



Strategic Plan 2018 – 2023
2020 Progress Update Report

Our Vision

Severn Sound will be the most resilient and thriving Great Lakes watershed.

Our Mission

At Severn Sound Environmental Association, we are committed to ensuring exceptional environmental quality and exemplary stewardship of the Severn Sound area through sound science, collaboration and partnerships.

Introduction

Severn Sound Environmental Association (SSEA) is a Joint Municipal Service Board dedicated to the management, monitoring and stewardship of the Severn Sound area. Concerned with wise stewardship and environmental quality, our roots date back to 1997 when we were established as a federal, provincial and municipal partnership to support the completion of the Severn Sound Remedial Action Plan, and to oversee its implementation. Our organization adapts to changes with guidance from our eight member board of directors, consisting of Council appointees from contributing partner municipalities. Priorities of the SSEA are set out in a Strategic Plan (SP), which is updated from time to time.

The current SSEA SP sets a course of action that continues to guide our work from 2018 - 2023 and beyond. At the core of the SP are four goals consisting of several priority actions designed to help SSEA fulfill the commitments of the SP and ultimately our vision. It is important to the Association that our SP progress be shared with our municipal members and made available to the public. Our progress will be reported annually by not only identifying priority actions that have been completed or implemented but also areas and actions from the plan that have yet to be implemented.

This progress report has been arranged in the same order as the Strategic Plan document with the addition of an alphanumeric system to help organize the four goals, priority actions and numerous sub-actions within the plan. The progress tables include the priority sub-actions, 2020 Status and the specific outcomes and/or deliverables. The 2020 Status column is categorized to describe the level of completion for each action, based on the accomplishments, results and highlights. In cases where priority actions include multiple outcomes and/or deliverables, the order of the 2020 Status corresponds with the listed outcome and deliverable. The Status categories are as follows:

C = Complete – Outcome(s) and/or deliverable(s) have been fully implemented.

O = Ongoing – Similar to complete but implementation of outcomes(s) and deliverable(s) occurs continuously with no defined end date

IP = In Progress - Implementation of outcomes(s) and deliverable(s) has been initiated

NS = Not Started – Implementation of action has not yet been initiated but is expected to occur in the upcoming years

GOAL1: SOUND SCIENCE (SS)

SS-1 Address Priority & Legacy Issues

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
a. Establish a Scientific Advisory Team to review science projects and establish priorities.	NS	Science Advisory Team
b. Establish priorities and address legacy issues (e.g. restoration of walleye fishery, managing nutrients)	O	Continue looking for other Hab. Restoration opportunities
c. Establish a Great Lakes Centre of Excellence (e.g. research portal/hub and information repository)	IP	Enhanced information repository on website

SS-1 Accomplishments/ Results/ Highlights

- b.
 - Continued looking for other habitat restoration opportunities
 - Applied for grant funding to implement Health Soils = Healthy Waters to increase soil health and reduce the loss of soil and nutrients from the land and impact on the water
- c.
 - Conversation started with Simcoe North MP Stanton relating to a Great Lakes Centre of Excellence

SS-2 Build Scientific Knowledge & Understanding

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
a. Address new 'chemicals of mutual concern' (CMC)/ emerging contaminants (ECs) (i.e. Strategy/inventory)	NS/O	CMC Strategy not started Continuing to identify opportunities to inventory CMCs and other contaminants (i.e. microplastics) networking with larger great lakes community including Great Lakes Network and CELA Healthy Great Lakes Committee
b. Invasive Species (IS) monitoring and management	O	IS monitoring of public properties throughout SSEA Area Working on IS Strategy
c. Habitat and natural heritage (NH) evaluations to assess current conditions/identify opportunities	O	Facilitating habitat evaluations to assess current conditions Identifying opportunities for future NH evaluations
d. Continue the commitment to current monitoring programs (Provincial Water Quality Monitoring Network, Provincial Groundwater Monitoring Network, stream invertebrate communities, Severn Sound and inland lake water quality)	O	All regular programs - Sample collection, analysis and data compilation Enhance existing monitoring programs through Citizen Science
e. Identify streamlining opportunities to ensure SSEA is measuring the right things, in the right places, at the right time	IP	Monitoring programs to be assessed in conjunction with SS-4a - Data Needs Assessment and IS Strategy
f. Track trends to anticipate emerging changes/ challenges	O	Continuing to track trend analysis of water quality, algae, zooplankton, physical data, groundwater, IS, climate and benthic Invertebrates
g. Continue to commit to sharing information and progress by reporting on results (e.g. State of the Bays Reports)	O	Communicating with municipal partners, open water /inland lakes /subwatershed conditions reporting, articles in community and scientific publications

