

FULL AUTHORITY MEETING
Wednesday May 17, 2017 9:30 am
Ball's Falls Centre for Conservation – Glen Elgin Room
3292 Sixth Avenue, Jordan, ON

A G E N D A

Upcoming Events

- May 27 & 28 *Roots on the Twenty*
-

10:00 am

Closed Session

-
1. *Legal Update*----- *Verbal*
-

Public Session

- ◆ **DECLARATION OF CONFLICT OF INTEREST**
- ◆ **ADOPTION OF AGENDA**
- ◆ **DELEGATION / PRESENTATIONS**
 - 1. *“Niagara Region Metis Council” – Presentation by Derrick*
 - 2. *“Weather/Flood Event update” - Staff Presentation (S. Miller & R. Kitchen)*
- ◆ **BUSINESS**
 - (1) **A. Approval of Draft Minutes**
 - 1. *Full Authority Meeting* held April 26, 2017
 - (2) Business Arising from Minutes
 - (3) Correspondence
 - (4) Chairman's Remarks
 - (5) Chief Administrative Officer Comments

Reports for Information

- (6) Financial & Reserves – Month ending April 30, 2017 ----- **Report No. 55-17**

Reports for Consideration

- (7) Board of Directors Reg#2 - Code of Conduct Revised DRAFT ----- **Report No. 56-17**
- (8) NPCA Strategic Plan Assessment – Next Steps ----- **Report No. 57-17**
- (9) Virgil Dam, NOTL – Future Ownership & Management ----- **Report No. 58-17**
- (10) NPCA Policy Review – Additional Public Consultation ----- **Report No. 59-17**
- (11) Appointment of Regulations Officer ----- **Report No. 60-17**
- (12) Other Business

Closed Session

2. Cave Springs ----- **Report No. CR-61-17**
3. Confidential Matter ----- Verbal

Public Session

- ◆ Resolutions resulting from Closed Session
 - ◆ **ADJOURNMENT**
-

CORRESPONDENCE

❖ **Grant Thornton** - dated May 10, 2017

RE: Disclosure Note

May 17, 2017 Full Authority Meeting



Grant Thornton

An instinct for growth™

Audit Committee
Niagara Peninsula Conservation Authority
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May 10, 2017

Please be advised of the following:

The draft financial statement approved April 26, 2017 required one revision, only to note 3 of the financials.

The revision was a requirement by our standards group.

The revision did not result in any monetary change to the financial statements, is limited to slightly enhanced disclosure of the prior period adjustment and is considered a minor disclosure change.

Attached, is a draft of the original note and the revised note.

Yours truly,
Grant Thornton LLP

Randy Momot, CPA, CA
RJ Momot Professional Corporation
Partner

RM/rb
Encls.

Niagara Peninsula Conservation Authority

Notes to the Financial Statements

December 31, 2016

2. Significant accounting policies (continued)

Use of estimates and measurement uncertainty

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future. One area in which management makes an estimate is with regards to obligations for employee benefits.

Prior period adjustment

In 2016, management became aware that amounts were recorded in error for the year ended December 31, 2015. Government transfers and interest in the amount of \$214,547 were recorded as deferred revenue at December 31, 2015, but it was subsequently identified that the expenses related to the funding had been incurred and recorded incorrectly within the general ledger. Therefore, the deferred revenue had satisfied the stipulations for reporting as revenue. In addition, accounts receivable greater than one year old in the amount of \$14,175 were removed to more accurately reflect amounts owing. The correction of these errors has been presented by retrospectively restating the comparative figures as follows:

	<u>Increase/(Decrease)</u>
<u>Statement of Financial Position</u>	
Accounts receivable - Other	\$(14,175)
Deferred revenue	(214,547)
Operating reserves	200,372
<u>Statement of Operations</u>	
<u>Revenues</u>	
Government transfers	
Province of Ontario - Other	134,694
Government of Canada	53,571
Authority generated	
Interest	26,282
<u>Expenses</u>	
Corporate services	14,175
Accumulated surplus	200,372

3. Portfolio investments

Portfolio investments consist of a bank guaranteed investment certificates bearing interest ranging from 1.5% to 1.85% maturing in December 2017. Interest is receivable on maturity. Carrying value approximates market value.

Niagara Peninsula Conservation Authority

Notes to the Financial Statements

December 31, 2016

2. Significant accounting policies (continued)

Use of estimates and measurement uncertainty

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenditures during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future. One area in which management makes an estimate is with regards to obligations for employee benefits.

3. Prior period adjustments

In 2016, management became aware that amounts were recorded in error for the year ended December 31, 2015.

Adjustment A

Government transfers and interest in the amount of \$214,547 were recorded as deferred revenue at December 31, 2015, but it was subsequently identified that the expenses related to the funding had been incurred and recorded incorrectly within the general ledger. Therefore, the deferred revenue had satisfied the stipulations for reporting as revenue.

Adjustment B

Accounts receivable in the amount of \$14,175 were removed to more accurately reflect amounts owing.

The correction of these errors has been presented by retrospectively restating the comparative figures as follows:

	As Previously Reported	Increase/(Decrease)		As Restated
		A	B	
Statement of Financial Position				
Accounts receivable - Other	\$232,302		\$(14,175)	\$218,127
Deferred revenue - Other	720,519	\$(214,547)		505,972
Statement of Operations				
Revenues				
Government transfers				
Province of Ontario - Other	225,418	134,694		360,112
Government of Canada	160,682	53,571		214,253
Authority generated				
Interest	88,334	26,282		114,616
Expenses				
Corporate services	2,941,214		14,175	3,101,342
Accumulated surplus	19,997,311	214,547	(14,175)	20,197,683

REPORTS FOR INFORMATION

❖ *Report No. 55-17 - Financial & Reserves month ending April 30, 2017*

May 17, 2017 Full Authority Meeting

Report To: Board of Directors

Subject: Financial and Reserve Report – Month Ending April 30, 2017

Report No: 55-17

Date: May 17, 2017

RECOMMENDATION:

That the Financial and Reserve Report No. 55-17 month ending April 30, 2017, be RECEIVED for information.

DISCUSSION:

To provide the Board a summary of operations & capital expenditures versus revenues and to provide a comparison of actual results to the budget as approved by the Board.

The report confirms the general financial oversight and compliance with Public Sector Accounting Board standards.

FINANCIAL IMPLICATIONS:

The lines of business are within budget allocations identified during the budget preparation and approval cycle.

RELATED REPORTS AND APPENDICES:

Appendix 1 – Budget Status Report: for month ending April 2017 (consolidated)

Appendix 2 - Statement of Reserves for month ending April 2017

Prepared by:



David Barrick
Director of Corporate Services

Submitted by:



Mark Brickell
Acting CAO/Secretary Treasurer

This report was prepared in consultation with John Wallace, Manager of Finance.

**NIAGARA PENINSULA CONSERVATION AUTHORITY
CONSOLIDATED NON CAPITAL
JANUARY 1, 2017 -APRIL 30, 2017**

<u>REVENUES</u>	<u>YTD ACTUAL</u>	<u>ANNUAL BUDGET</u>	<u>% OF BUDGET</u>
MNR TRANSFER PAYMENTS	-	174,496.00	0.0%
PROVINCIAL GRANTS - MOE	3,538	99,500	3.6%
PROVINCIAL GRANTS - OTHER	58,458.76	212,000.00	27.6%
FEDERAL GRANTS	39,088	190,000	20.6%
MUNICIPAL LEVY - GENERAL	1,409,745	5,638,972	25.0%
LEVY - SPECIAL - NIAGARA	432,373	1,729,488	25.0%
LEVY - SPECIAL - HAMILTON	4,974	19,897	25.0%
ADMINISTRATION FEES	119,801	360,325	33.2%
USER FEES /OTHER REVENUES	615,015	1,612,279	38.1%
RESERVE FUNDS	-	-	0.0%
LAND OWNER CONTRIBUTION	7,639	-	100.0%
MISCELLANEOUS	24,026	106,435	22.6%
	<u>2,714,659</u>	<u>10,143,392</u>	<u>26.8%</u>

EXPENDITURES

CAO/BOARD & CORPORATE SERVICES	919,765	4,028,507	22.8%
WATERSHED	771,381	3,013,598	25.6%
OPERATIONS	726,379	3,101,287	23.4%
	<u>2,417,525</u>	<u>10,143,392</u>	<u>23.8%</u>

**NIAGARA PENINSULA CONSERVATION AUTHORITY
CAO/BOARD AND CORPORATE SERVICES
JANUARY 1, 2017 -APRIL 30, 2017**

<u>REVENUES</u>	<u>YTD ACTUAL</u>	<u>ANNUAL BUDGET</u>	<u>% OF BUDGET</u>
MNR TRANSFER PAYMENTS	-	75,796	0.0%
PROVINCIAL GRANTS - OTHER	16,547	110,000	15.0%
MUNICIPAL LEVY - GENERAL	660,196	2,640,783	25.0%
LEVY - SPECIAL - NIAGARA	278,473	1,113,893	25.0%
INTEREST INCOME	7,783	60,000	13.0%
MISCELLANEOUS	6,612	-	100.0%
RESERVE FUNDS		-	-
CONSERVATION FOUNDATION	5,632	28,035	20.1%
	975,242	4,028,507	24.2%

EXPENDITURES

CAO & BOARD EXPENSES	51,272	365,723	14.0%
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CORPORATE SERVICES

CORPORATE MANAGEMENT	265,364	1,783,738	14.9%
OFFICE SERVICES	203,012	487,600	41.6%
FINANCIAL SERVICES	83,259	270,246	30.8%
HUMAN RESOURCES	46,726	114,120	40.9%
INFORMATION TECHNOLOGY	162,749	526,504	30.9%
CORPORATE COMMUNICATIONS	107,384	480,576	22.3%
	868,493	3,662,784	23.7%

**NIAGARA PENINSULA CONSERVATION AUTHORITY
WATERSHED
JANUARY 1, 2017 - APRIL 30, 2017**

<u>REVENUES</u>	<u>YTD ACTUAL</u>	<u>ANNUAL BUDGET</u>	<u>% OF BUDGET</u>
MNR TRANSFER PAYMENTS	-	98,700	0.0%
PROVINCIAL GRANTS - MOE	3,538	99,500	3.6%
PROVINCIAL GRANTS - OTHER	41,912	102,000	41.1%
FEDERAL GRANTS	39,088	190,000	20.6%
MUNICIPAL LEVY - GENERAL	410,627	1,642,501	25.0%
LEVY - SPECIAL - NIAGARA	120,570	482,275	25.0%
LEVY - SPECIAL - HAMILTON	4,974	19,897	25.0%
ADMINISTRATION FEES	119,801	360,325	33.2%
RESERVE FUNDS	-	-	0.0%
LAND OWNER CONTRIBUTION	7,639	-	100.0%
MISCELLANEOUS	4,000	18,400	21.7%
	752,149	3,013,598	25.0%
<u>EXPENDITURES</u>			
WATERSHED MANAGEMENT	149,216	434,861	34.3%
PLAN REVIEW AND REGULATIONS	315,590	1,143,552	27.6%
WATERSHED PROJECTS	306,575	1,435,185	21.4%
	771,381	3,013,598	25.6%

**NIAGARA PENINSULA CONSERVATION AUTHORITY
OPERATIONS
JANUARY 1, 2017 -APRIL 30, 2017**

<u>REVENUES</u>	<u>YTD ACTUAL</u>	<u>ANNUAL BUDGET</u>	<u>% OF BUDGET</u>
MUNICIPAL LEVY - GENERAL	338,922	1,355,688	25.0%
LEVY - SPECIAL - NIAGARA	33,330	133,320	25.0%
USER FEES/OTHER REVENUES	615,015	1,612,279	38.1%
RESERVE FUNDS	-	-	0.0%
	<u>987,267</u>	<u>3,101,287</u>	<u>31.8%</u>
 <u>EXPENDITURES</u>			
OPERATIONS MANAGEMENT	183,787	570,177	32.2%
STRATEGIC INITIATIVES	157,740	724,103	21.8%
LAND PROGRAMMING	350,889	1,648,507	21.3%
VEHICLES AND EQUIPMENT	33,964	158,500	21.4%
	<u>726,379</u>	<u>3,101,287</u>	<u>23.4%</u>

**NIAGARA PENINSULA CONSERVATION AUTHORITY
CONSOLIDATED CAPITAL
JANUARY 1, 2017 - APRIL 30 , 2017**

<u>REVENUES</u>	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>% OF BUDGET</u>
FEDERAL GRANTS	-	-	0.0%
MUNICIPAL LEVY - GENERAL	107,935	431,744	25.0%
LEVY - SPECIAL - NIAGARA	242,717	970,871	25.0%
LEVY - SPECIAL - HAMILTON	25,000	100,000	25.0%
RESERVE FUNDS	-	-	0.0%
MISCELLANEOUS/OTHER	-	271,000	100.0%
	375,652	1,773,615	21.2%

EXPENDITURES

CORPORATE SERVICES	48,929	129,871	37.7%
WATERSHED	40,205	46,000	87.4%
LAND DEVELOPMENT	32,136	1,166,000	2.8%
NIAGARA DIFFERENTIAL (RESERVE)	-	431,744	0.0%
	121,270	1,773,615	6.8%

