making authority.

Collaboration

Integrate Indigenous people’s aspects and components throughout the Strategy. The Strategy mentions cultural heritage but should specifically reference Indigenous lands and peoples.

Need to better reflect the business community in the objectives. The Plan talks about partnerships between developers and planners, but is less clear on the business community.

Add Universities to list of partnerships in Key Enabler 1. Encourage research opportunities between Conservation Halton and universities and colleges.

Demonstrate how collaboration will work. When a small organization has an innovative idea, they need to know how to bring it to a level where it might actually be implemented.

Lead and participate in collaborative research projects. Including research in the Plan would make it more all-encompassing.

Collaborate with professional associations. Use the collaborative approach of the Plan to connect with those who have access to the best science and the best applications (e.g. American Society of Adaptation Professionals, looking at climate change adaptation at municipal and rural levels).

Farming

Need to better represent the rural farming community in the strategy.

Tourism

Highlight the tourism and economic development potential of Conservation Halton's natural assets. Conservation Halton has over 1 million visitors per year, creating the opportunity to lead by example and showcase how it reduces GHGs, conserves water and heat, encourages reusable containers, etc. This ties in to a branding opportunity, highlighting the quality of life that Conservation Halton brings to the region.

Promote ecotourism. Partnering with Tourism and Economic Development could help bring Crawford Lake closer to the top 5 things to do in Halton on Trip Advisor.

Stewardship

The Strategic Plan would be stronger if it communicated the benefits of environmental stewardship to developers, municipalities, landowners, homeowners, residents, etc.

Make it clear where Conservation Halton plans to be proactive in the "Taking care of our growing communities": theme. For example, how proactive does Conservation Halton want to be in managing channelized areas? *Where we own infrastructure, we will ensure that it is in good working order, identify opportunities to improve community safety (low impact development, storm water ponds), and when it is the right thing to do, we will consider naturalization.*

Language

Directions and Outcomes should have Actions associated with them. This would show how you intend to implement the Plan and would allow you to measure your progress. *Conservation Halton is currently developing a list of actions associated with the directions and outcomes.*

Create service level agreements between municipalities and Conservation Halton that outline their respective processing times, and identify how processes can work together. Key Enabler 1, sub point 1 could be strengthened with this addition.

Specific to the "Innovation" Guiding Principle: Instead of "We will embrace..." it should read: "We will seek innovative technologies and creative solutions..." and encourage Conservation Halton to do this. *This could be possible with municipal or provincial partners.*

Be more aspirational with the wording in Key Objective 5. Conservation Halton should highlight that it is the number one draw for the region. Recreation, education, and tourism opportunities need to be embraced.

Many of the items in Key Objective 2 are major strategies. Make sure these objectives are realistic and achievable within the three year timeframe with the limited resources available.

Add the word "accessible" in front of "recreation programs" in Key Objective 5.

Change from "limit increases to..." to "limit increases in..." in Key Service Target 1.

Make Key Enablers more explicit. Some of the tasks, partnerships, and relationships that we already have could be formalized through the strategic plan, possibly opening up more funding.

OTHER ADVICE

Avoid putting too much detail into the plan. Keep the document simple and clear as you incorporate the feedback.

Identify tools, capacity, resources and data across partnerships. Increasing capacity of others will ensure mutual success.

Harmonize the strategic plan from the ground up. Streamline language and goals with municipal plans and policies.

Reclaim areas of the watershed. Work with the private sector to reclaim land in order to better respond to climate change impacts.

Create a task force with representation from all stakeholders with watershed responsibilities to carry out the Plan.

Community Development Partners

The summary below reflects feedback from three members of Halton's development and agriculture communities, representing BILD, Remington Group, Mattamy Homes and Ontario Federation of Agriculture. Conservation Halton staff responses are noted in *italics*, where provided.

GENERAL THOUGHTS

Positive document, great start, a lot of good content.

Support for science-based decision making. Policy, legislation, and recommendations should rely more on scientific information and less on ideologies.

Support for improving service delivery. Participants welcomed the proposed service target improvements for technical reviews of permits and planning applications, and noted that it is important to decide on realistic timelines so that processes remain flexible and predictable for the development and construction industry.

STRENGTHS

Reflective of a lot of the good work already happening over the last 2 years between the development industry and Conservation Halton regarding process and timelines.