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
h. Continue to offer exceptional service as the Source Protection Authority (SPA) for Severn Sound	O	SPA meetings; supporting implementing bodies through annual reporting and policy implementation municipal and public communication material produced to promote Drinking Water Source Protection (DWSP) program
i. Develop Municipal Guidelines (e.g. natural plantings) for Plan Input & Review	NS	Municipal Guidelines production not started

SS-2 Accomplishments/ Results/ Highlights

- b.
 - IS monitoring of public properties throughout SSEA Area
 - Assisted Township of Tiny with IS management events for LDD moth

- c.
 - Facilitated Georgian College student project on Orr Lake shoreline & recreational use Study including habitat survey, report produced

- d.
 - Severn Sound Open Water - 11 stations Sampled 4 times
 - Inland Lakes - Little Lake 1 station sampled 6 times | Orr Lake and Farlain Lake winter water sampling 1 station sampled 1 time each
 - Honey Harbour Open Water - 3 stations sampled 4 times
 - Provincial Water Quality Monitoring Network - 14 sampling locations sampled 5 times
 - Provincial Groundwater Monitoring Network - Collected water level and temperature data from 9 wells and sampled 6 wells 1 time
 - Groundwater Monitoring - Collected manual water level and temperature data from 8 SSEA wells
 - Flow - 10 stations measured on Coldwater River for background flow assessment
 - Tributary Ecosystem Health Monitoring Program - Sampled 15 long-term invertebrate stations | 175 stream invertebrate samples enumerated and identified
 - Climate - 5 rain gauges, 39 stream temperature and 3 air temperature loggers installed and downloaded | weather station installed in Midland

- *SS-2d continued* - Drinking Water Intakes - 2 Tay Township intakes sampled 15 times
 - Soil - Penetanguishene snow disposal site sampled & reported on results
 - Citizen Science Initiatives - Ice Spotters, Water Level Watch, Shore Watch and Stream Watch programs delivered | includes supporting 29 new volunteers with orientation/educational components and equipment
- f.
- Openwater trend analysis of water quality, algae, zooplankton, and physical data completed to 2019
 - Groundwater trend analysis of 2019 chemistry data completed
 - IS trend analysis to identify novel species introductions and priority management targets based on 2019 Severn Sound IS occurrence data
 - Climate trend analysis for rainfall, air & stream temperature completed to 2020
 - Benthic Monitoring trend analysis and community changes completed up to 2020
- g.
- Contributed articles on water quality trends & shoreline stewardship for Honey Harbour Association Hoots magazine & Gloucester Pool Cottage Association annual magazine
 - Presented results on Honey Harbour/Port Severn conditions to Georgian Bay Township council
 - Factsheet on blue-green algae & shoreline stewardship for Severn Township newsletter and 3 other articles published in municipal newsletters
 - SSEA Board report on sodium in surface and groundwater across Severn Sound watershed
 - Analysis and reporting on invertebrate communities at new Baxter Lake dam invertebrate site
 - International Assoc. of Great Lakes Research 2020 presentation: Climate Change, IS and Nutrients as Drivers of Plankton Dynamics in Severn Sound
 - Tay Township Raw Water Assessment Report, in support of the Township's drinking water license renewal
 - Bass L Subwatershed 2018 Conditions Report completed
 - Production and distribution of annual Municipal IS Reports
 - Interviews with or articles in local media on: citizen science, chloride levels, DWSP, merger with Sustainable Severn Sound (SSS), Ldd Moth, IS
 - Presentation delivered on "A Salty Severn Sound" at event hosted by Sustainable Orillia
- h.
- Held 3 SPA meetings; reviewed development applications regarding water quantity issues; assisted municipalities in meeting annual reporting deadlines; presented to Source Protection Committee (SPC); assisted municipalities in early stages of changes to municipal water systems; assisted with a refresh to the SPC, including two new SS SPA representatives Jeff Hamelin and Andy Campbell