NIAGARA PENINSULA CONSERVATION AUTHORITY
CORPORATE SERVICES - CAPITAL
JANUARY 1, 2017 - APRIL 30, 2017

<u>REVENUES</u>	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>% OF BUDGET</u>
LEVY - SPECIAL - NIAGARA	7,467	29,871	25.0%
MISCELLANEOUS/OTHER	-	100,000	0.0%
	7,467	129,871	5.7%

EXPENDITURES

GIS/CORPORATE SERVICE	48,929	129,871	37.7%
	48,929	129,871	37.7%

**NIAGARA PENINSULA CONSERVATION AUTHORITY
WATERSHED CAPITAL
JANUARY 1, 2017 - APRIL 30, 2017**

<u>REVENUES</u>	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>% OF BUDGET</u>
LEVY - SPECIAL - NIAGARA	11,500	46,000	25.0%
	11,500	46,000	25.0%

<u>EXPENDITURES</u>			
FLOODPLAIN MAPPING	40,205	-	100.0%
STREAM GAUGE & MONITORING NETWORK	-	46,000	0.0%
	40,205	46,000	87.4%

NIAGARA PENINSULA CONSERVATION AUTHORITY
CONSERVATION LAND DEVELOPMENT - CAPITAL
JANUARY 1, 2017 - APRIL 30, 2017

<u>REVENUES</u>	<u>YTD ACTUAL</u>	<u>YTD BUDGET</u>	<u>% OF BUDGET</u>
FEDERAL GRANTS	-	-	100.0%
MUNICIPAL LEVY - GENERAL	-	-	0.0%
LEVY - SPECIAL - NIAGARA	223,750	895,000	25.0%
LEVY - SPECIAL - HAMILTON	25,000	100,000	25.0%
RESERVE FUNDS	-	-	0.0%
MISCELLANEOUS/OTHER	-	171,000	100.0%
	248,750	1,166,000	21.3%

EXPENDITURES

LAND ACQUISITION (RESERVE)	-	600,000	0.0%
BALL'S FALLS	-	120,000	0.0%
BINBROOK	1,977	-	100.0%
CHIPPAWA CREEK	-	-	0.0%
LONG BEACH	10,815	245,000	4.4%
ECOLOGICAL PROJECTS	-	21,000	100.0%
GAINSBOROUGH CENTRAL WORKSHOP	19,344	180,000	10.7%
	32,136	1,166,000	2.8%

**NIAGARA PENINSULA CONSERVATION AUTHORITY
STATEMENT OF CONTINUITY FOR CAPITAL & OPERATING RESERVES
FORECAST FOR 2017**

	Balance (Audited) 31-Dec <u>2016</u>	Authorized Appropriations <u>2017</u>	Forecasted Balance 31-Dec <u>2017</u>
	\$	\$	\$
Unexpended Capital Reserves			
Equipment	383,390	(102,582)	280,808
General Capital	1,283,542	(612,560)	670,982
Flood Protection Services	404,350	0	404,350
Niagara Levy Differential	774,469	431,744	1,206,213
Land acquisition-Hamilton	900,000	100,000	1,000,000
Land acquisition-Niagara	798,174	500,000	1,298,174
	4,160,535	419,184	4,579,719
	4,543,925	316,601.79	4,860,527
Operating Reserves			
General Operating Reserve	559,492	0	559,492
Tree Bylaw Agreement	82,371	0	82,371
	641,863	0	641,863
	641,863	0	641,863.00
Grand Total Reserves	5,185,788	316,602	5,502,390
Deferred Revenue - Ontario Power Generation Funding	1,736,981	(358,000.00)	1,378,981

REPORTS FOR CONSIDERATION

- ❖ *REPORT 56-17 Draft Code of Conduct-Reg#2 Revised*
- ❖ *REPORT 57-17 NPCA Strategic Plan Assessment – Next Steps*
- ❖ *REPORT 58-17 Virgil Dam, NOTL – Future Ownership & Management*
- ❖ *REPORT 59-17 Policy Review & Additional Public Consultation*
- ❖ *REPORT 60-17 Appointment of Regulations Officer*

May 17, 2017 Full Authority Meeting

Report To: Board of Directors

Subject: Board of Directors Regulation #2 – Code of Conduct Revised DRAFT

Report No: 56-17

Date: May 17, 2017

RECOMMENDATION:

That Report No. 56-17 be RECEIVED for information.

That the NPCA Board AMEND the Board of Directors – Regulation #2 to replace Appendix B Code of Conduct with a strengthened Code of Conduct outlined in this report as Appendix 2 and ensure alignment within the Regulation to the new Code.

PURPOSE:

For the Board to consider strengthening its Member Code of Conduct. This report aligns with the 2014-2017 Strategic Plan under, 'Transparent Governance & Enhanced Accountability.'

BACKGROUND:

Section 30 of the Conservation Authorities Act reads that, "*an Authority shall make regulations*" R.S.O. 1990, c. C.27, s. 30 (1).

The current "*Administrative Rules and Procedures*" were approved by the Authority in June 1996 and has received various amendments up to 2011. The revised Regulation #2 containing current references to Board Member Code of Conduct in section 5 and Appendix B was approved by the Board November 24, 2014.

Section 5 of Regulation #2 states:

5.0 Conduct of Members

5.1 No Director at any meeting of the Authority shall:

- a) Criticize any decision of the Authority or the Committee, as the case may be, except for moving, in accordance with the provision of this by-law, that the questions be reconsidered.*
- b) Speak in a manner that is discriminatory in nature based on an individual's race, ancestry, place of origin, citizenship, creed, gender, sexual orientation, age, colour, marital status, family status or disability.*

c) Leave their seat or make any noise or disturbance while a vote is being taken or until the result is declared.

d) Interrupt a member while speaking, except to raise a point of order or a question of privilege.

e) Speak disrespectfully or use offensive words against the Authority, Authority members, staff, or any member of the public;

f) Speak beyond the question (s) under debate;

g) Resist the rules or disobey the decision of the Chair on the questions or order or practices or upon the interpretation of the rules of the Authority.

5.2 If any Director resists or disobeys, they may be ordered by the Chair to leave their seat for the remainder of the meeting. In the case of an apology being made by the offender, they may, by majority vote of the Authority, be permitted to retake their seat.

5.3 No person except Directors and Staff shall be allowed to come to the Board's table during the meetings of the Board without permission of the Chair or the Board.

5.4 Censorship of an individual director for conduct unbecoming a Board member in the fulfillment of their duties will be in accordance with a Motion to Censure described in Appendix A.

For reference, the current Board Member Code of Conduct (Appendix B of Regulation #2) is attached to this report as Appendix 1.

At its Full Authority meeting held April 26th, 2017, the Board passed Resolution No. FA-107-17: *"That staff be directed to bring back to this Board at the next Full Authority meeting, an updated Code of Conduct Policy for Board Members."*

DISCUSSION:

The current NPCA Code of Conduct has eleven (11) sections and is two (2) pages. In honouring the Board direction for staff to submit an updated Code of Conduct for it to consider, staff has reviewed various Codes of Conduct currently utilized by several Conservation Authorities in Ontario. They include Lower Trent Conservation, Nottawasaga Valley Conservation Authority, Kawartha Conservation, Hamilton Conservation Authority, Credit Valley Conservation Authority and Upper Thames River Conservation Authority.

While much of the content within the comparable Codes of Conduct is similar, there is some language the NPCA Board may find valuable to be part of its own updated Code of Conduct. Blending existing language from other Conservation Authorities and in preparing a strengthened DRAFT Code of Conduct for the Board to consider (attached as Appendix 2), it should be noted that no sections have been removed from the existing Code rather five (5) sections have been added and eight (8) existing sections have been expanded as follows:

- ✓ Preamble (*new*)
- ✓ General (expanded)
- ✓ No Conflicting Interests (*new*)
- ✓ Encouragement of Respect (expanded)

- ✓ Confidentiality (expanded)
- ✓ Work of a political nature (expanded)
- ✓ Attendance at Authority Meetings (*new*)
- ✓ Conduct at Authority Meetings (expanded)
- ✓ Influence on staff (expanded)
- ✓ Encouragement of Respect for Corporation and its Regulations (expanded)
- ✓ Harassment (expanded)
- ✓ Operational concerns or complaints (*new*)
- ✓ Breach of Conduct (*new*)

The overall result is a DRAFT Code of Conduct that has sixteen (16) sections and is five (5) pages. The revised DRAFT is a quantitative, but more importantly, a qualitative improvement by closing existing policy gaps, adding clarity as well as rigour.

The Board may choose to amend the Revised DRAFT in any way.

Further, the Board may also consider adopting a 'Code of Conduct Agreement' whereby all Directors must review, agree to, and sign a 'Code of Conduct Agreement' as part of their Board Orientation (a sample Code of Conduct Agreement is provided in Appendix 3).

FINANCIAL IMPLICATIONS:

While there are no direct financial implications, it should be noted that Pursuant to Endorsement 2(13), of the NPCA's Directors & Officers Liability Insurance, Chubb may deny to insure any claim against a Board member and/or may not apply defense costs, "...for any *deliberately fraudulent act or omission or any willful violation of any statute or regulation by such Insured.*"

RELATED REPORTS AND APPENDICES:

- Appendix 1 – Current NPCA Code of Conduct
- Appendix 2 – Revised DRAFT Code of Conduct
- Appendix 3 – Sample Code of Conduct Agreement

Prepared by:



David Barrick
 Director of Corporate Services

Submitted by:



Mark Brickell
 Acting CAO/Secretary Treasurer

Appendix B Code of Conduct

1.0 General

All members shall serve in a conscientious and diligent manner. No member shall use the influence of office for any purpose other than for the exercise of his/her official duties.

2.0 Gifts and Benefits

Members shall not accept fees, gifts or personal benefits (greater than \$50 in value) that are connected directly or indirectly with the performance of duties, except compensation authorized by law.

3.0 Confidentiality

All information, documentation or deliberations received, reviewed, or taken in closed session of the Authority and its committees are confidential.

Members shall not disclose or release by any means to any member of the public either in verbal or written form any confidential information acquired by virtue of their office, except when required by law to do so.

Members shall not permit any persons other than those who are entitled thereto to have access to information which is confidential.

Particular care should be exercised in releasing information such as the following:

- personnel matters
- information about suppliers provided for evaluation which might be useful to other suppliers
- matters relating to the legal affairs of the Authority
- sources of complaints where the identity of the complainant is given in confidence
- items under negotiation
- schedules of prices in contract tenders
- information deemed to be "personal information" under the Municipal Freedom of Information and Protection of Privacy Act.

The list above is provided for example and is not inclusive.

4.0 Use of Authority Property

No member shall use for personal purposes any Authority property, equipment, supplies, or Services of consequence other than for purposes connected with the discharge of Authority duties or associated community activities of which the Authority has been advised.

5.0 Work of a Political Nature

No Member shall use Authority facilities, services or property for his or her re-election campaign. No member shall use the services of Authority employees for his or her re-election campaign, during hours in which the employees are in the paid employment of the Authority.

6.0 Conduct at Authority Meetings

During meetings, members shall conduct themselves with decorum. Respect for delegations and for fellow members requires that all members show courtesy and not distract from the business of the Authority during presentations and when other members have the floor.

7.0 Influences on Staff

Members shall be respectful of the fact that staff work for the whole corporation and are charged with making recommendations that reflect their professional expertise and corporate perspective, without undue influence from any individual member or faction.

8.0 Business Relations

No member shall borrow money from any person who regularly does business with the Authority unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.

No member shall act as a paid agent before the Authority or a committee of the Authority, except in compliance with the terms of the Municipal Conflict of Interest Act.

9.0 Encouragement of Respect for Corporation and its Regulations

Members shall represent the Authority in a respectful way and encourage public respect for the Authority and its Regulations.

10.0 Harassment

Harassment of another member, staff or any member of the public is misconduct. It is the policy of the Niagara Peninsula Conservation Authority that all persons be treated fairly in the workplace in an environment free of discrimination and of personal and sexual harassment.

Harassment may be defined as any behaviour by any person including a co-worker that is directed at or is offensive to another person on the grounds of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, age, marital status or family status and any other prohibited grounds under the provisions of the Ontario Human Rights Code.

11.0 Interpretation

Members of the Authority seeking clarification of any part of this Appendix should consult with the Municipal Clerk or Corporate Council of the municipality that appointed the respective member.

Revised DRAFT Appendix B Code of Conduct

1.0 Preamble

- 1.1 Since its inception, the Niagara Peninsula Conservation Authority (NPCA) has demanded a high level of integrity and ethical conduct from its Board of Directors. The Authority's reputation has relied upon the good judgement of individual Directors. A written Code of Conduct helps to ensure that all Directors share a common basis for acceptable conduct. Further, this document enhances public confidence that Directors operate from a base of integrity, justice and courtesy.
- 1.2 The Code of Conduct represents general standards. It augments the laws which govern the behaviour of Directors, and they are not intended to replace personal ethics.
- 1.3 This Code of Conduct will also assist Directors in dealing with situations that may be ambiguous in NPCA resolutions, regulations, or policies and procedures.