SUGGESTIONS

Need to be clearer on what conservation authorities do, particularly with respect to the other players that are also involved in decision making (e.g. local municipalities, Regional municipality, Ontario Ministry of Natural Resources and Forestry, Ontario Ministry of Environment and Climate Change, etc.). The document describes Conservation Halton as an educator, a business operator, a permitting and review agency and there is a lack of connection to its core responsibility of flood plain and watershed management.

Remember that innovative solutions are available, and Conservation Halton needs to find ways to enable the flexibility required to pursue them (so developers may not have to "check every box").

Need to demonstrate how Conservation Halton's operations fit within broader context of other conservation authorities, to ensure consistency. This avoids land owners from "shopping conservation authorities".

Legislative tools and strategic plans should be consistent across boundaries to limit various interpretations of the same rules. Training between conservation authorities was recommended to help achieve consistent policy interpretation.

Reduce permit processing time from 30 days to 15 days (Key Service Target #5). *In response to the suggestion above, Kathy Menyes from Conservation Halton noted that they have seen progress using a 3-pronged approach to improving service levels: streamlining processes, improving policies, and strengthening staff communication. Conservation Halton is delivering comments on technical reviews within 6 weeks 85% of the time, and is processing minor permit applications, as well as many major*

applications, within 30 days 95% of the time. Factors that contribute to extended processing times include: complicated files like subdivisions; volume of applications; and submission errors.

Some of the language used in the Strategic Plan is vague. Participants would like to see terms like “clarity” and “transparency” further explained.

Development

Recognize the unique development environment in Halton Region. Through the Halton Allocation Program the industry front-ended funds (hundreds of millions of dollars) to support the construction of the public infrastructure required to support growth. As a result, there is increased stress on developers to sell houses on time.

Add something about trust. Right now developers are required to complete construction of their green infrastructure before Conservation Halton will grant certain approvals. Given the seasonal nature of construction, this can result in delays, costing the industry time and money. It is also inconsistent with the relationship between the development industry and the municipality, where developers are permitted to move forward based on commitments to do work, even if the work has not yet been completed.

Specific to development: Conservation Halton has been working with the development industry to collect data on flora and fauna for over 10 years. It would be helpful to be clearer on what changes, if any, are happening as a result of this data.

Agriculture

Specific to farming: Lot of work needs to be done to build trust with the largest landowner – the farm community.

Agriculture and farming is missing from the strategic plan. Support for normal farm practice and sustainable agriculture should be referenced in the document.

OTHER ADVICE

Strive to be an employer of choice. The strategic plan should include strengthening Conservation Halton’s corporate culture to attract the brightest and smartest young minds aligned with its environmental and business mission.

Promote cross training opportunities and field visits for municipal staff and Conservation Halton staff with the development and agriculture industries. Making staff aware of the client’s perspective allows them to better understand the pressure they face, and allowing the development and agriculture industry to understand staff’s perspectives could result in better quality application submissions that are processed more efficiently.

Consultants & Municipal Partners

The summary below reflects feedback from six participants from the Town of Oakville and four environmental and engineering consultant groups, representing Development and Design and Construction at the Town of Oakville, David Schaeffer Engineering, MTE Consultants, North-South Environmental and Palmer Environmental Consulting Group. Conservation Halton staff responses are noted in *italics*, where provided.

GENERAL THOUGHTS

Positive, progressive document that reflects the changing times.

Useful for understanding Conservation Halton's direction.

Acknowledges the significance of climate change but lacks information on how it will be incorporated into initiatives.

The Plan outlines much of what Conservation Halton is already doing, which should be clearly articulated.

STRENGTHS

The strategic plan is coming at a good time. Great changes have been made by the regional team. Applications will slow down before picking up again around 2020 when the 2018 Region's allocation program invites the next flood of applications.

SUGGESTIONS

Roles and Responsibilities

Clearly outline the roles and relationships between Conservation Halton and other decision makers (the Region, Conservation Halton, local municipalities, Ontario Ministry of Environment and Climate Change, etc.). People have trouble placing Conservation Halton in the hierarchy of the province, the region, and the local municipality.

Include education around the planning process along with education around the natural environment and conservation.

Make a commitment to fighting the complexity, and to simplify the Ontario planning process. Developers with a lot of resources can navigate the planning process; clients with minor or small applications are often bogged by it.