- **SS-2h continued** - created 4 DWSP specific videos - overview of the Severn Sound SPA & Area, the role of the Risk Management Official, a DWSP 101 overview, and what the DWSP signs look like and mean
- featured in two articles to promote the program; Midland Today “Risk Management a Key Part of Protecting Source Water”; “DWSP in Ontario 20 Years After Walkerton” article in the June/July 2020 Environmental Science & Engineering Magazine
- conducted 6 council deputations (GB, MID, PEN, SEV, TINY, TAY) with a DWSP 101, Risk Management Update, and SPA update

SS-3 Build Resilience Across Severn Sound

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
a. Climate Change Adaptation and Planning	IP	Special project SSS includes Climate Change initiatives SSEA membership in climate change working groups
b. Continue and evaluate tree seedling distribution and tree planting, IS management and Yellow Fish Road™ programs	O	Evaluation of Tree Planting and Distribution Programs IS management initiated at selected public properties
c. Work with partners to develop a water quality/environment state of index for Severn Sound	NS/O	State of Severn Sound Report not started Value of investing in water quality monitoring and reporting highlighted at public video presentation
d. Continue to provide planning and policy advice to municipal decision makers	O	Provide guidance and policy advice to decision makers relating to DWSP, NH, wildlife habitat and shoreline emergency preparedness
e. Reduce nitrates in groundwater in Issue Contributing Areas	O	Implementing Prohibition of Nitrates at Lafontaine and development of Risk Management Plans

SS-3 Accomplishments/ Results/ Highlights

- a.
 - SSS integrated as a special project of SSEA
 - SSEA membership in Georgian Bay Biosphere ICECAP and the Simcoe/Muskoka District Health Unit's Climate Change Exchange/Climate Change Charter Working Group
 - Investigating opportunity to inventory and evaluate value of natural assets for Severn Sound partner municipalities
 - b.
 - Implement IS management on public properties , including LDD egg mass scraping in Township of Tiny parks
 - c.
 - SSEA and CELA hosted public online webinar which highlighted Value of investing in water quality monitoring and reporting by Hartig & Krantzberg
 - d.
 - Reviewed/commented on Environmental Registry postings, proposed provincial policy, municipal Official Plan updates, municipal projects/proposals
 - Reviewed/commented on applications, reports and Environmental Impact Studies at the request of municipalities
 - Inventory of buildings adjacent to Severn Sound shoreline with potential flood risk during Georgian Bay high water level conditions completed and provided to municipal staff (planning, engineering and emergency response)
 - Commented on 31 development applications, answered 31 inquiries from municipal staff or members of the public, conducted four site visits (one of which was virtual), and attended 2 pre-consultation meetings to support municipal decisions relating to DWSP
 - e.
 - Continued promote nitrate reduction and negotiating RMPs in the ICA area
 - Developed and submitted grant applications for project to improve soil health that would focus on best management practices for nitrogen use – submitted to the MECP Great Lakes Local Action Fund
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SS-4 Commit to Filling Knowledge Gaps

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
a. Conduct a needs assessment to identify key data parameters not currently being assessed (e.g. snow, soil substrate) and develop methods to collect this critical information	IP	Continuing to develop a Data Needs Assessment with methodologies
b. Explore opportunities to enhance expertise in emerging areas (e.g. stormwater management, hydrogeology, land use planning, fisheries, Species At Risk)	O	Hosting and attending training sessions & webinars
c. Identify research opportunities (e.g. NH, Ecological Economics & Natural Capital, microplastics)	IP	Collaborations with academic partners to conduct research through undergraduate and graduate theses Preliminary Natural Asset Values project discussions underway
d. Stay on top of new and emerging issues/ opportunities/connections (human health connections, ECs, etc.)	O	Identification of emerging issues, e.g. in staff reports Communication with external experts to share knowledge and participate in learning opportunities

SS-4 Accomplishments/ Results/ Highlights

- a.
 - Internal Data needs assessment continues including survey of relevant methodologies
 - Contributed to summary on science and monitoring needs for Environment & Climate Change Canada
 - b.
 - Staff attended numerous professional development seminars, topics incl. NH valuation, microplastics, road salt usage, stormwater management, climate change mitigation and adaptation
 - 2 staff members trained as Depave Paradise coordinators
 - c.
 - Coordinated Brock University's core sampling of Farlain Lake for Earth Sciences and Environmental Geoscience Programs' field courses
 - Commenced discussions on a project to identify, value and account for natural assets in municipal financial planning and asset management programs
 - Compile list of knowledge gaps and research opportunities relating to IS
 - d.
 - Attended and presented at numerous conferences such as the International Association for Great Lakes Research, Lake Huron Centre for Coastal Conservation Conference
 - Maintain connections with researchers and other organizations with knowledge in this area (e.g. Georgian Bay Forever)
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GOAL 2: SUPPORTIVE PARTNERSHIPS (SP)