2.0 General

- 2.1 The Board governs lawfully with an emphasis on:
 - a) Outward vision rather than an internal preoccupation;
 - b) Encouragement of diversity in viewpoints;
 - c) Strategic leadership more than administrative detail;
 - d) Clear distinction between the Board and CAO/staff roles;
 - e) Collective rather than individual decisions;
 - f) Future rather than past or present; and
 - g) Proactive rather than reactive.
- 2.2 The Board commits itself and its Directors to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board Directors.
- 2.3 All directors of the NPCA's Board, whether a municipal Councilor or an appointed representative of a single tier or upper tier municipality, are held in high esteem as representatives of the NPCA and are expected to conduct themselves in a manner that reflects positively on the NPCA.
- 2.4 All Directors shall serve in a conscientious and diligent manner. No Director shall use the influence of office for any purpose other than for the exercise of his/her official duties.
- 2.5 It is expected that Directors adhere to a code of conduct that:
 - represents the interest of all people served by the NPCA
 - honors the values and mission of the NPCA
 - honors confidentiality
 - approaches all Board issues with an open mind, prepared to make the best decision for the organization as a whole
 - honors the democratic process and supports Board decisions regardless of personal viewpoints

- declares any direct or indirect pecuniary and conflict of interests when one exists or may exist.
- conducts oneself in a manner which reflects respect and professional courtesy and does not use offensive language in or against the NPCA or against any Director or any staff

3.0 Gifts and Benefits

- 3.1 Directors shall not accept fees, gifts or personal benefits that are connected directly or indirectly with the performance of duties, except compensation authorized by law.

4.0 No Conflicting Interests

- 4.1 Directors must demonstrate unconflicted loyalty to the interests of the NPCA. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups and membership on other boards. It also supersedes the personal interest of any Board member acting as a customer or client of NPCA.
- 4.2 Directors must avoid conflict of interest with respect to their fiduciary responsibility:
- i. There must be no self-dealing or business by a Director with another organization. Directors must disclose their involvements with other organizations, vendors, or any associations that might be, or might reasonably be seen to be, a conflict.
 - ii. When the Board is to decide upon an issue about which a Director has an unavoidable conflict of interest, that Director will withdraw without comment not only from the vote, but also from the deliberation.
 - iii. Directors considering application for staff positions will remove themselves from Board functions at the time their interest is declared and, if an offer of employment is made, the Director must resign from the Board at the time the offer of employment is accepted.

5.0 Confidentiality

- 5.1 All information, documentation or deliberations received, reviewed, or taken in closed session of the Authority and its committees are confidential.
- 5.2 Directors shall not disclose or release by any means to any member of the public either in verbal or written form any confidential information acquired by virtue of their office, except when required by law to do so.
- 5.3 Directors shall not permit any persons other than those who are entitled thereto to have access to information which is confidential.
- 5.4 Particular care should be exercised in releasing information such as the following:
- Human resources matters

- Information about suppliers provided for evaluation which might be useful to other suppliers
- Matters relating to the legal affairs of the Authority
- Sources of complaints where the identity of the complainant is given in confidence
- Items under negotiation
- Schedules of prices in contract tenders
- Information deemed to be “personal information” under the *Municipal Freedom of Information and Protection of Privacy Act*

The list above is provided for example and is not inclusive.

- 5.5 Breaches of confidentiality will be addressed with appropriate sanctions, including potential dismissal from the Board.

6.0 Use of Authority Property

- 6.1 No Director shall use for personal purposes any Authority property, equipment, supplies, or Services of consequence other than for purposes connected with the discharge of Authority duties or associated community activities of which the Authority has been advised.

7.0 Work of a Political Nature

- 7.1 No Director shall use Authority facilities, services or property for his/her election or re-election campaign. No Director shall use the services of Authority employees for his/her election or re-election campaign during hours in which the employees are in the paid employment of the Authority.

8.0 Attendance at Authority Meetings

- 8.1 Directors make attendance a priority. A Board Director is considered to have resigned if he/she is absent from three (3) consecutive meetings or five (5) meetings in a year. The Board Chair will notify the appointing municipality when this situation arises.

9.0 Conduct at Authority Meetings

- 9.1 During meetings, Directors shall conduct themselves with decorum. Respect for delegations and for fellow Directors requires that all Directors show courtesy and not distract from the business of the Authority during presentations and when other Directors have the floor.
- 9.2 Directors will adhere to Section Five (5) of Regulation #2 RE: Conduct of members

10.0 Influence on Staff

- 10.1 Directors shall be respectful of the fact that staff work for the whole corporation and are charged with making recommendations that reflect their professional expertise and corporate perspective, without undue influence from any individual Director or faction.

- 10.2 Directors do not exercise individual authority. Directors interactions with the CAO or with staff must recognize the lack of authority vested in individuals except when explicitly Board-authorized. Directors interactions with public, press, or other entities also must recognize the same limitation and the inability of any Director to speak for the Board except regarding explicitly-stated Board decisions.
- 10.3 Except for participation in Board deliberation about whether the CAO has achieved any reasonable interpretation of Board policy, Directors will not express individual judgments of performance of employees or the CAO.

11.0 Business Relations

- 11.1 No Director shall borrow money from any person who regularly does business with the Authority unless such person is an institution or company whose shares are publicly traded and who is regularly in the business of lending money.
- 11.2 No Director shall act as a paid agent before the Authority or a committee of the Authority, except in compliance with the terms of the *Municipal Conflict of Interest Act*.

12.0 Encouragement of Respect for Corporation and its Regulations

- 12.1 Directors shall represent the Authority in a respectful way and encourage public respect for the Authority and its Regulations.
- 12.2 Directors support approved decisions of the Board on any matter, irrespective of the Directors' personal positions on the issue. All Directors support all Board decisions when outside of the Boardroom. The Board speaks with one voice. Board Directors report only results of Board decisions to the media. Breaches of this policy will be addressed with appropriate sanctions, including potential dismissal from the Board.

13.0 Harassment

- 13.1 The NPCA has a legal responsibility to maintain a work environment free of violence and harassment, consistent with the Ontario *Occupation Health & Safety Act*.
- 13.2 It is the policy of the NPCA that all persons be treated fairly in the workplace in an environment free of discrimination and of personal and sexual harassment. Harassment of another Director, staff or any member of the public is misconduct.
- 13.3 Examples of harassment that will not be tolerated by the NPCA are: verbal or physical abuse, threats, derogatory remarks, jokes, innuendo or taunts related to an individual's race, religious beliefs, colour, gender, physical or mental disabilities, age, ancestry, place of origin, marital status, source of income, family status or sexual orientation. The NPCA will also not tolerate the display of pornographic, racist or offensive signs or images; practical jokes that result in awkwardness or embarrassment; unwelcome invitations or requests, whether indirect or explicit and any other prohibited grounds under the provisions of the *Ontario Human Rights Code*.

14.0 Operational Concerns or Complaints

- 14.1 If a Board member has questions or issues surrounding reports, projects, operational concerns or complaints, such questions should be directed through the CAO.
- 14.2 If a Board member is approached by the public with inquiries/complaints regarding operational matters, the Board member is encouraged to contact the CAO who, in turn, can contact the individual for review/resolution.

15.0 Breach of conduct

- 15.1 Should a Director breach the Code of Conduct, they are responsible to advise the Chair and Vice-Chair, with a copy to the CAO, as soon as possible after the breach.
- 15.2 The Chair will inform the Board of the breach and a letter will be forwarded to the Director's appointing municipality and Council advising of said breach. The decision for the Director to continue representing their municipality will be determined by the Director's appointing municipal Council.
- 15.3 Should a Director of the Board of Directors allege that another Director has breached the Code of Conduct, the said breach will be communicated to the Chair or in his/her absence, the Vice-Chair, with a copy to the CAO, in writing. The Chair will present the issue to the Board of Directors at an 'In-Camera' session.
- 15.4 The Director alleged to have breached the Code of Conduct will be given the opportunity to speak to the issue in accordance with the rules of meeting procedure as set out in the Board of Directors Regulations. The Director may be asked to leave the meeting so that the Board can deliberate the issue.
- 15.5 Should it be concluded, by two thirds majority vote, that a Director has breached the Code of Conduct and Confidentiality Agreement, a letter will be forwarded to the representative's appointing municipal Council, by the Chair or in his/her absence, the Vice-Chair, advising of said breach. The decision for the Director to continue representing their municipality will be determined by the appointing municipal Council.
- 15.6 A Director cannot appeal the decision of the Board.

16.0 Interpretation

- 16.1 Directors of the Authority seeking clarification of any part of this should consult with the Municipal Clerk of the municipality that appointed the respective Director.

SAMPLE - NPCA Director's Code of Conduct Agreement

I, _____, a Director of the **Niagara Peninsula Conservation Authority (NPCA)**
Board of Directors declare that, in carrying out my duties as a Director, I will:

1. Exercise the powers of my office and fulfil my responsibilities in good faith and in the best interests of the NPCA.
2. Exercise these responsibilities, at all times, with due diligence, care and skill in a reasonable and prudent manner.
3. Respect and support the NPCA's policies, Code of Conduct, and decisions of the Board and membership.
4. Review all related meeting information prepared in advance, attend and fully participate in discussions of the Board, at all times keeping in mind the best interests of the organization as a whole.
5. Keep confidential all information I learn about clients, personnel, and any other matters specifically determined by Board motion to be matters of confidence including matters dealt with during in-camera meetings of the Board, both during my tenure on the Board and after leaving the Board.
6. Conduct myself in a spirit of collegiality and respect for the collective decisions of the Board and subordinate my personal interests to the best interests of the NPCA.
7. Immediately declare any personal conflict of interest that may come to my attention.
8. Immediately resign my position as Director in the event either I or my colleagues on the Board Conclude I breached my 'Code of Conduct.'

Further, I hereby agree while carrying out my duties as a Director with the NPCA, I will conduct myself in a manner that:

- Supports the Mission, Vision and Values of the NPCA;
- Serves the overall best interests of the NPCA rather than any particular constituency;
- Brings credibility and good will to the NPCA;
- Respects principles of fair play and due process;
- Demonstrates respect for individuals in all manifestations of their cultural and linguistic diversity and life circumstances;
- Respects and gives fair consideration to diverse and opposing viewpoints;
- Demonstrates due diligence and dedication in preparation for and attendance at meetings, special events, and in all other activities on behalf of the NPCA;
- Demonstrates good faith, prudent judgment, honesty, transparency, and openness in my activities on behalf of the NPCA;
- Ensures the financial affairs of the NPCA are conducted in a responsible and transparent manner with due regard for their fiduciary responsibilities and public trusteeship;
- Avoids real or perceived conflicts of interest;
- Conforms with the policies approved by the Board, in particular this Code of Conduct; and,
- Publicly demonstrates acceptance, respect, and support for decisions made by the Board of the NPCA.

Signature: _____ Date: _____

Report To: Board of Directors

Subject: NPCA Strategic Plan Assessment– next steps

Report No: 57-17

Date: May 17, 2017

RECOMMENDATION:

That Report No. 57-17 be RECEIVED for information.

That the NPCA Board ENGAGE Performance Concepts to proceed with an Operational Assessment of the current Strategic Plan as outlined in this report.

That the NPCA Board APPROVE the Strategic Planning Committee DRAFT Terms of Reference (Appendix 5). Further, that the Chair, Vice Chair and three Board Members (_____, _____, _____) be appointed to the Committee.

PURPOSE:

At its April 21, 2017 Board of Directors meeting, staff was directed, *“to report back to the Board on how to proceed with an Operational Assessment of the current Strategic Plan.”* The purpose of this report is for the Board to consider next steps in assessing the implementation of its 2014-2017 Strategic Plan and to begin formulating a framework in the development of its next Strategic Plan for 2018 and beyond.

This report aligns with the 2014-2017 Strategic Plan under, ‘Transparent Governance & Enhanced Accountability,’ specifically, ‘develop improved transparency.’

BACKGROUND:

Preliminary Workplan & Situation Analysis (2010-12)

In 2010 the NPCA embarked on the process of developing a Strategic Plan to guide the organization into the future. Todd MacDonald of Performance Concepts was engaged to carry out the work following an RFP.

A committee of the Board was formed and worked with Mr. MacDonald in the early phase to engage stakeholders in order to gain an understanding of how the NPCA was viewed through internal and external consultation processes. Comprehensive internal consultations with the Board, Management, HQ staff and field staff were held to establish strengths, weaknesses & strategic change priorities

In the fall of 2011, a number of public consultation sessions were held and were well attended by various members of the public. These consultation opportunities with the agricultural sector, dedicated environmentalists, the development industry and especially the general public, were incredibly important to the NPCA Board and senior staff. Valuable insights were gained about the NPCA's strengths, weaknesses and the necessary 'change' pathway going forward. It was understood that carefully considered change was necessary.

The result of this third party consultation confirmed NPCA problems (see Appendix 1 for 2011 NPCA Situation Analysis/Environmental Scan) and began to chart a course for change.

Working Groups Change Plan (2012-13)

The NPCA turned inwards and took a hard look at its operations, policy framework and future priorities.

The next phase of the Strategic Planning process involved a more in-depth evaluation of the NPCA's lines of business with a focus on identifying opportunities for performance improvements. This part of the process looked at operations incorporating 5 basic themes which comprise the basis of the NPCA's operations.

