



Otonabee
CONSERVATION

Strategic Plan | 2017-2020



Introduction

The Otonabee Region Conservation Authority initiated a strategic planning exercise that resulted in the creation of this strategic plan which will guide our efforts over the next four years in addressing challenges, and realizing the opportunities ahead.

Strategic planning provides a mechanism for an organization to reflect on where it has come from, what it is facing, where it wishes to go and how it will get there. The strategic planning process promotes proactive thinking, aligns actions with goals, supports a common sense of purpose, and builds team commitment.

This Strategic Plan establishes our values, vision and mission statement. It clarifies our goals and priorities and it provides a framework for measuring progress, results and success.

We are pleased to share this Plan with you.

Handwritten signature of Andy Mitchell in black ink.

Andy Mitchell, Chair

Handwritten signature of Dan Marinigh in black ink.

Dan Marinigh, CAO

Who We Are & Who We Serve

The Otonabee Region Conservation Authority

ORCA

established
1959



1 of 36

ONTARIO'S

CONSERVATION AUTHORITIES

est. under the *Conservation Authorities Act*

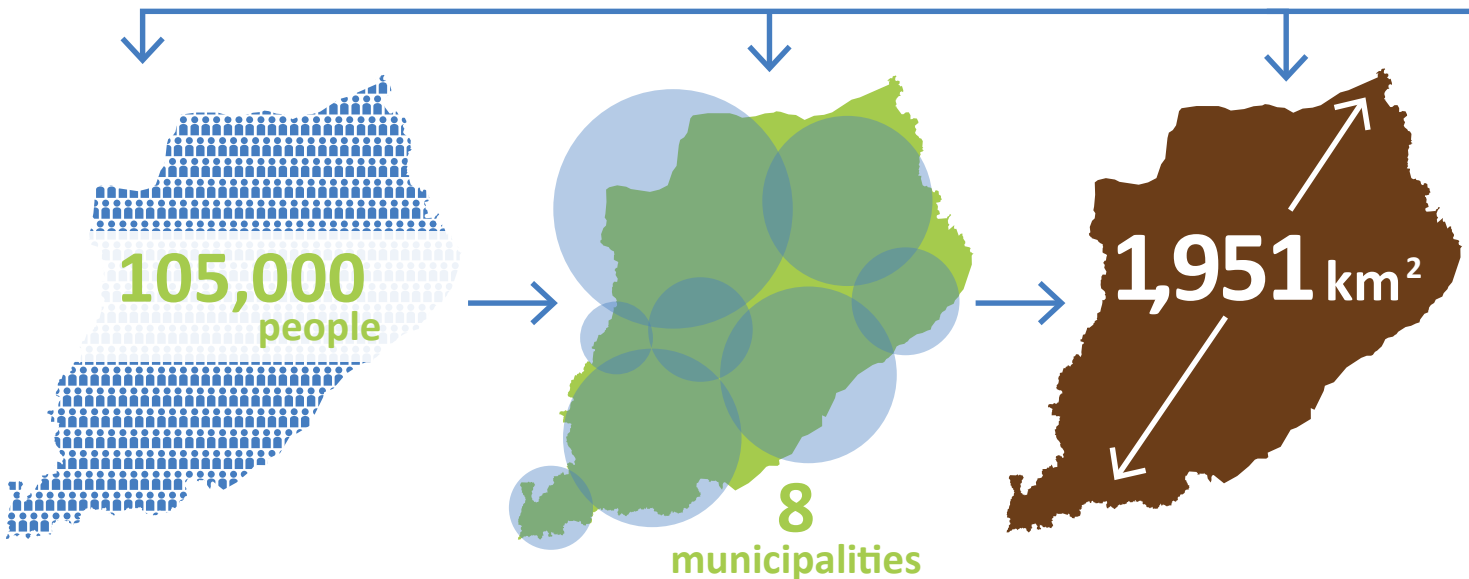
THE OBJECTIVE of a CONSERVATION AUTHORITY



...to establish and undertake, in the area over which it has jurisdiction, a program designed to further the conservation, restoration, development and management of natural resources...