SP-1 Strengthen Existing Partnerships

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
a. Strengthen the relationship with municipal partners by regularly convening a Chief Administrative Officer (CAO) Round Table to discuss watershed-based issues and opportunities of interest to all	NS	Regular CAO Round Table Meetings
b. Reconvene the Planning Directors meetings to identify existing and emerging issues of environmental concern across the watershed	NS	Planning Directors Meetings
c. Work with academia to develop a curriculum-connected Education Strategy to promote ecological literacy (e.g. A Watershed Textbook)	IP	Education Strategy
d. Re-engage the rural agricultural community	IP	Promoting BMPs to farmers through one-on-one liaising and peer-to-peer networking SSEA Board Agriculture Advisory Committee initiated
e. Identify opportunities to bring Board, staff and alumni together to create a Connected Cadre of Champions	NS	Alumni Network

SP-1 Accomplishments/ Results/ Highlights

- c.
 - Member of Georgian College’s Program Advisory Committee for Environmental Technician/Technology Program
 - Developed and delivered High school presentation content (e.g. "The Key to Keeping Our Water Healthy")
- d.
 - Healthy Soils = Healthy Watershed project feasibility and sourcing funds
 - Preliminary work to establish Agricultural Advisory Committee to the SSEA Board

SP-2 Build New Alliances

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
a. Convene conversations with Francophone, Metis and First Nation communities to identify opportunities to work more closely together on initiatives that are of mutual interest and benefit	O	Building new alliances and partnerships Engage First Nations, Métis and francophone communities
b. Meet with the County of Simcoe (COS) and District of Muskoka (DMM) and explore opportunities to strengthen the relationship	O/IP	Continued engagement with COS through web and GIS support IS Communication Process
c. Complete a stakeholder map to identify potential new partnership opportunities across the watershed and beyond (e.g. Health Unit, schools, etc.)	O	Partner/Stakeholder List
d. Explore opportunities to collaborate with the arts and culture community across the watershed to build ecological literacy and interest in Severn Sound	NS	Release content and complete events with local arts and culture community

SP-2 Accomplishments/ Results/ Highlights

- a.
 - Staff Training: Truth and Reconciliation sessions (LSRCA and Georgian Bay Biosphere)
 - Secured in-kind support from Georgian Bay Métis Council for funding proposals
- b.
 - Host multi-partner IS Working Group; Ongoing communications with County of Simcoe regarding IS
 - Executive Director appointed member of the Muskoka Watershed Advisory Group
- c.
 - Continue to maintain the list of stakeholders encouraging new partnerships as they occur
 - Communication with a variety of groups and organizations to engage and share knowledge on priority IS
- d.
 - Partnership with local Realtor to create 3 educational videos - creative material provided by Realtor

SP-3 Empower Others to Take Action

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
a. Work with partners to identify new opportunities for landowners to support the management of IS	○	Provided IS removal training & identification services Participated in Provincial level development process of IS Best Management Practices
b. Investigate opportunities for early intervention to support landowner and partner efforts designed to improve environmental quality (e.g. reintroduction of Well Aware, Natural Shorelines, Stormwater management and Low Impact Design, soil health)	○	Support landowner environmental quality improvements Provided support to Municipalities relating to Community shoreline resilience at Great Lakes Conference
c. Develop a Volunteer Strategy (incl. school co-ops)	○	Developing Volunteer Strategy

SP-3 Accomplishments/ Results/ Highlights

- a.
 - Participated in provincial working group and development of IS Best Management Practices; IS removal training, lending equipment and species identification services
- b.
 - Supported municipalities in delegation at Association of Municipalities of Ontario conference on Great Lakes Water Levels – Shoreline Community Resilience
 - Responded to numerous inquiries from municipal partner representatives, members of the public or contractors working on behalf of landowners and external organizations/agencies
 - Pursuing funding for shoreline naturalization/health project through Great Lakes Local Action Fund
 - Healthy Soils = Healthy Watershed project designed to work with and support rural agricultural landowners improve soil health submitted for funding
- c.
 - Developing Volunteer Strategy
 - Worked with municipal partners to recruit and coordinate volunteers to assist with IS projects