Reduce duplicative efforts where they exist between the region, Conservation Halton, the municipality, the Ministry of Environment, etc. (e.g. EIS requirements). Each agency reviews the same application, and it appears as though there is a costly duplication of resources. Local conservation authorities would be the most appropriate authorities on applications. *Certain applications do require review by multiple agencies, though each agency is responsible for reviewing different aspects.*

More Emphasis

Weave the idea of cumulative effects throughout the Plan.

Place more emphasis on climate change.

Add “Evaluation” and a feedback loop to refine the “Key Priorities, Directions and Outcomes” graphic. An Action-Response plan tied to individual metrics would be useful.

Add “Adaptive Management” to the “How Will We Deliver Results” page. Use this idea to show a commitment to setting targets and measurable objectives, and measuring performance against those objectives.

Including implementation details would strengthen the strategic plan.

Language

“Corporate social responsibility performance index” is jargon. This could be articulated more clearly if it is intended to be a public document.

Key Objective 4, sub point 6 implies that Conservation Halton will be developing its own innovative, green infrastructure and low impact development guidelines. *“Updating” would be a more accurate word than “Develop”. We are not creating a new set of guidelines.*

OTHER ADVICE

Staff Resources

It’s important to determine that there is adequate staff to achieve Key Service Targets 4 and 5. Also is there any concern that getting comments and approvals out the door will compromise the quality of the review? Bench support to help maintain the workload can help during busy peak times or when people shuffle jobs. *We will be tracking progress to determine where we need to improve, but we do not expect quality to erode. We are modernizing to gain efficiencies and this will reduce pressure on our resources.*

Capital project work and development application and review work should be done by different people. Trying to have the same person do both can be tough because development pressures are significant – putting all of your resources into development work can compromise your ability to carry out your capital work.

Implementation

Streamline approvals. Certain agencies (e.g. MOECC) require Conservation Authority approval before certain permissions are granted (e.g. for Environmental Compliance Approval – ECA). Any delay from Conservation Halton then creates a further delay. Investigate opportunities to streamline or accelerate these processes or remove duplication, if any.

Standardize the minor applications process and provide detailed guidelines. *We are working on guidelines to make it easier for applicants to prepare high quality submissions, thereby reducing review time.*

Provide workshops and hold pre-consultations. Workshops on what Conservation Halton does, how it works and how permitting is carried out could impart useful information to those who are submitting

applications, and could help achieve the processing time goals in the Plan. Pre-consultations can help sort out issues before design is well under way.

Produce standardized environmental monitoring data applicable across municipalities. Where local municipalities are doing similar environmental monitoring activities, Conservation Halton should consider taking them over at a regional scale to produce standardized data for use across all municipalities. *Municipalities, the region and Conservation Halton need to collectively look for gaps in data, identify where things are going well, and where support is needed. We can leverage each other's strengths and update service and management agreements to reflect these things.*

Municipal Partners

The summary below reflects feedback from eight participants representing municipal partners from Halton Region, the Town of Oakville and the City of Burlington. Conservation Halton staff responses are noted in *italics*, where provided.

GENERAL THOUGHTS

Encouraging, moving in the right direction.

Appreciate that the plan is being presented in draft ahead of being finalized.

Concerted effort to improve the relationship between Burlington and Conservation Halton has resulted in significant improvements to protocols and processes.

Oakville's partnerships and relationships with Conservation Halton have greatly improved.

Biggest challenge moving forward will be adapting to climate change. How are we going to address this through the permitting process, and how will we ensure the improvements we are making appropriately protect the community against climate change impacts?

STRENGTHS

From a governance perspective, addressing budget issues upfront is positive.

Support for partnerships, collaboration and the willingness to work together.

SUGGESTIONS

Climate Change

Need to break climate change down into something meaningful that can actually be addressed.

Regionally specific education showing impacts of climate change can make impacts more relatable. For example, showing "this is what flooding looks like in Conservation Halton today", and "this is what drought looks like in Conservation Halton now" can help reduce the emotional and temporal distance of climate change impacts. An educated public can help you achieve funding for mitigation measures.

Establish a working group or committee that looks at the impacts and responsibilities of climate change. Currently there is no coordinated effort between emergency management, public works, etc. There are certain things we can expect over the next 10 to 40 years with climate change. We need to map out who is taking charge of which efforts moving forward.

Need to decide whether we go back to proactive flood prevention, mitigation and diversion practices in problematic areas, or keep the status quo. The emotional reaction to flooding has intensified. Protecting the community will require tough decisions and a lot of money.

