

## Guiding Principles for Transition

Over the past 80 years, Conservation Authorities have balanced fiscal responsibility with high-quality, locally responsive services. That success is rooted in a deep local knowledge and upheld by local connections with landowners, community groups and member municipalities. The consolidated authority should continue to be guided by science, local knowledge, and strong partnerships to protect people, property, and the natural environment.

Throughout this process, protecting staff and supporting a transition that respects municipal contributions and maintains public trust for all communities served should be a top priority. Successful consolidation will need to respect the past, while building upon shared achievements to create a unified region capable of delivering enhanced programs and services, advancing integrated watershed management and strengthening community partnerships across the region.

The principles are not listed in order of priority. Each principle is essential and collectively provide a framework for the future.

### Accountable to Communities and Transparent Governance

Establish an effective, accountable, and transparent governance model that includes all participating municipalities and communities and complies with provincial legislation.

### Fiscal Responsibility

Develop a fiscally responsible transition plan that protects short-term stability and long-term sustainability.

### Commitment to Workforce Stability and Talent Retention

Prioritize the well-being, retention, and fair treatment of all staff while maintaining local service delivery throughout the consolidation process.

### Service Excellence

Ensure that communities continue to receive high-quality, locally responsive programs and services.

### Risk Management and Business Continuity

Ensure uninterrupted delivery of critical services while carefully managing risks associated with organizational change.

### Watershed-Based Science Informed Management

Ensure consolidation does not dilute the watershed-based approach that defines Conservation Authorities.

### Transparency, Trust and Clear Communication

Transparent communication is critical for maintaining confidence among staff, municipalities and the public.