With these themes in mind, working Groups consisting of a balanced cross-section of watershed stakeholders, technical experts and the general public were formed to address the five performance improvement themes identified above. Members of the NPCA Board Sub-Committee on Strategic Planning chaired these five Working Groups. These Working Groups generated meaningful discussions and recommended the necessary changes needed to create significant performance improvement opportunities for the NPCA. The Working Groups themes and members were:

Governance and Accountability Working Group, chaired by Brian Baty

This group was to set criteria for measuring the success of business operations, including a redesign of the budget process in order to reward successful results-based performance. These individuals were to consider programs to help encourage and preserve public use of lands in order to increase revenues used to maintain park facility assets. The following people were invited to comprise the Governance and Accountability Working Group:

Steve Hardaker
Ken Milo
Dan Bouwman
Robert W.P. Welch
Kevin Graham
Albert Witteveen
Bryan Boles

Effective Communication with Stakeholders and Public, chaired by April Jeffs

This group engaged major stakeholders from throughout the community in order to address customer and community concerns. They reviewed the layout of the administrative facilities and make recommendations pertaining to operational efficiency. These individuals also conducted a 3rd party review of communications and investigate the applicability of online social media to

improve NPCA profile. The following people were invited to comprise the Effective Communication with Stakeholders and Public:

Debbie Whitehouse
Mark Hardwick
Doug Draper
Richard F. Brady
Damian Goulbourne
Nina Secord DiLorenzo
Peter Conradi
Klara Young-Chin

Effective NPCA Model to Set Policy & Establish Priorities, chaired by Bruce Timms

This group conducted a detailed Board policy review exercise to ensure policy frameworks reflect perspectives on conservation/economic development. These individuals also conducted brainstorming workshops to develop organizational processes. The following people were invited to comprise the Effective NPCA Model to Set Policy and Establish Priorities Working Group:

Ron Tripp
George Lepp
J.D. Pachereva
Mark Neufeld
Martin Heikoop
Lisa Campbell
Doug Whitty
Ed Lustig
Frank Scremin

Improving Development Process Performance, chaired by Carmen D'Angelo

This group conducted a 3rd party evidence based business process re-engineering review of the NPCA development and permit approvals process. These individuals also conducted an organizational structure review in order assess resource adequacy and service delivery. The following people were invited to comprise the Improving Development Process Performance Working Group:

Drew Semple
Peter Graham
Jonathan Whyte
Mario D'Uva
Ken Gonyou
Kathleen Dale
Peter Colisimo

NPCA Assets and Asset Management, chaired by Bart Maves

This group reviewed NPCA land acquisition policies and strategies in order to balance life-cycle responsibilities with the capital budget process. These individuals implemented a best practices review of land program delivery model and processes. The following people were invited to comprise the NPCA Assets and Asset Management Working Group:

Len Pennachetti
Rainer Hummel
Mark Green
Phil Ritchie
Victor F. Muratori
Mary Lou Tanner
Austin Kirkby
Ken Todd

Aligning with the priorities of the public - Strategic Plan Approved (2014)

The recommendations forwarded by the 5 Working Groups helped form the 'Draft' Strategic Plan. Further public consultations were conducted on the Draft Strategic Plan. The comments received through those public consultations were considered and a Final Draft was developed. That Final Draft was presented to the NPCA Board of Directors (public was invited in order to create another opportunity for comment) February 19, 2014 and approved (see Appendix 2-NPCA Strategic Plan 2014-2017).

Upon Board approval of the Strategic Plan, the Community Liaison Advisory Committee was created and staff engaged in a series of presentations to levy member municipalities, lower tier municipalities, stakeholders, business groups, other public agencies, 'Friends of' groups, etc. to outline the highlights of the plan. Further, the Strategic Plan contains the first ever Mission, Vision and Values of the corporation and has forty-two (42) deliverables.

DISCUSSION:

The NPCA Board has received updates of the 42 deliverables as identified in the 2014 – 2017 NPCA Strategic Plan, with the most recent update being October 2016 (see Appendix 3). As the current Strategic Plan ends its cycle this year, the Board has sought to proceed with an assessment of the current Strategic Plan with the intention to use that information to for its next Strategic Planning cycle.

As Performance Concepts was retained to support/advise the NPCA in the design & execution of its strategic plan, the Board's request to assess the implementation of that plan, as per the Consultant Selection Policy, *"is a subsequent phase of a previous project and it is in the best interest of the project to continue or complete the subsequent phases utilizing the same consultant."* Therefore, in line with the Consultant Selection Policy, the Board may directly appoint Performance Concepts to undertake the assessment.

In preparation of this report, Performance Concepts was contacted to attain additional background information on the formation of the current Strategic Plan as well as to advise of the Board's option to retain additional services with respect to the assessment of its implementation. Todd MacDonald of Performance Concepts understands that looking back is critical to

completing the 2014-2017 Strategic Planning cycle and completing the 2014 cycle is the necessary precursor to initiating the 2018 cycle. Therefore, he has prepared a workplan for the Board's consideration (see Appendix 4 - Consolidating Progress & Embracing Change).

In essence, Performance Concepts offers the following workplan to conduct the assessment:

1. Map out/confirm the timelines of evidence-based accomplishments (2014–Present) against the Strategic Plan commitments (5 streams).
2. Execute facilitated listening sessions with NPCA Board members to assess change management accomplishments & identify ongoing challenges.
3. Execute facilitated listening sessions with NPCA frontline staff & Management Team to assess change management accomplishments & identify ongoing challenges.
4. Execute facilitated listening sessions with development/municipal/other stakeholders RE: NPCA accomplishments, culture, accountability tools etc.
5. Independent review of Key Performance Indicator data trends versus targets – integrate data driven trends with other streams of proposed work.
6. Review NPCA organization design & management/control systems...how far have they evolved? Do they meet province-wide peer standards?
7. Create 2014-17 Strategic Planning cycle conclusion report for NPCA Board. Conduct facilitated workshop to position NPCA Board for 2018-21 cycle:
 - a. Identify carry-forward issues from 2014 cycle to feed into new Situation Analysis
 - b. Consider refinements to the go-forward strategic planning model/methodology/resourcing strategy (based on evaluation of 2014-17 cycle)

Staff recommend engaging Performance Concepts to conduct the Strategic Plan implementation assessment as it is a subsequent phase of a previous project. If approved, Performance Concepts can initiate the workplan immediately and be completed by early to mid-September. With an assessment completed by September 2017, the Board would then have the opportunity to consider how it would like to proceed with moving forward on the formulation of its next Strategic Plan, to be in place for 2018.

Staff recommend the Board approve a DRAFT Terms of Reference to set up an ad hoc Strategic Planning Committee (see Appendix 5). This committee could then work with Performance Concepts on the 2014-2017 Strategic Plan assessment and begin making recommendations to the Board on next steps in the formulation of a new Strategic Plan – ensuring the process is Board driven.

Other Options

The Board has the option to have staff initiate a Strategic Plan assessment. However, staff have limited resources and the Board should be aware of the possible perception of staff reviewing, in essence, its own work.

The Board further has the option to begin an RFP process to look at engaging another consultant to do the work. However, timing is a consideration especially taking into account a recent similar RFP process was unsuccessful.

The Board can choose not to set up a Strategic Planning Committee or may amend the DRAFT Terms of Reference in any way.

FINANCIAL IMPLICATIONS:

The cost to retain Performance Concepts for the 2014-2017 Strategic Plan operational assessment is \$48,000 (+ HST) and falls within the approved 2017 budget; specifically within the consultant budget allocation for Corporate Services.

RELATED REPORTS AND APPENDICES:

Appendix 1 - 2011 NPCA Situation Analysis/Environmental Scan

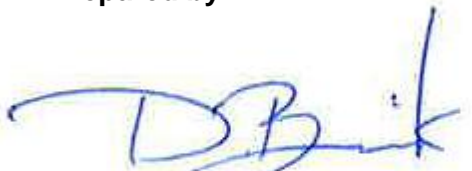
Appendix 2- NPCA Strategic Plan 2014-2017

Appendix 3 - NPCA Strategic Plan Update – October 2016

Appendix 4 - Performance Concepts - *Consolidating Progress & Embracing Change*

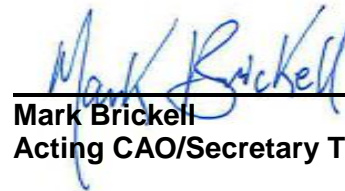
Appendix 5 - Strategic Planning Committee DRAFT Terms of Reference

Prepared by:

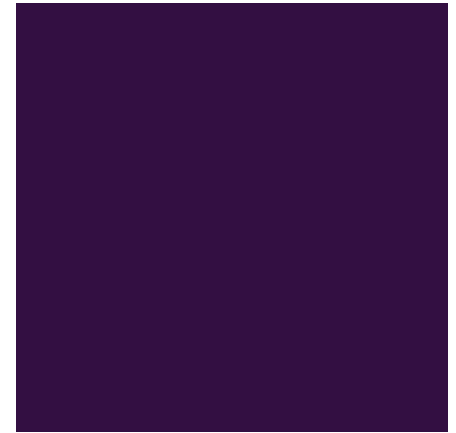
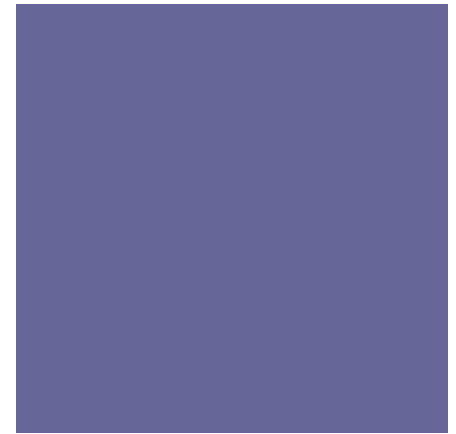
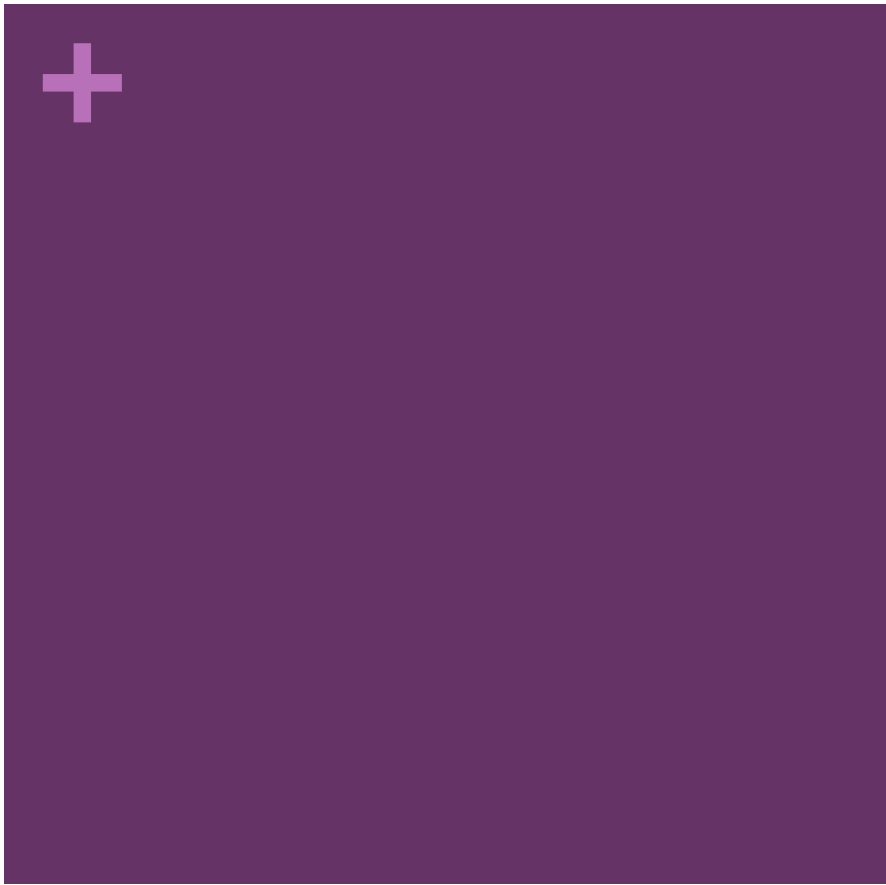


David Barrick
Director of Corporate Services

Submitted by:



Mark Brickell
Acting CAO/Secretary Treasurer



NPCA Strategic Plan

Situation Analysis/Environmental Scan

October 5th 2011



NPCA Strategic Plan Facilitator



- Todd MacDonald, President Performance Concepts Consulting

416-407-0695

Performance.concepts@sympatico.ca



Setting the Scene



Rationale for NPCA Strategic Plan



- Represents a path forward for NPCA and stakeholders
- Will ensure NPCA meets various community/stakeholder expectations in terms of focus/results
 - Environmental/Conservation
 - Agricultural
 - Development
 - Public recreational users
- Improve link between NPCA Board strategic priorities & staff-driven operational planning/execution



Situation Analysis/Scan: The Tools



Internal Perspectives

- Staff on-line G-mail questionnaire
- Board member interviews
- NPCA extended management team interviews
- HQ technical & professional staff bear pit session
- Parks & facilities “uniform” staff bear pit session