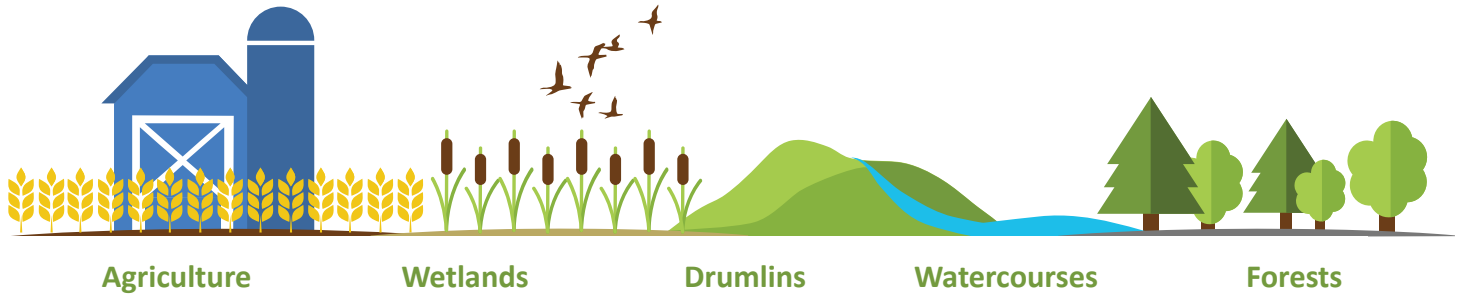
From the **Kawartha Lakes** in the North ▲
Rice Lake in the South ▼
Norwood in the East and ►
Millbrook in the Southwest ▲

The Otonabee Region Watershed is Composed of...



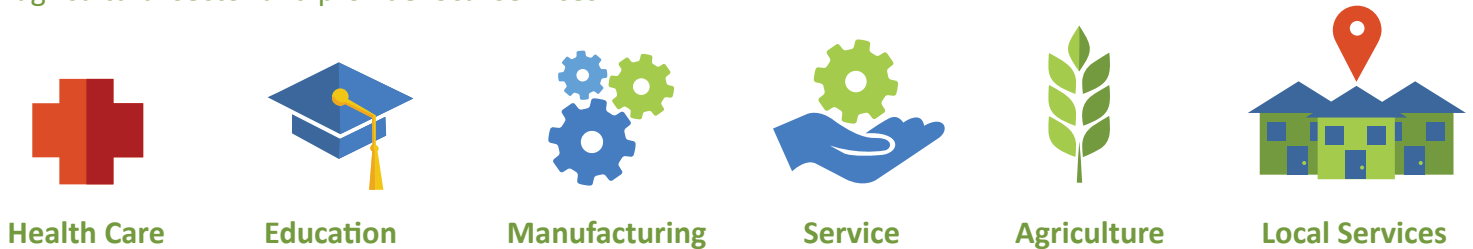
5 DISTINCT PHYSIOGRAPHIC REGIONS

The Otonabee Region watershed is comprised of five distinct physiographic regions. Starting at the Oak Ridges Moraine and Rice Lake at the southern boundary the land transitions from a landscape dominated by agriculture to the rocky, forested lands of the Canadian Shield at the northern boundary, and is interspersed by drumlins, watercourses and wetlands.



OTONABEE REGION WATERSHED COMMUNITIES

Communities across the Otonabee Region watershed are as diverse as the land itself. The City of Peterborough is the largest community with an economic base that includes manufacturing, post-secondary education institutions, health care and service industries. Many other smaller communities across the rural area support a strong agricultural sector and provide local services.



Health Care

Education

Manufacturing

Service

Agriculture

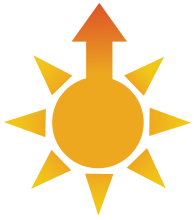
Local Services



Within the physical and economic context of the watershed and in consideration of the social, cultural and economic aspirations of its residents, ORCA delivers programs and services that support the sustainability of the environment. We work with our member municipalities and watershed residents to achieve outcomes that balance the diversity of needs.

Drivers of Change

Change is inevitable and brings new challenges and opportunities. Below is a brief description of some of the drivers of change that are likely to continue to impact the programs and services ORCA delivers or affect how they are delivered.



Climate Change

The impacts of climate change include an increase in the magnitude and frequency of extreme weather events such as flooding and drought which can affect human health and safety. ORCA's work in floodplain mapping and management, and flood monitoring and forecasting must consider climate change impacts. ORCA can also play a role in helping residents adapt to climate change.