Emergency Management

Acknowledge that the human side of emergency management is just as important as the technical side. Communication, collaboration, and cooperation between organizations has to be ongoing for emergency management to work smoothly, and this should be reflected in the plan.

Coordination

Ongoing sharing of information. Understanding both sides of processes can help move sides closer together, allow us to better serve the public.

Find and eliminate duplication of resources. For example, both Oakville and Conservation Halton are doing biodiversity studies.

Partnerships need to be strengthened with the ministries, too. Direction from the province is to intensify but this direction also limits where this can happen.

Partner on projects with organizations where knowledge and strengths overlap. For example, Oakville's strength and knowledge in water resources have greatly improved, and now it overlaps with some of Conservation Halton's strengths, such as flood mapping and storm water management planning. There is an opportunity to partner on digital models.

Consider coordinating environmental monitoring programs.

Integrated Watershed Management (IWM) approach would allow us to take advantage of practices and shared knowledge around what is working well for others. *We are looking at an integrated watershed management plan in response to messages from environmental organizations on the ground. We need to have a big data mindset – find the gaps in information, determine who is already doing what, and decide how to fill these gaps.*

Consider streamlining permitting process, where appropriate. From the capital delivery side, some things addressed through the permitting process could be dealt with more broadly, instead of on a permit by permit basis.

Standardize straightforward applications. There is a lot of repetition on the maintenance, capital, and development side of things. Streamlining would benefit the municipality, developers, and decrease the burden on Conservation Halton staff resources.

Consider updating MOUs with municipal partners to clarify implementation roles and responsibilities. Many municipal partners experience similar challenges as Conservation Halton, including storm water, storm water utility, regional roads, the watershed, etc. Bringing all partners to the table, leveraging each other's knowledge, and having clear understanding of roles and responsibilities through an updated MOU will help implement the strategic plan.

How will the development of Conservation Halton's own innovative, green infrastructure and low impact development guidelines (Key Objective 4, sub point 6) reconcile with the planning framework? Municipalities develop these guidelines and policies under their Official Plans, and they are subject to consultation and appeal. It is often not clear to municipal partners, as well as the public, that Conservation Act guidelines are not policy requirements when they are applied to development applications under the Planning Act. *Conservation authorities could be a contractor, providing data and expertise to the municipality to help them develop their own policy and guidelines.*

Add "contractors" to Key Enabler 1. Contractors are extremely knowledgeable, and there is usually certain education or certifications in place, helping address quality control.

Education and Outreach

Education and outreach could be coordinated. Proactively reach out to the community to help them understand what the watershed does. It is awful to do this after an emergency occurs.

Participate in information sharing exercises. Build off of existing resources and relationships.

Use kids! Build culture and understanding around the causes and effects of climate change and emergency management by bring school boards into conservation areas. Just like recycling, kids will teach everyone else over time.

OTHER ADVICE

Keep it simple. Conservation Halton will have to operationalize this Plan and make it work practically.

Language choices will be important. The Plan must identify which actions you are leading on and which you are collaborating on. Further review might include who has ownership over the directions.

APPENDIX B

SUMMARY OF STRATEGIC PLAN SURVEY RESULTS

There were four different survey themes with a unique set of questions which people could complete. The themes were Climate Change, Environmental Conservation, Outdoor Recreation and Sustainable Communities. There were a total of 763 surveys completed by respondents.

The majority of the respondents who provided their location were from the three largest communities in the watershed, with 68.5% coming from Burlington, Milton and Oakville. What was interesting is the next largest segment came from Peel Region. The following is the geographical breakdown of survey respondents:

Burlington	27.46%
Milton	22.89%
Oakville	18.19%
Mississauga-Brampton	10.45%
Hamilton	5.87%
Toronto	5.40%
Halton Hills / Georgetown	3.99%
Kitchener-Waterloo-Cambridge-Guelph	3.87%
other	1.88%

With regards to the age groups, the highest number of responses came from the 40 to 49 years segment, 29.34%, and 30 to 39 years, 28.64%, with ages 50 to 59 years being the third largest of the five with 19.48%. In terms of types of families, married with children was the largest segment by far with 56.1% of respondents, married no children was second at 16.9%.

Below is a summary of some of the key responses in each of the four survey areas as well as some of the comments which emerged.