External Perspectives

- Local municipal staff interviews
- Region staff interviews
- Development industry consultation session
- Public meeting 1 (Thorold)
- Public meeting 2 (Grimsby)



Key NPCA Lines of Business



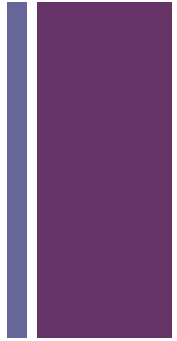
- Watershed Regulation
- Watershed Planning
- Source Water Protection
- Watershed Restoration
- GIS/Mapping/Data Management
- Parks Operations & Land Programs



Each NPCA line of business features portfolio of programs & activities with varying degrees of Board latitude in decision-making

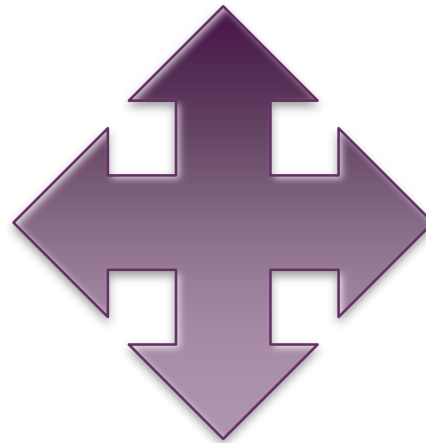


Priority Themes/Issues Emerging from Situation Analysis/Scan



Governance, Accountability
& Leadership

Public Perception,
Outreach &
Brand Management



Organization Cohesion,
Line of Sight, Corporate
Priority Setting

Development & Enforcement Processes:
Roles/Performance/Perceptions



Strategic Planning Perspectives



Internal NPCA Perspectives

- Board
- Senior management
- Extended management
- Planning/Engineering
- Scientific
- Facilities/Parks



External Community Perspectives

- Environmentalist
- Agriculture
- Development
- Broader Public



Internal NPCA Perspective



Theme – Governance & Leadership



■ Internal Perspective

- Board unclear on latitude of discretion in setting policy & making decisions
- Absence of staff trust/confidence in Board governance
 - Agenda/motive concerns
 - Competency/knowledge concerns
- Profound absence of trust/confidence in CAO & SMT leadership
 - Perceived absence of support for staff by CAO
 - Perceived SMT silos & infighting...competency concerns widespread
 - Absence of org direction/objectives...who is running the show?
 - Staff cannot “feel the love” in terms of professional appreciation
 - Morale deficit...perception of young technical staff (mission driven go-getters) versus the old & tired

+ Public Perceptions & Brand Management



➤ Internal Perspective

- NPCA invisible to broader public...no brand management
- Communications function under-resourced & not delivering
- Staff not being utilized as communications ambassadors (not showing the flag & not being encouraged to do so)
- No content script for uniformed parks staff to tell the NPCA story
- Staff feel the public expects/assumes a broad conservation mandate (i.e. more than flood control)
- Unfair/inaccurate NPCA brand re. the development “spoiler”
 - NPCA the enforcement “pointy end of the stick” in a provincially legislated regulatory system
 - Niagara fragmented development model the problem (too many municipalities)
 - Staff feel gagged & unable to respond to this inaccurate branding



Org Cohesion, Line of Sight & Corporate Priority Setting



➤ **Internal Perspective**

- Unanimous sense that internal cohesion & line of sight are absent...no clear sense of direction/priorities...ad hoc & reactive
- Management & decision-making silos...technical & professional staff alienated from Board
- Parks staff have no idea who Management are...many claim they would not recognize them
- No regular performance appraisals to connect staff to org priorities
- Scientific & professional silos
- Absence of rational operational planning tools/discipline
- Budget/accounting systems out of step with reality...mask true allocation of resources across programs
- No support for Foundation...cut & redeploy resources & responsibility



NPCA Development Process

Role/Performance/Perceptions



➤ **Internal Perspective**

- Technical & professional staff rejects development spoiler accusations
- Staff contend technical expertise being reasonably applied as pragmatic regulators
- Some staff reject notion of membership on “team Niagara” economic development agenda...they are on “team conservation” with MOE & MNR
- Staff acknowledge need to do more site visits on the permitting side of the business (work load challenge)
- Management acknowledges that some frontline staff are lacking in customer service skills/tone
- Some staff indicate a willingness to administer a more permissive policy framework – if the Board transparently puts it in place...but are unwilling to compromise professional comments/opinions while existing framework in place...disconnect between policy framework and Board direction seen as very problematic



External NPCA Perspective



Public Meeting Observations



- Both public meetings well attended (100+ individuals in total)
- Very strong Niagara-wide agriculture community turnout at both meetings
- Relatively weak environmental community turnout
- Some limited development community turnout (recognizing private meeting was preferred consultation forum)
- Dialogue was authentic, blunt, passionate & overwhelmingly negative
 - There was also a “reasonable man” positive dialogue struggling to emerge...focused on NPCA accomplishments outside the regulatory/enforcement role



Theme – Governance & Leadership



■ External Perspective

- Absence of mission & vision
- Board has historically been controlled/managed by NPCA staff
- Board appointment process was not well understood
- Agriculture community complaints about representation...wanted direct representation of stakeholder communities instead of politicians
- Calls for an elected Board, not appointed
- Some environmentalists wondered whether Board qualifications re. conservation competencies should be required
- Widespread belief that more public representation & fewer politicians is preferred on Board
- Acknowledgement that new Board has not been “captured” by NPCA staff (yet)

+ Theme - Governance & Leadership



■ External Perspective

- Management perceived as having little control over junior staff swinging heavy regulatory & enforcement sledge hammers
- Staff “empires” a function of accumulated powers exercised to the max without Board accountability
- CA mandate described as too broad...absence of focus...doing too much but doing nothing well...preference for NPCA as a science information provider, with municipalities reclaiming the “decider” role
- Some participants contend an inherent conflict of interest for NPCA as a development commenter, regulator & scientific data champion...undue concentration of power via legislation, knowledge & absence of electoral transparency

+ Public Perceptions & Brand Management



➤ External Perspective

- Perception A: NPCA as heavy handed development spoiler (out of tune with Niagara economic development agenda)
- Perception B: NPCA as competent source of technical knowledge in “one port hole” approach to regulation & development processing
- Perception C: NPCA powerful, unaccountable and invisible...the HQ cited as hidden and not customer friendly
- NPCA as intrusive to agriculture community’s autonomy on their land...small L libertarian...big applause when call for abolition of NPCA at one public meeting
- NPCA as reasonable regulator & provider of positive facilities/events/programs (minority view)
- Bylaw enforcement “sandpaper” attitude...absence of customer service...multiple stories citing attitude issues
- Extremist regulatory positions not necessarily supported by science (e.g. Always opting for a 30 metre buffer/setback despite policy language of buffers “**...up to 30 metres**”
 - Ideological “default” position ignores science based business cases for some sites

+ Public Perceptions & Brand Management



➤ External Perspective

- Extremist regulatory positions not necessarily supported by science (e.g. Always opting for a 30 metre buffer/setback despite policy language of buffers “...*up to 30 metres*”
 - Ideological “default” position ignores science based business cases for some sites/applications
- NPCA as technically suspect in core business of data management...numerous criticisms of mapping accuracy
- NPCA as dictatorial...farmers bearing costs of watershed restoration without compensation...fallow farmland not being permitted to be farmed despite zoning compliance...power creep by NPCA
- NPCA over-extended...failing assets in parks/facilities
- Positive view of restoration & land acquisition programs
- Calls for advisory mechanisms...liaison committees for agriculture, developers, environmentalists



NPCA Development Process

Role/Performance/Perceptions



➤ External Perspective

- Hot-button public meeting issues
 - Setbacks & buffers maxed out with no discretion
 - Flood plain & wetlands mapping accuracy problems & lack of public input/outreach on changes
 - Drainage prohibitions
 - Absence of documented review/application processes for public understanding/usage
 - NPCA weak on large water issues...municipal and other discharges...but the bully on small landowner issues
 - Entangled overall development approvals process in Niagara the culprit (two-tier planning + NPCA + Escarpment Commission + greenbelt)
 - MOU a mistake because it expanded NPCA mandate



NPCA Development Process

Role/Performance/Perceptions



➤ External Perspective

- Development industry sees NPCA culture problems as pervasive and irreversible...driven by ideology
- Development community feels HR/personnel changes as necessary
 - Clean house staffing change perspective versus smaller-scale surgical staffing change perspective
- Statements that firms/investment are leaving Niagara due to NPCA intransigence
- Statements that NPCA far less flexible than GRCA and other CAs that the industry works with successfully
 - Sentiment echoed by OFA staff on agriculture side
- Stories of unprofessional meetings featuring “I call the shots” attitudes and statements by NPCA staff

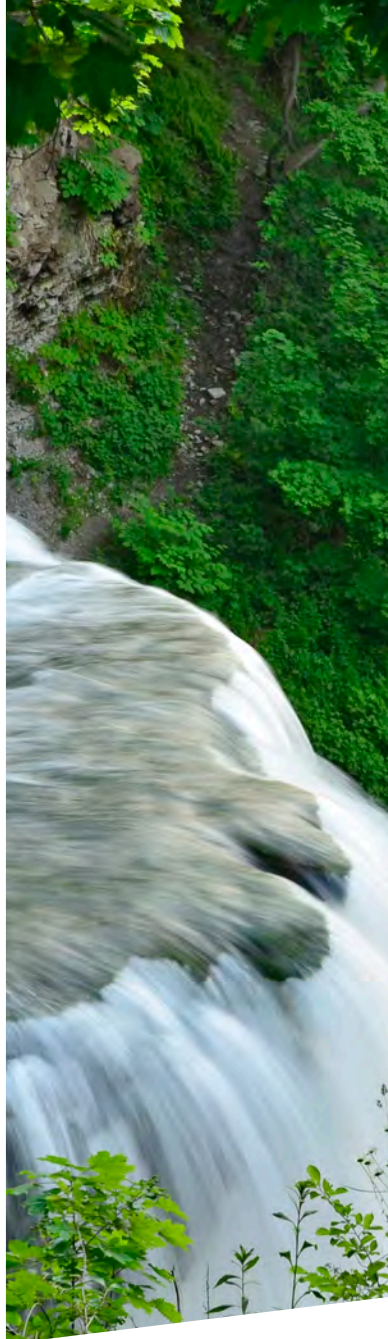


Next Step Process Discussions



1. Board Steering Committee briefing re. Situation Analysis findings
2. Additional Outreach interviews with entire Board & Hamilton actors (e.g. Hamilton-Halton Homebuilders Association)
3. Board requires “elbow room” briefing by staff on opportunities to revisit/refine the Made in Niagara” components of the regulatory policy framework
4. Full Board facilitated working sessions (to establish draft strategic priorities) can follow the “elbow room” briefing by staff
5. Public meeting attendees unanimous in wanting to “stress test” the Board’s draft strategic priorities and Mission/Vision statements before the NPCA strategic plan is finalized





STRATEGIC PLAN 2014-2017 TABLE OF CONTENTS

NPCA'S STRATEGIC CHALLENGE	3
VISION, MISSION & VALUE STATEMENTS	4
THE NPCA STRATEGIC PLAN PROCESS	5
WHO WE ARE.....	6
WATERSHED AREA OF JURISDICTION	7
ENVIRONMENTAL SCAN.....	8-9
DRIVING STRATEGIC CHANGE	10-11
STRATEGIC CHANGE CONSULTATION.....	12
EFFECTIVE NPCA MODEL TO SET POLICIES & PRIORITIES	13
STREAMLINED EFFICIENT DELIVERY OF DEVELOPMENT APPROVALS PROCESS	14-15
IMPROVED CAPACITY FOR MANAGING ASSETS & LAND PROGRAM.....	16
TRANSPARENT GOVERNANCE & ENHANCED ACCOUNTABILITY	17
EFFECTIVE COMMUNICATION WITH STAKEHOLDERS & PUBLIC	18-19

*"The objects of an authority are 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 other than gas, oil, coal and minerals."
R.S.O. 1990, c.C.27 s.20*

NPCA'S STRATEGIC CHALLENGE

This document will lay out the Niagara Peninsula Conservation Authority (NPCA) strategic direction for the next 4 years.

NPCA is committed to organizational transformation.

Transformation will be externally focused – involving stakeholders from the development, agriculture and environmental communities, as well as government partners at all levels. Transformation will also be internally focused – generated by the Board, Management, and front-line staff.

NPCA's transformation will deliver a pragmatic customer-friendly “feel” in resolving complex regulatory issues, a re-focused conservation/sustainable growth mandate, and an ambitious change agenda moving forward. Concrete change actions will be executed with excellence, accountability and measurable results. The plan will promote a corporate culture that positively benefits the organization and the public at large including all stakeholders.



"The world as we have created it, is a process of our thinking. It cannot be changed without changing our thinking."
EINSTEIN



NPCA MISSION, VISION & VALUE STATEMENTS

"The objects of an authority are 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 other than gas, oil, coal and minerals."