GOAL 3: ENGAGED & INFORMED COMMUNITY (EIC)

EIC-1. Address Priority & Legacy Issues

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
a. Develop a Public & Stakeholder Communications and Engagement Strategy	IP	Communications & Engagement Strategy
b. Develop an 'Outreach Program/Curriculum' with partners, identifying potential topics of priority and develop a roster of public workshops and/or educational events including webinars and videos (e.g. Species At Risk, NH Value, IS)	IP/O	Educational Programs Development Educational Video Short Series implemented Hosted webinars
c. Develop and deliver a Board Orientation Program for new members	C	Board Orientation Program updated regularly and delivered when requested
d. Develop and deliver an SSEA Orientation Program for Municipal Councils	IP	Municipal Orientation Program in prep.

EIC-1 Accomplishments/ Results/ Highlights

- b.
 - Online Video Content Expanded - Board Meetings and education videos posted regularly
 - 12 informational videos uploaded to YouTube channel | Collaboration with local realtor and South Georgian Bay Chamber on video content
 - Presentations delivered
 - Natural Shorelines at Bass Lake Ratepayers Association AGM
 - Algae in Severn Sound at Gloucester Pool Cottage Association AGM
 - "Rehabilitating Coastal Habitat in Severn Sound" (Penetanguishene Waterfront Park Rehabilitation Project) at Lake Huron Centre for Coastal Conservation "Is the Coast Clear" conference
 - "Leadership in Environmental Health" at Northern Innovation Symposium
 - Participated in panel "Straight Talk - Climate Change on Your Doorstep" hosted by Midland Cultural Centre
 - "Severn Sound - Value of Investing in Water Quality" webinar hosted in collaboration with CELA
 - Hosted virtual and in-person IS educational/community events for municipal representatives, public and volunteers; provided educational content through website and social media
 - Minimize Your Impact and Protect Your Shoreline fact sheet produced
 - c.
 - Board Orientation program and process material updated regularly
 - Board Orientation occurs regularly with staff reports & presentations, quarterly reports for Board of Directors
 - d.
 - Robust interactive approach to orientation being developed
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EIC- 2 Enhance SSEA Profile & Visibility

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
a. Develop a Branding Strategy for SSEA to create commitment to and increased understanding of the organization	NS	Branding Strategy
b. Develop a calendar of community-based events across the watershed and identify opportunities for SSEA 'Pop Up Events' to enhance profile and visibility	IP/NS	Events Calendar in development / 'Pop Up Events' not started
c. Make regular presentations to watershed municipalities to document value-added, SSEA-driven and supported services and projects in their respective jurisdiction	O	Municipal Presentations

EIC-2 Accomplishments/ Results/ Highlights

- b.
 - Development of Online calendar to house SSEA Staff led and participation events continued
- c.
 - Education and awareness activities, including attending events, delivering presentations/webinars, articles, workshops, social media and website content, responding to municipal and public inquiries
 - Conducted council deputations to six member municipalities with a DWSP 101, Risk Management Update, and SPA update
 - Presentations to Township of Springwater Council & Staff (SSEA Educational Session), Township of Georgian Bay Council (Honey Harbour and Port Severn Water Quality) and Township of Tiny Council (Invasive Species Update)

EIC- 3 Learn from Others

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
a. Work with partners to develop a Citizen Science Strategy	IP	Citizen Science Strategy
b. Complete a best practice review of other jurisdictions to identify exemplary outreach, education, communication and marketing initiatives (e.g. Evidence for Democracy)	NS	Best Practice Review
c. Explore partnership to establish a Great Lakes Centre of Excellence (education/outreach/action)	NS	Great Lakes Centre of Excellence

EIC-3 Accomplishments/ Results/ Highlights

- a.
 - Draft Citizen Science Strategy produced & under review
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GOAL 4: EXCEPTIONAL ORGANIZATION (EO)