Climate Change

Question	Yes	No	Unsure
Do you feel that climate change has had an impact on your community in some way	84.28%	6.29%	9.43%
Do you feel worried or concerned about the impacts of climate change on your community	84.28%	10.69%	5.03%

Respondents were asked to rank six impacts of climate change in order of concern to them and the responses were:

1. Change in normal season temperatures
2. Increased risk of drought
3. Loss of native plant and animal species
4. Increased risk of flooding
5. Increase in invasive plant and animals species
6. Loss of native plant and animal species

Respondents were asked which of several actions they currently take to reduce their contribution to climate change. They could choose more than one. The results showed that survey respondents were committed to taking action in their own lives:

- 92% of the respondents conserve energy using more efficient lightbulbs, electronics and appliances
- 87% of the respondents choose products that are reusable, recyclable or biodegradable
- 84% of the respondents conserve water when showering, cleaning and gardening
- 77% of the respondents use a programmable thermostat to reduce heating and cooling emissions
- 72% of the respondents ensure their home is properly insulated to reduce heating and cooling emissions
- 54% of the respondents work or bike ride to reduce emissions
- 52% of the respondents plant native trees and shrubs around their home to offset emissions
- Lesser taken actions included – using public transit to reduce emissions, powering their home with renewable energy, and driving an electric vehicle

Respondents were also asked to rank several climate change mitigation and adaptation initiatives in order of importance to them. The ranking was as follows:

1. Prevent deforestation of natural areas through land acquisition
2. Increase reforestation of natural areas through native tree and shrub planting
3. Increase greenspace in urban areas through park creation
4. Support municipalities in using sustainable infrastructure
5. Enhance biodiversity and climate change resiliency of your community
6. Increase public education and awareness about climate change
7. Support builders in using sustainable development practices
8. Support businesses in using sustainable business practices

Through the comments the following key words and themes emerged – builders, climate change, community support, environmentally friendly, and sustainable.

Environmental Conservation

Respondents were asked to rank nine environmental issues in order of importance to them and their community in terms of environmental conservation. The most important issues were identified by respondents as:

1. Water Quality
2. Air Quality
3. Climate Change
4. Forest Health
5. Species at Risk
6. Wetland Health
7. Invasive Species
8. Soil Quality
9. Biodiversity

Respondents were asked to rank nine environmental issues in from most to least interested in learning more about. The intent of this question was to gauge interest in areas for Conservation Halton to focus on in communications and outreach. They ranked the issues as follows:

1. Water Quality
2. Forest Health
3. Species at Risk
4. Wetland Health
5. Air Quality
6. Invasive Species
7. Biodiversity
8. Climate Change
9. Soil Quality

Respondents were asked to rank seven specific environmental initiatives in order of interest to them. This question was to help Conservation Halton identify some opportunities for programming and events. They ranked the initiatives as follows:

1. Habitat Restoration
2. Stream Cleanup
3. Tree Planting
4. Pollinator Gardening
5. Shore Cleanup
6. Land Acquisition
7. Wildlife Road Crossings

Survey respondents were asked if they felt it was possible to both protect the environment and provide outdoor recreation opportunities. The overwhelming response was yes, as 95.6% of those who responded said it was, which is encouraging and shows people value conservation areas and other protected greenspace.

Building on that response, there was a question asking respondents to rank seven park visitor impact initiatives in order of the interest to them. The responses were as follows:

1. Habitat restoration to offset trail creation
2. Trail maintenance to reduce impact on trail use
3. Tree planting to offset vehicle emissions
4. Educate park visitors on environmental impacts
5. Cleanups of natural areas to offset parks use
6. Design and build green park facilities to reduce impact
7. Native grassland planting to offset building infrastructure
8. Removal of invasive species from natural areas

Through the comments people provided at the end of the Environmental Conservation survey there were a number of keywords – education, green space, important, land, parks, reduce and trails. This again reflected the interest in accessible green space.

Outdoor Recreation

For the outdoor recreation survey, respondents were asked questions about park usage, as well as which cultural, educational and recreational programs and events they would be interested in. The objective of the programs question was to determine what programming opportunities the community might be interested in having at Halton Parks.

How often do you currently visit Halton Parks?

Once a day	2%
Once or twice a week	21%
Once or twice a month	47%
Once or twice a year	30%

What is the main reason that you visit Halton Parks?