R.S.O. 1990, c.C.27 s.20

Responsibilities of NPCA include;

- Floodplain Management (1970's)
- Hazard Land Management including the management of local areas susceptible to flood and erosion risks (1983)
- Great Lake Shoreline management (1988)
- Ontario Regulation 155/06 NPCA: Regulation of Development, Interference with Wetlands and Alterations to Shorelines and Watercourses (2006)
- Level II agreement with Fisheries and Oceans Canada to administer the review of projects under section 35(1) of the Fisheries Act (1998)

MISSION

To manage our watershed's natural resources by balancing environmental, community, and economic needs.

VISION

Balancing conservation and sustainable development for future generations by engaging landowners, stakeholders and communities through collaboration.

VALUES

To the landowners, stakeholders and communities affected by our actions, we value:

1. A **sustainable balance** between environmental conservation, economic growth and agricultural prosperity.
2. **Clear and respectful** communication.
3. **Integrity, fairness and sensitivity** to all impacted by our actions and decisions.
4. **Creativity and innovation** in service delivery to clients.
5. **Transparency, accountability and quality** in our services.
6. **Pragmatic solution oriented** approaches to decision making.
7. A **respectful work environment** and **professional** development.

"Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs."
OUR COMMON FUTURE (Report of the World Commission on Environment & Development)

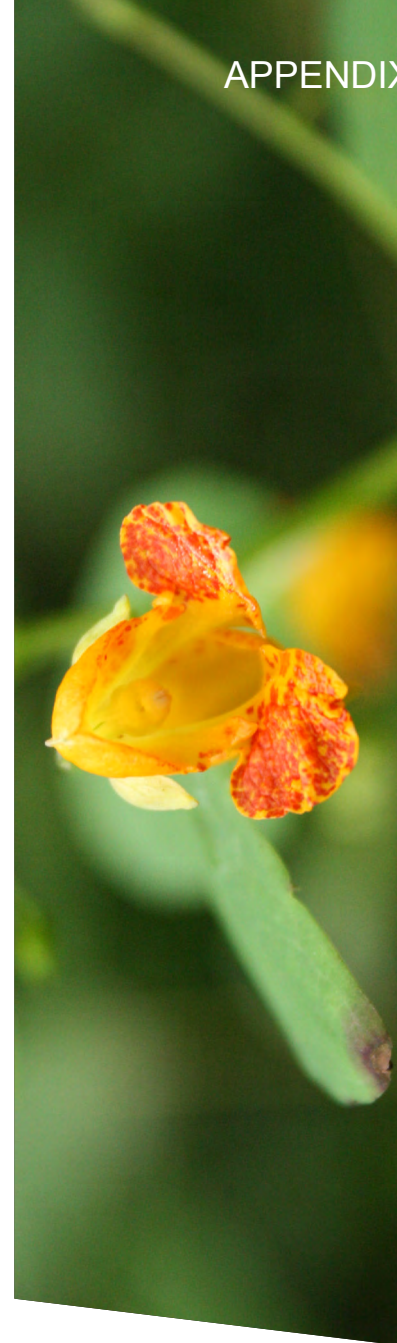
THE NPCA STRATEGIC PLAN PROCESS

THE CHANGE PROCESS HAS INVOLVED EXTENSIVE CONSULTATION WITH STAKEHOLDERS, GOVERNMENT PARTNERS & THE PUBLIC.

- Public meetings re: NPCA mandate, performance & need for positive change
- “Sleeves Rolled Up” stakeholder working sessions to identify problems & recommend solutions
- Candid stakeholder & government partner interviews
- Five empowered stakeholder “change management” working groups led by NPCA Board members

THE CHANGE PROCESS HAS ALSO INVOLVED RIGOROUS INTERNAL EXAMINATION OF NPCA'S ORGANIZATIONAL CULTURE, WORK PROCESSES AND ACCOUNTABILITY TOOLS.

- Board & staff interviews re; challenges & opportunities
- Third party objective assessment of organization performance issues
- Town Hall style front line staff sessions re: strengths & weaknesses



- NPCA's Historical Mandate
- Creation of the NPCA
- NPCA Jurisdiction



- Identified Challenges Existing at the NPCA



- Strategic Change Consultation
- Stakeholder Meetings
- Public Consultation
- Strategic Plan Sub-Committees



- Transparent Governance & Enhanced Accountability
- Effective Internal / External Communication
- Model to set Policies & Priorities
- Streamlined Delivery of Development Process Approvals
- Asset Management & Land Programs



WHO WE ARE

OUR STRATEGIC PLAN RECOGNIZES THE CONSERVATION IDEALS THAT THE NPCA WAS FOUNDED ON IN 1959.

The Niagara Peninsula Conservation Authority (NPCA) was established on April 30, 1959 under the Conservation Authorities Act, and serves approximately half a million people in an area known as the Niagara Peninsula Watershed. This area of jurisdiction encompasses the whole of Niagara Region, 21% of the City of Hamilton and 25% of Haldimand County. At its inception, the driving force behind the Conservation Authority movement was its grassroots land stewardship and water protection programs. Today, this vital commitment continues as we strive to manage the impact of human activities, urban growth and rural activities on the watershed.

With its unique resources, the Niagara Peninsula is one of the most complex watersheds in the Province. It includes lands drained by the Niagara River, Twenty Mile Creek, the Welland River, the Welland Canal, Lake Erie and Lake Ontario. Nestled between two Great Lakes and transversed by the Niagara Escarpment, the Niagara Peninsula has truly unique climatic and biotic zones that are unlike anywhere else in North America. Programs focus on watershed management activities that help keep people and their property safe from events such as flooding and erosion.

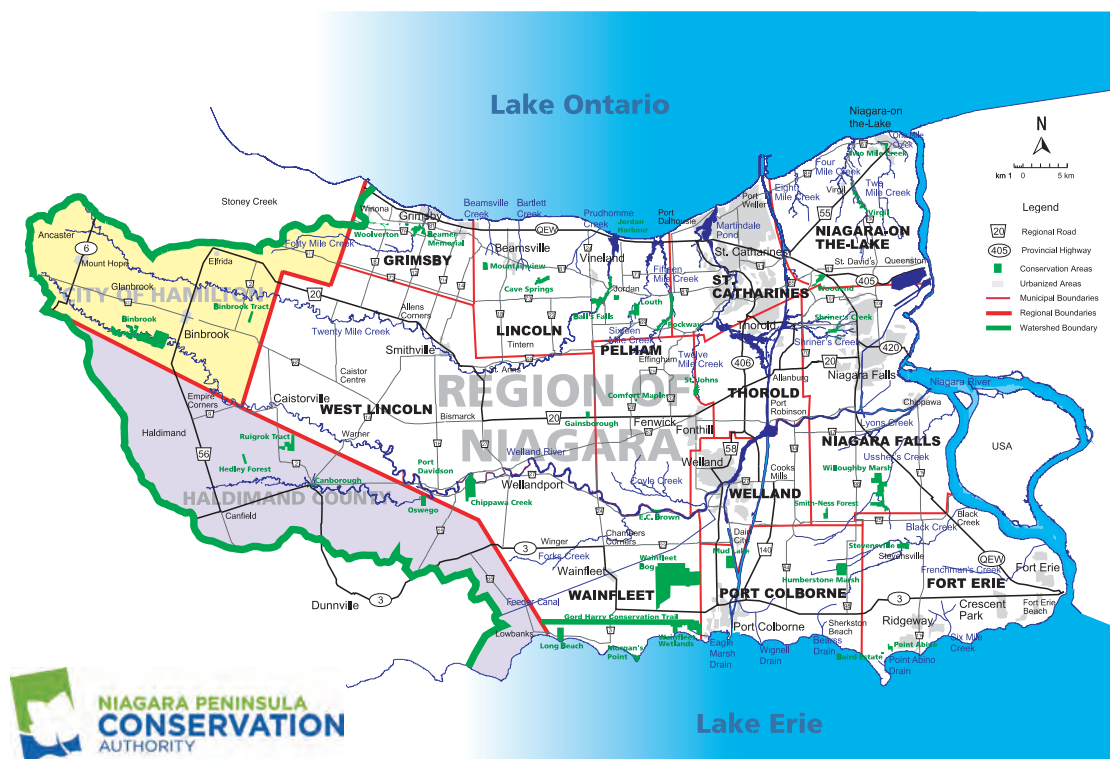
The NPCA delivers programs, advises municipalities and regulates land use according to a complex series of legislative mandates.

The NPCA fulfills this mandate by advocating and implementing programs that:

- **Improve the quality of lands and waters within its jurisdiction**
- **Contribute to public safety from flooding and erosion**
- **Provide for the management of conservation and hazard lands**
- **Enhance the quality of life in its watershed by using its lands for regional recreation, heritage preservation and conservation education**

As stewards of the watershed's natural resources, the NPCA works with landowners, government, conservation clubs, volunteer groups, individuals of all ages and many other partners to accomplish the work that needs to be done. Each year, thousands of voluntary hours are contributed to help protect the ecological health of Niagara's watershed through public engagement in stewardship activities, playing a vital role in helping achieve the underlying goals of these programs.

WATERSHED AREA OF JURISDICTION



The Niagara Peninsula Conservation Authority serves approximately 500,000 people and covers an area of approximately 2,424 square kilometers, encompassing:

- The entire Niagara Region
- 21% of the City of Hamilton
- 25% of Haldimand County

The activities of the NPCA are governed by a Board of Directors comprised of 15 members appointed by the member municipalities as follows; 12 appointed by Region of Niagara, 2 appointed by City of Hamilton, and 1 by Haldimand County. The Directors are committed to serving the local, rural and urban communities on behalf of the watershed municipalities and contribute their leadership and expertise in decisions that determine the policies and programs of the Authority.

"You must know where you came from yesterday, know where you are today, to know where you're going tomorrow."
CREE SAYING



ENVIRONMENTAL SCAN: THE NEED FOR STRATEGIC PLANNING

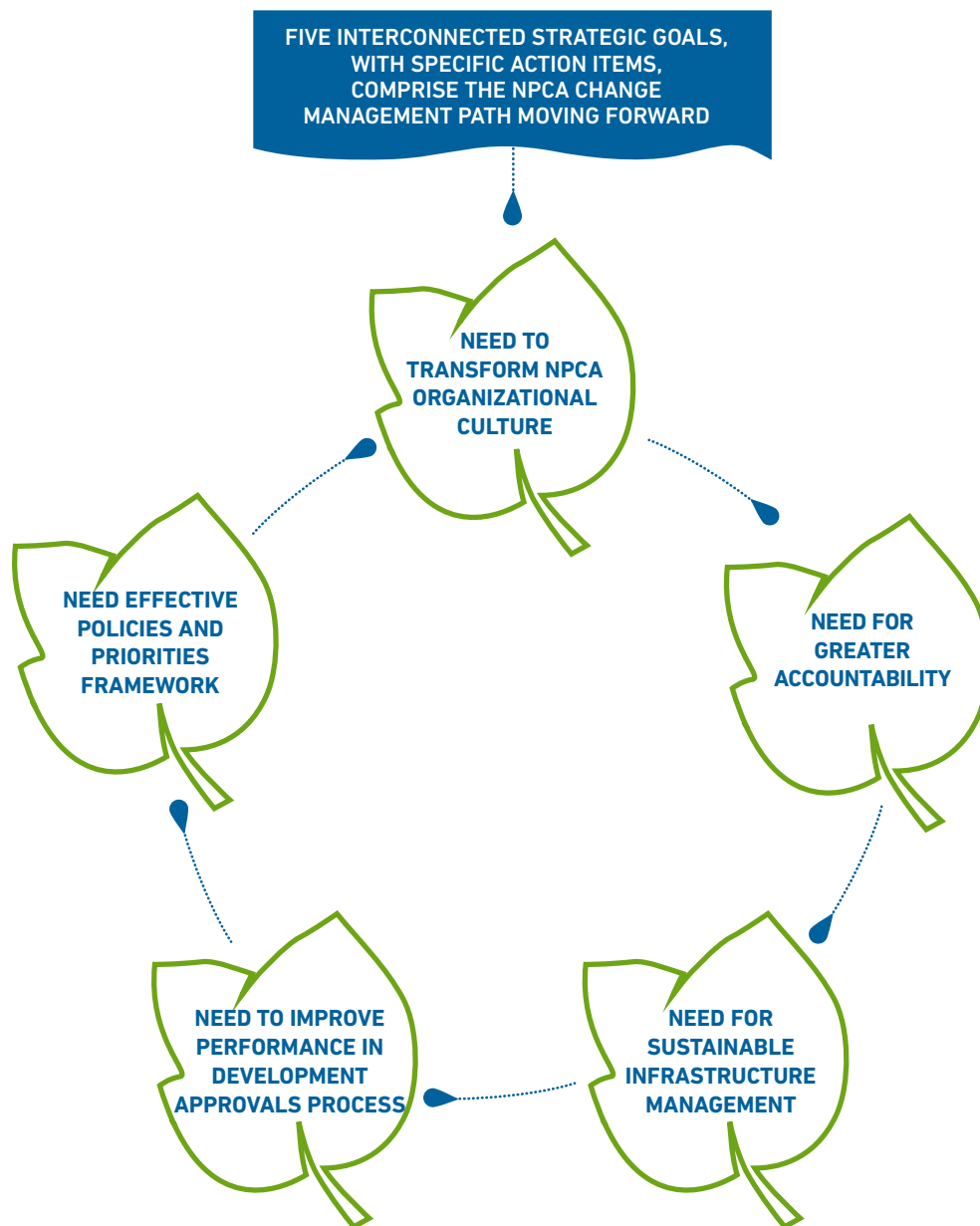
The Board of the Niagara Peninsula Conservation Authority committed to engaging in a change process that would identify challenges and create solutions to better service the watershed community.