EO-1 Consistently deliver exceptional, exemplary service – for all, by all

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
a. Use technology to full advantage by identifying opportunities to modernize services in order to offer full access to partners and clients full access (e.g. 24/7 access) to critical services	NS/O	Service Modernization Assessment Not Started Improvements to Web Site and Social Media Presence Ongoing
b. Secure organizational independence through the establishment of a 'permanent home' for SSEA	O	Secure long term, sustainable office space for SSEA
c. Identify and implement opportunities to ensure funding for SSEA is secure and sustainable over the long-term	O	Long term Funding & Budget Plan
d. Explore grant opportunities for SSEA, and for SSEA in partnership with others	O	Grant application submissions Collaboration with other organizations
e. Review Fee Structure to ensure it is 100% cost-recoverable	NS	Cost Recovery Fee Schedule

EO-1 Accomplishments/ Results/ Highlights

- a.
 - Improved social media presence by launching SSEA Instagram account
 - By end of Q4: 345 Twitter followers, 222 Instagram followers, 18 YouTube channel subscribers, 7282 website visits
 - b.
 - Established partnership with Tay Newmarket Hydro and 5 year lease on building in Port McNicoll with possibility of longer term lease
 - c.
 - SSEA What We Do/Accomplishments documents for various municipalities
 - Deputations to Municipalities (budget and otherwise) upon request
 - Continue to budget on a 5 year basis to provide member municipalities and partners with projections for longer term planning
 - d.
 - Submitted 13 SSEA-led funding applications, plus collaborated on 6 additional applications with partner organizations | Successful with 8
 - Applied for grants and partnered with local organizations including Friends of Wye Marsh, Georgian Bay Forever and Farlain Lake Community Association
 - Successful grants applications: BioTalent Canada (2), Lake Huron Georgian Bay Community Action Framework, Forests Ontario (2), Canada Summer Jobs, Great Lakes Local Action Fund & TD Friends of Environment Foundation
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EO-2 Commit to a Culture of Continuous Improvement

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
a. Conduct an SSEA Governance Review in anticipation of the 2020 Financial Agreement Renewal	IP	Governance Review in progress Board Governance Policies Completed
b. Complete a Board & Staff 'Team' Evaluation	NS	SSEA Board and Staff Evaluations
c. Explore opportunities to enhance public and stakeholder representation in current governance model	IP	Establish stakeholder networks one Advisory Committee Terms of Reference developed
d. Explore opportunities for greater alignment with SSS	C	SSS Integrated with SSEA
e. Develop and implement standardized reporting formats	IP	Standardized Reporting Formats

EO-2 Accomplishments/ Results/ Highlights

- a.
 - Board Code of Conduct and Rules of Procedure Completed
- c.
 - Preliminary work to form SS Agricultural Advisory Committee
- d.
 - SSS integrated with SSEA as special
- e.
 - Report formats are being tested, e.g. Subwatershed Conditions Reports, IS Annual Summary, Annual Report

EO-3 Be An Employer Of Choice

PRIORITY ACTION	STATUS 2020	OUTCOMES/ DELIVERABLES
a. Develop an Human Resource (HR) Recruitment and Retention Strategy	NS	Recruitment and Retention Strategy
b. Develop a Succession Plan	NS	Succession Plan
c. Explore opportunities to increase internal capacity through co-ops, internships and partnerships	O	Foster existing and new relationships with institutions providing intern and co-op opportunities
d. Standardize HR processes and procedures	IP	HR Standard Operating Procedures
e. Develop standardized Performance Appraisal process and protocols	NS	Performance Appraisal Procedures
f. Review pay grade to implement pay grid and equity across the organization	NS	Standardized Pay Grid
g. Develop Staff Training Needs Assessment & Staff Development Program to deliver Core Competencies & leadership development	IP	Training & Development Needs Assessment

EO-3 Accomplishments/ Results/ Highlights

- c.
 - Georgian College Environmental Technology Applied Research Project - Orr Lake Shoreline & Recreational Use Study
 - Staff regularly liaise with educational institutions to assess internship & co-op opportunities
 - Successfully securing internship grants through Biotalent Canada and building seasonal capacity through Canada Summer Jobs funding.
- d.
 - Working with Tay HR to update and standardize new employee on boarding form and package
 - Updated offer letter and Job Contract Agreement
- g.
 - Surveyed staff re: interest in training and development opportunities
 - Assessment of Team training & leadership development training opportunities within budget allocations