Time with family, friends or significant other	36%	Most popular reason for married women with children in their 30's and 40's
Health, fitness or exercise	35%	Most popular reason for men in their 40's and 50's and women in their 20's
Mental, emotional or spiritual wellness	17%	Most popular reason for single women in their 30's
Connect and learn about nature	10.5%	
Community engagement and events	1.5%	

Respondents were asked which of the following cultural programs and events they were interested in, and were allowed to check as many as they wanted:

- 70% selected outdoor music events (most popular for men and women in their 20's and 30's)
- 56% selected local food cooking classes (most popular for men and women in their 20's and 30's)
- 54% selected local food dining and tastings
- 51% selected natural arts and craft classes, as well as outdoor theater events
- 36% selected natural painting classes

Respondents were asked which of the following educational programs and events they were interested in, and were allowed to check as many as they wanted:

- 64% selected edible and medicinal plant hikes
- 59% selected plant identification hikes
- 58% selected outdoor survival skills classes
- 54% selected native plant species gardening and bird identification hikes
- 39% selected environmental issues speaker series

Respondents were asked which of the following recreational programs and events they were interested in, and were allowed to check as many as they wanted:

- 53% selected outdoor fitness and wellness classes (most popular for women in their 20's)
- 46% selected group hikes
- 40% selected kayaking clinics
- 38% selected snowshoeing clinics
- 37% selected stand up paddleboard classes
- 34% selected rock climbing lessons
- 33% selected cross country skiing clinics
- 31% selected canoeing clinics
- 20% selected mountain biking clinics and trail running clinics
- 17% selected group trail runs

Sustainable Communities

With Sustainability being a guiding principle in Metamorphosis it was deemed important to get some idea of how the community valued it.

Question	Yes	No	Unsure
Do you feel it is possible to both protect the environment and pursue commercial and residential development within your community	65.9%	18.39%	15.71%
Do you feel that environmental protection and commercial and residential development has been balanced well within your community	27.20%	54.02%	18.77%
Do you feel it is important to you to live in an environmentally sustainable community	97.32%	1.15%	1.53%

Respondents were asked to rank seven different environmentally sustainable infrastructure and development initiatives in order of interest to them. The final ranking was as follows:

1. Encouraging builders and developers to use more sustainable practices
2. Increased use of renewable energy, such as solar or wind
3. Upgrading current buildings to be more energy efficient
4. Integrating storm water management into public infrastructure and roads
5. Permeable surfaces for better storm water management
6. Rain gardens for better storm water management
7. Green roofs for better storm water management.

There were 60 respondents who provided comments at the end and some of the keywords were development, green space, lake, sustainable, trees, parks, planning and storm water management.

APPENDIX C

SUMMARY OF STRATEGIC PLAN PUBLIC OPEN HOUSES

Climate Change

- Drought and flooding are the climate change impacts that affect our communities most
- Need to incorporate low impact development in communities
- Need to maintain and increase tree cover and protect urban valley systems
- Calculate the carbon sequestration and other environmental services of our parks and natural areas
- Collaborate with other environmental groups to coordinate education initiatives, create opportunities for community to take part in naturalization projects and partner with landowners to provide rebates for having forested land

Green Space

- Good access to green space in northern part of watershed, need to improve access in southern part
- Increase awareness of parks among local residents and look at pricing
- Strengthen partnerships, particularly with First Nations
- Look at offering programming during off-peak times
- Parks should be accessible from a fee standpoint, but also other aspects of accessibility like transportation and mobility
- Parks are great for education but people want to have other kinds of experiences through different programs and events

Sustainable Communities

- Should have greenspace, food sources, storm water management, low impact development, community gardens, pollinator gardens and native species included in their development
- Conservation Halton can play a role in supporting sustainable communities by ensuring that our water resources are not overextended
- Conservation Halton should have more power with development, protect green space, manage water resources and enforce existing regulations
- Partner with nurseries to source and supply native species
- Need to communicate results, outcomes and improvement. Metamorphosis should include ecological metrics to show how restoration and protection efforts are improving our natural areas.

**CONSERVATION HALTON
CHBD 09 16 02**

REPORT TO: Board of Directors

FROM: Hassaan Basit, CAO/Secretary-Treasurer
905-336-1158 x 2270

DATE: February 23, 2017

SUBJECT: **Metamorphosis, CH 2017-2020 Strategic Plan**

Recommendation

THAT the Conservation Halton Board of Directors **approve Metamorphosis, CH 2017-2020 Strategic Plan.**

Report

Conservation Halton staff began working on a new Strategic Plan in January 2016. Development of the plan was guided by the Strategy Committee, an ad-hoc committee of the CH Board of Directors. The draft plan was approved for consultation by the Board of Directors at the June 23, 2016 meeting. More than 70 CH staff members participated directly in the development of the plan, which included a review of CH's current programs, core principles, and the priorities of our municipal partners and other stakeholders. Following the approval of the draft plan, Conservation Halton undertook an extensive public consultation process during the summer and fall of 2016 to gather input from key stakeholders and the community.