Changing Regulatory & Policy Landscape

The provincial government is considering regulatory and policy changes that may have implications to ORCA. This includes a review of the *Conservation Authorities Act*, the development of a Wetland Strategy and revisions to provincial land use plans such as the Oak Ridges Moraine Conservation Plan and the Greenbelt Plan. Conservation authorities may be asked to deliver new programs or services or change how they deliver existing programs and services as a result of these potential regulatory and policy changes.



Changing Demographics

By 2036, the population of the watershed is predicted to grow by 25% and the population of seniors is predicted to double. Further, the number of visitors to the ORCA watershed is anticipated to increase even more significantly. ORCA must be prepared to meet the increasingly diverse demands and development pressures that will be associated with this population and visitor growth.



Technology-enabled Communications

The emergence of social media has altered how ideas are communicated and forever changed the way business is conducted. It is important for public agencies like conservation authorities to adopt new technology-based approaches to connect, communicate and share.



Increasing Importance of Education

An educated population is critical for sustaining an innovative and prosperous community. Education opportunities are critical to achieve an informed and engaged community. Learning about nature in nature creates an appreciation and understanding of the role the environment plays in our lives and the linkage between human and environmental health.

Our Vision, Mission & Values



VISION STATEMENT

A **HEALTHY** natural environment where communities **THRIVE**.

MISSION STATEMENT

To be a **LEADER** in the Otonabee Region watershed for the **CONSERVATION, PROTECTION** and **ENHANCEMENT** of a healthy, natural environment.



OUR VALUES

Our Values reflect the ideals and beliefs of ORCA staff and Board members and are the touchstones for guiding daily actions.

- » Providing exceptional customer service
- » Acting with integrity
- » Being accountable and transparent
- » Being adaptive and embracing innovation
- » Being inclusive and respectful of divergent views
- » Seeking solutions and achieving results
- » Working collaboratively and in partnership with others
- » Striving for continuous improvement

Our Commitment to Organizational Excellence

Organizational excellence is about ongoing efforts to establish and implement standards, processes and actions that engage and motivate staff to deliver programs and services to fulfill customer expectations. We will continue to develop and implement improvements to how we deliver our programs and services with a focus on:



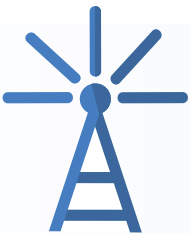
Improving the customer experience.

Supporting professional development that enhances staff skills and competencies to respond to evolving needs.



Building new and sustaining existing relationships & partnerships.

Building organizational capacity that will meet municipal and provincial government expectations.



Strengthening our use of social media and other technologies to connect, communicate, share information and deliver services

Develop and implement a framework to measure and evaluate progress towards achieving goals.



Our Goals

Safeguard people and property from flooding and other natural hazards



1

Priorities & Strategies

- » Increase local awareness and understanding of the impacts of natural hazards
- » Collaborate with member municipalities to produce up to date floodplain mapping and other tools that support land use planning and emergency management
- » Assess and mitigate potential risks to ORCA's water control infrastructure
- » Be a leader in supporting climate change adaptation

Contribute to the maintenance of a healthy and resilient natural environment



2

Priorities & Strategies

- » Support municipalities and other stakeholders to protect municipal drinking water sources through the implementation of the *Clean Water Act* and Trent Source Protection Plan.
- » Foster increased awareness and understanding of watershed health
- » Support engagement and participation in activities that contribute to a healthy and resilient natural environment
- » Ensure ORCA's landholdings contribute to the protection of the natural environment
- » Coordinate and collaborate with member municipalities to meet the requirements of provincial land use plans and policies

Provide recreational opportunities in the natural environment



3

Priorities & Strategies

- » Identify how ORCA's landholdings can meet the growing demand for outdoor recreational opportunities
- » Ensure ORCA-owned conservation areas meet accessibility standards
- » Market ORCA-operated recreational facilities to support economic development

Build awareness and understanding of the value of the natural environment



4

Priorities & Strategies:

- » Develop innovative community partnerships that engage a diverse demographic
- » Enhance experiential learning opportunities and community engagement
- » Expand educational programs to address a broad suite of environmental topics





Otonabee CONSERVATION

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Conservation
ONTARIO
Natural Champions

www.otonabee.com

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