NPCA CHALLENGES CLEARLY IDENTIFIED

1. **NEED TO TRANSFORM NPCA ORGANIZATIONAL CULTURE:**
Through the strategic plan process the NPCA recognized the need to transform NPCA culture to embrace public and stakeholder collaboration and communication.
2. **NEED FOR GREATER ACCOUNTABILITY:**
Through the strategic plan process the NPCA recognized the need for greater accountability regarding NPCA Governance and Management.
3. **NEED FOR SUSTAINABLE INFRASTRUCTURE MANAGEMENT:**
Through the strategic plan process the NPCA recognized the need for sustainable management of NPCA land and fixed assets.
4. **NEED TO IMPROVE PERFORMANCE IN DEVELOPMENT APPROVALS PROCESS:**
Through the strategic plan process the NPCA recognized the need to improve NPCA performance in the development approvals process.
5. **NEED EFFECTIVE POLICIES AND PRIORITIES FRAMEWORK:**
Through the strategic plan process the NPCA recognized the need to have an effective framework to refine NPCA Policies and Priorities.

"A powerful idea communicates some of its strength to him who challenges it."
MARCEL PROUST

NPCA STRATEGIC GOALS



"When we strive to become better than we are, everything around us becomes better too."
PAULO COELHO



DRIVING STRATEGIC CHANGE: THE STRATEGIC PLANNING WORKING GROUPS' MANDATE

EFFECTIVE NPCA MODEL TO SET POLICY AND PRIORITIES

This group was tasked with the mandate to develop a detailed Board policy review exercise to ensure policy frameworks reflect current perspectives and needs on conservation / economic development.

NPCA ASSETS AND ASSET MANAGEMENT

This group's mandate was to review NPCA land acquisition policies and strategies in order to balance life-cycle responsibilities with the capital budget process. They recommended a best practices review of land program delivery model and processes for implementation

IMPROVING DEVELOPMENT PROCESS PERFORMANCE

This group's mandate was to conduct 3rd party evidence based business process re-engineering review of the NPCA development and permit approvals process. They also conducted an organizational structure review in order assess resource adequacy and service delivery.

EFFECTIVE COMMUNICATION WITH STAKEHOLDERS AND PUBLIC

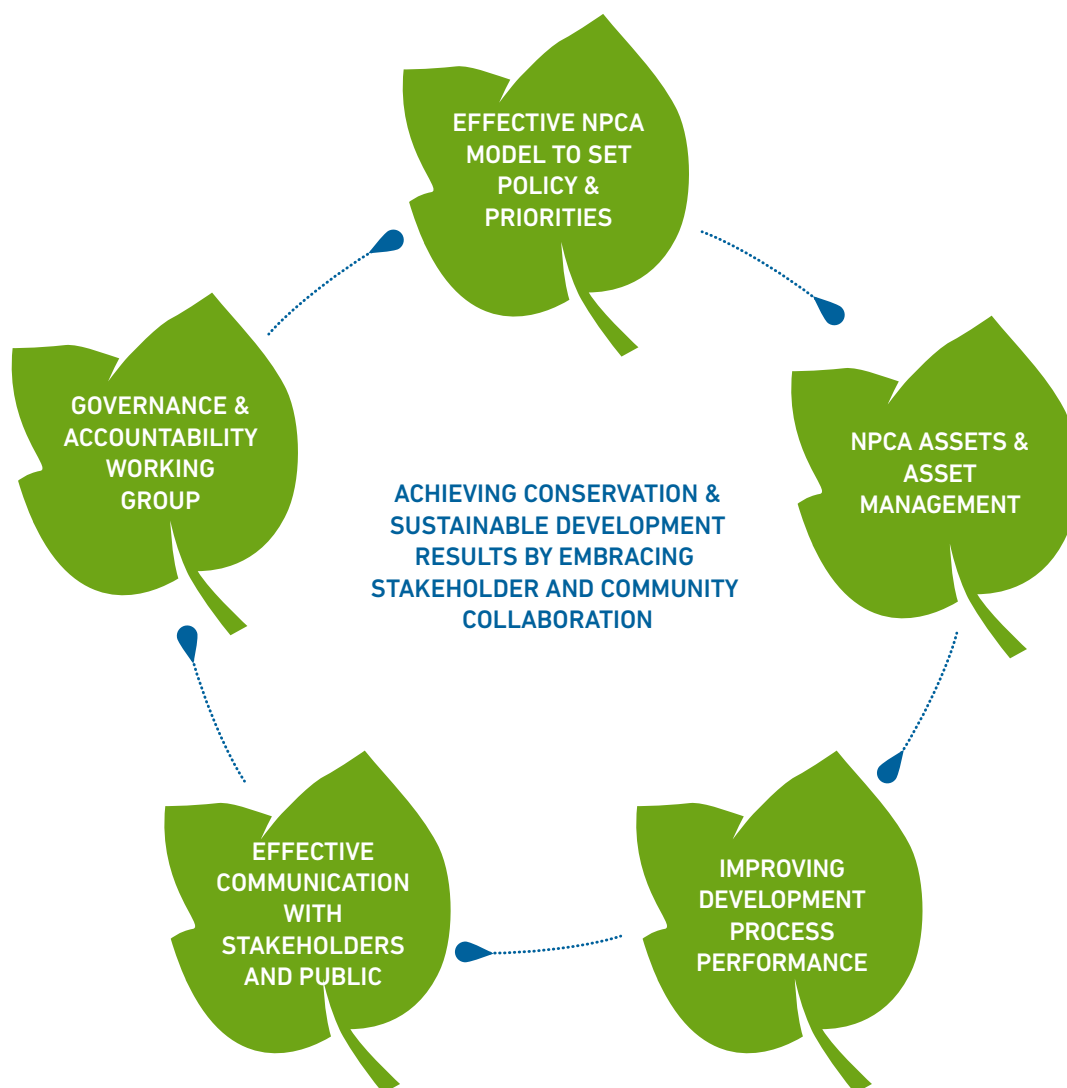
This group's mandate was to engage major stakeholders from throughout the community in order to address customer and community concerns. They investigated the applicability of incorporating on line social media to improve NPCA profile.

GOVERNANCE AND ACCOUNTABILITY WORKING GROUP

This group's mandate was to set criteria for measuring the success of business operations, including an accountability dashboard and report card. They recommended the budget process be redesigned to achieve successful results-based performance; and implement programs to help encourage and preserve public use of lands in order to increase revenues used to maintain park facility assets.

"You must be the change you wish to see in the world."
MAHATMA GANDHI

NPCA STRATEGIC PLAN WORKING GROUPS



"Never believe that a few caring people can't change the world. For, indeed, that's all who ever have."
MARGARET MEAD



STRATEGIC CHANGE CONSULTATION

CONSULTATION PROCESS

1. PUBLIC & STAKEHOLDER CONSULTATION TOOL KIT

At the onset of the process a number of public consultation sessions were held. These consultation opportunities with the development industry, the agricultural sector, dedicated environmentalists, and especially the general public generated blunt and powerful feedback. Valuable insights were gained about NPCA strengths, weaknesses and the necessary “change” pathway going forward. It is understood that carefully considered change is necessary.

2. RIGOROUS INTERNAL DIALOGUE AND PERFORMANCE ASSESSMENT

The NPCA has turned inwards and taken a hard look at its operations, policy framework and future priorities in an effort to meet customer needs and deliver balanced regulatory services that recognize conservation and economic progress can co-exist.

3. STAKEHOLDER ‘CHANGE’ WORKING GROUPS LED BY BOARD MEMBERS WERE ESTABLISHED TO GENERATE PRAGMATIC, MULTI-YEAR CHANGE ACTION PLANS.

With this in mind, working groups consisting of a balanced cross-section of watershed stakeholders, technical experts and the general public were formed to address five performance improvement themes identified in Chart 2. Board Members from the NPCA Strategic Committee chaired these five Working Groups. These Working Groups generated meaningful discussions and recommended the necessary changes needed to create significant performance improvement opportunities for the NPCA. The result is a refocused, re-energized “new” NPCA that is aligned with the conservation and economic priorities of the public, key stakeholders, and the Board.



"We do not inherit the earth from our ancestors, we borrow it from our children."
NATIVE AMERICAN PROVERB

EFFECTIVE NPCA MODEL TO SET POLICIES & PRIORITIES

PHASE 1:

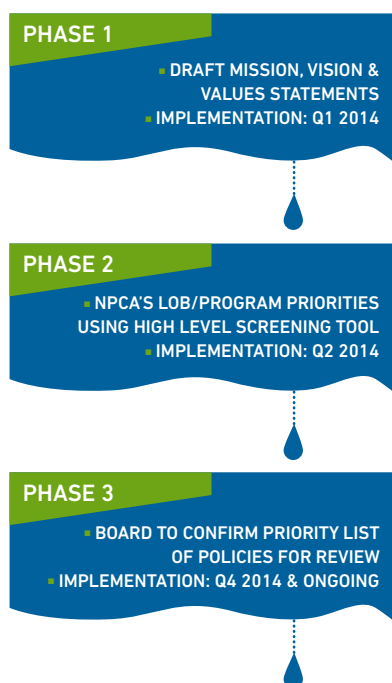
- Board to establish/endorse draft Mission, Vision & Values Statements. (Implementation: Q1 2014)

PHASE 2:

- Board must confirm NPCA's Lines of Business/Program Priorities.
- High-level screening tool developed/tested by Policy Working Group to be used for this purpose. (Implementation: Q2 2014)

PHASE 3:

- Board to confirm priority list of policies for review.
- NPCA Development Approvals Policies will kick-off review process. Priority policies will be vetted using decision making tool developed by Policy group. (Implementation: Q2 2014 & ongoing)



"The human brain now holds the key to our future. We have to recall the image of the planet from outer space: a single entity in which air, water, and continents are interconnected. That is our home."

DAVID SUZUKI



STREAMLINED, EFFICIENT DELIVERY OF DEVELOPMENT APPROVALS PROCESS

PHASE 1:

- Board to consider & adopt the development review and permit approval process business rules/flow charts and dispute resolution process, (including the recommended processing timelines). (Implementation: Q2 2014)
- Board to consider & adopt the dispute resolution process tool. (Implementation: Q3 2014)
- The Community Liaison Advisory Committee (CLAC), endorsed by the Board, will participate in providing specific detailed recommendations beyond the conclusion of this process. (Implementation: Q4 2014)

PHASE 2:

- Complete majority of review and permit approvals with in-house staff to improve management control and continuity - confirm in 2014 budget. (Implementation: Q2 2014)
- Staff capacity comprised of appropriately experienced personnel needs to be provided via additional resources or realignment of existing resources - confirm in 2014 budget. (Implementation: Q2 2014)
- NPCA should adopt use of a software system for monitoring development applications. (Implementation: Q3 2014)

PHASE 3:

- NPCA policy document should clearly distinguish between broader planning guidance and regulatory/permit requirements. (Implementation: Q4 2014)

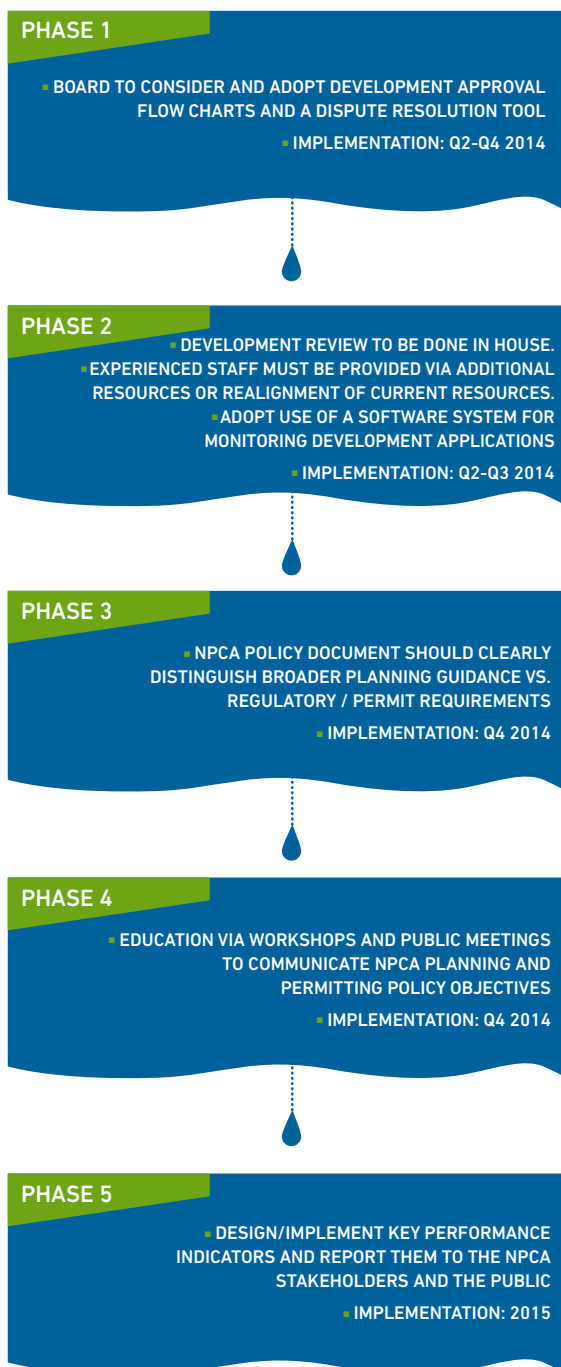
PHASE 4:

- Education via workshops and public meetings to communicate NPCA planning and permitting policy and objectives. (Implementation: Q4 2014)
- Advise stakeholders about the roles of NPCA permitting procedures. (Implementation: Q4 2014)

PHASE 5:

- Design/implement key performance indicators and report them to the NPCA, key stakeholders and the public. (Implementation: 2015)

"To improve is to change; to be perfect is to change often".
WINSTON CHURCHILL



"If there is no struggle, there is no progress".
FREDERICK DOUGLASS

IMPROVED CAPACITY FOR MANAGING ASSETS & LAND PROGRAM

PHASE 1:

- Initiate Board approval process for recommended new land management criteria in consultation with Community Liaison Advisory Committee (CLAC).