The public consultation had two separate streams; stakeholders and the community. The stakeholders included municipal government partners, key sector partners (i.e. agriculture, developers, builders, realtors, aggregate), consultants, environmental groups, park user groups, school boards, tourism organizations and chambers of commerce. The stakeholders were invited to facilitated meetings focused on each sector. The community had five different ways to provide input and participate, including open houses and an on-line survey.

The comments and feedback gathered through the public consultation process was recorded and analyzed and helped enhance the draft strategic plan. The draft of Metamorphosis, CH 2017-2020 Strategic Plan, has now been reviewed and refined by CH staff. Feedback has confirmed that the strategic directions outlined in Metamorphosis are consistent with CH's core principles, with the priorities of our municipal partners, and with the evolving goals of sustainability within the CH watershed. The implementation of the Plan over the next four years will:

- Focus activity on critical strategic issues and priorities;
- Align all parts of the organization around common goals;
- Increase efficiency and reduce redundancy and conflict;
- Uncover opportunities to align CH strategies with those of municipal and other partners.

Building on the success of the staff and stakeholder engagement process to develop Metamorphosis, it is proposed that staff from across the organization work together through the newly constituted Senior Leadership Team and the (employee) Strategy Council to begin putting Metamorphosis into practice immediately and ensure that the directives of the Plan are reflected in the 2018 CH budget, detailed work plans and program planning. Over time, staff will monitor, evaluate and report on CHs actions internally and to our partners and will adjust our approach as required to reflect lessons learned, innovate and incorporate new information and priorities.

Next Steps:

- Adopt Metamorphosis, CH 2017-2020 Strategic Plan,
- Develop and publish a formal document for communication of the plan
- Develop a dashboard to track progress towards the completion of key objectives on an annual basis through KPIs and report to the CH Board of Directors on a quarterly basis
- Develop detailed annual work plans that incorporate strategies from the Plan
- Align 2018 budget preparations with the strategies in the Plan and transition to a metric-driven, performance-based budget process
- Develop monitoring and reporting process to assess effectiveness of implementation
- Review the full plan in three years.

Prepared and respectfully submitted:



Hassaan Basit,
CAO/Secretary-Treasurer

**CONSERVATION HALTON
CHBD 09 16 03**

REPORT TO: Board of Directors

FROM: Brian Hobbs, Director, Development, 905-336-1158, x 2255

DATE: February 23, 2017

SUBJECT: Canada 150 Community Infrastructure Program

Recommendation

THAT the Conservation Halton Board of Directors **authorizes the Halton Region Conservation Authority, (operating as "Conservation Halton"), to enter into a contribution agreement for funding under the Canada 150 Community Infrastructure Program for Project #809779, Improvement of Glen Eden Ski/Snowboard Centre for an approved funding amount of up to \$227,500,**

AND FURTHER THAT the Conservation Halton Board of Directors **authorizes the Halton Region Conservation Authority, (operating as "Conservation Halton"), to enter into a contribution agreement for funding under the Canada 150 Community Infrastructure Program for Project #809791, Rehabilitation of Crawford Lake Longhouses for an approved funding amount of up to \$240,000.**

Report

In June 2016, Conservation Halton Foundation submitted project proposals to the Canada 150 Community Infrastructure Program. In December 2016, notice of approval for grants was received as follows:

- 1) Project #809779, Improvement of Glen Eden Ski/Snowboarding Centre, for a contribution of up to \$227,500 representing 35.28% of total eligible project costs; and
- 2) Project #809791, Rehabilitation of Crawford Lake Longhouses, for a contribution of up to \$240,000 representing 37.21% of total eligible project costs.

Conservation Halton Foundation and Conservation Halton are co-signatories to the Canada 150 contribution agreement. These motions need to be approved by the Board of Directors of both Conservation Halton Foundation and Conservation Halton.

Respectfully submitted:



Brian Hobbs
Director, Development
Conservation Halton Foundation

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