NEW ACQUISITION CRITERIA

The criteria for land acquisition should be reviewed and updated based on the following objectives:

1. Is the property outside the urban area?
2. Is the property already protected through legislation (e.g. Provincially Significant Wetland)?
3. Are there other organizations that may be more appropriate recipients of the property?
4. Is acquisition the only means by which the land can be preserved and protected?
5. Is the acquisition clearly within the statutory mandate of the NPCA?
6. What are the long-term capital and operating costs associated with the property?
(Implementation: Q3 2014)

PHASE 2:

- Conduct review of current NPCA land holdings to determine properties that meet/fail to meet new land acquisition and management criteria.
- Properties outside acquisition criteria should be flagged for long-term management solutions – including management, acquisition, transfer, and partnership.
(Implementation: Q4 2014)

PHASE 3:

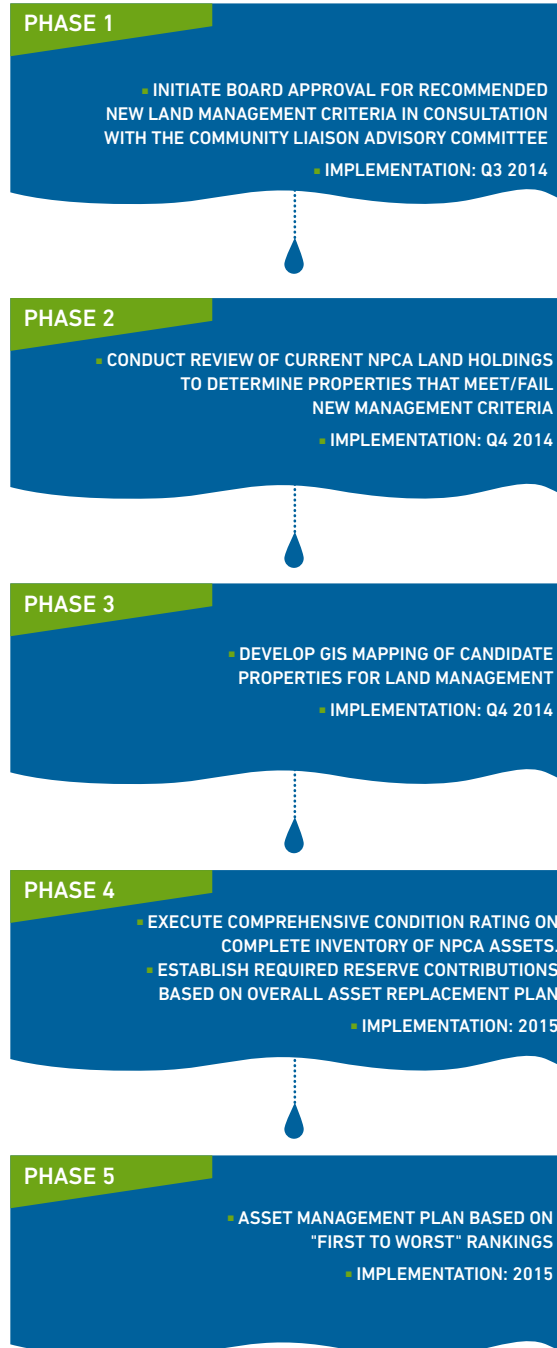
- Develop GIS mapping of candidate properties for land management. Appendix for land acquisition strategy & guide for establishing priority sites. (Implementation: Q4 2014)

PHASE 4:

- Execute comprehensive condition rating on complete inventory of NPCA assets.
- Establish required reserve contributions based on overall asset replacement plan. (Implementation: 2015)

PHASE 5:

- Asset management plan based on "first to worst" rankings. Focus on top 5 priorities. Integrate with capital budget.
(Implementation: 2015)



*"Leave the beaten track behind occasionally and dive into the woods.
Every time you do you will be certain to find something you have never seen before."*

ALEXANDER GRAHAM BELL

TRANSPARENT GOVERNANCE & ENHANCED ACCOUNTABILITY

PHASE 1:

- Review established governance processes and develop improved public transparency – provide easily accessible information about board appointment process.
- Provide board profile page on website to include but not limited to photograph, conservation training/employment or relevant education, personal interests in conservation.
- Implement board member event participation tracking tool for annual reporting. (Implementation: Q3 2014)

PHASE 2:

- Expand public participation to support NPCA Governance via establishment of a Community Liaison Advisory Committee (environment, agriculture, landowners, development, industry, volunteer/user sectors).
- Improve NPCA profile and accountability to municipal governments by providing ongoing quarterly briefings to watershed member municipalities and local councils on activities and key issues being addressed by NPCA. (Implementation: Q3 2014)

PHASE 3:

- Design and implement business planning based on core lines of business and key performance indicators and vet through board and newly created community liaison groups.
- Create long range business plan and redesign NPCA operating and capital budget process and accounting structures to reflect real programming and staffing deployment. Link budgets to key performance indicators.
- PSAB compliant capital project reporting. (Implementation: Q4 2014)

PHASE 4:

- Implement code of conduct to satisfy legislative requirements.
- Develop and implement a workplace satisfaction survey and publish annual results.
- Develop an employee recognition program and review annually.
- Develop and implement a performance review process for CAO and directors to include personal growth development. (Implementation: Q2 2014 – Q4 2015)

PHASE 1

- IMPLEMENT IMPROVED ON-LINE GOVERNANCE TRANSPARENCY TOOLS SUGGESTED BY WORKING GROUP
- ESTABLISH STAKEHOLDER WORKING GROUPS
- IMPLEMENTATION: Q3 2014

PHASE 2

- IMPROVE NPCA PROFILE AND ACCOUNTABILITY TO WATERSHED MUNICIPAL COUNCILS
- PROMOTE BOARD MEMBER PARTICIPATION AT NPCA EVENTS
- IMPLEMENTATION: Q3 2014

PHASE 3

- ESTABLISH LONG RANGE BUSINESS PLAN AND REDESIGN
- BUDGET PROCESS STRUCTURES TO REFLECT CURRENT OPERATING AND CAPITAL BUDGETS
- PSAB COMPLIANT CAPITAL PROJECT REPORTING
- IMPLEMENTATION: Q4 2014

PHASE 4

- IMPLEMENT CODE OF CONDUCT TO MEET LEGISLATIVE REQUIREMENTS
- EMPLOYEE RECOGNITION PROGRAM
- PERFORMANCE AND PERSONAL GROWTH DEVELOPMENT FOR SENIOR MANAGEMENT TEAM
- IMPLEMENTATION: Q2 2014 - Q4 2015



EFFECTIVE COMMUNICATION WITH STAKEHOLDERS & PUBLIC

PHASE 1:

- Initiate a corporate culture of effective two-way communication; encourage employee participation in contributing towards the Board's aims and objectives. (Implementation: Q2, 2014)
- Develop corporate conceptual marketing and communications materials and budget for all NPCA's programs and initiatives to ensure consistency of messaging priorities. (Implementation: Q3 2014)
- Create NPCA identity standards manual and provide training to ensure corporate protocol is followed including; style and readability of communications materials. (Implementation: Q3 2014)

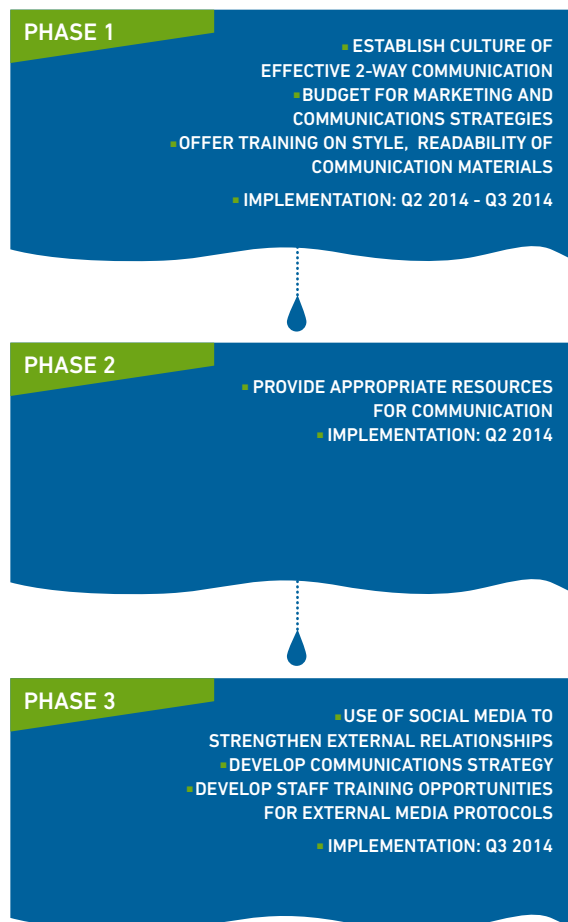
PHASE 2:

- Provide appropriate level of resources for communication. (Implementation: Q2 2014)

PHASE 3:

- Use social media opportunities to strengthen connections and encourage information sharing – use opportunities and look for ways to get more for less. Set clear, realistic and measurable goals.
- Identify potential new partners, funders and allies. Encourage commitment and involvement.
- Develop clear and concise communications strategy and time lines outlining the Board's objectives as to the roles and services performed by NPCA.
- Develop staff training opportunities for external communication and media protocols. (Implementation: Q3 2014)

"There are no passengers on Spaceship Earth. We are all crew."
MARSHALL MCLUHAN



*"Every creature is better alive than dead, men and moose and pine trees,
and he who understands it aright will rather preserve its life than destroy it.*
HENRY DAVID THOREAU



NIAGARA PENINSULA
CONSERVATION
AUTHORITY

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Report To: Board of Directors

Subject: 2014 – 2017 NPCA Strategic Plan Update – October 2016

Report No: 106-16

Date: October 19, 2016

RECOMMENDATION:

THAT Report No. 106-16 related to the 2014 – 2017 NPCA Strategic Plan be **RECEIVED** for information.

PURPOSE:

For the NPCA Board to receive an update of the 42 Deliverables as identified in the 2014 – 2017 NPCA Strategic Plan.

BACKGROUND:

With the provision of over 50 years of NPCA regulations, programming and services, the NPCA Board of Directors developed and implemented its inaugural Strategic Plan in 2014 to guide the corporation over the next 4 years.

The Strategic Plan contained the first ever Mission, Vision and Values of the corporation. In addition, the Strategic Plan returned the corporation back to its legislative mandate of *conserving, restoring, managing and development* of the natural resources within the watershed.

This report provides an update in the completion of the 42 Deliverables contained in the Strategic Plan. The implementation and completion of these deliverables is a performance measure of the Chief Administrative Officer.

DISCUSSION:

The 2014 – 2017 Strategic Plan contained 42 Deliverables under the themes of:

- Effective NPCA Model to set Policies and Priorities;
- Streamlined, Efficient Delivery of Development Approvals Process;
- Improved Capacity for Managing Assets and Land Program;
- Transparent Governance and Enhanced Accountability; and
- Effective Communication with Stakeholders and Public.

To date, as identified in Appendix 1 of this report, 36 of the 42 deliverables (86%) have been completed. The remainder of the 16% are scheduled to be completed either by the end of 2016 or thereafter in Q1 2017.

In brief, the yet-to-be-completed Deliverables are focused on the completion of the policy review entitled *The Living Landscape* (associated to O. Reg. 155/06), a staff satisfaction survey, corporate identity standard, and a corporate communications strategy.

FINANCIAL IMPLICATIONS:

The completion of the remaining Deliverables is within the 2016 and 2017 budget plans.

RELATED REPORTS AND APPENDICES:

Appendix 1: Strategic Plan Update – October 2016

Prepared and Submitted by:

A handwritten signature in black ink, appearing to read 'C. D'Angelo', is written over a solid horizontal line.

**Carmen D'Angelo
Chief Administrative Officer
Secretary Treasurer**

This report was prepared in consultation with the Senior Management Team.

NPCA STRATEGIC PLAN DELIVERABLES AS AT OCTOBER 2016

Category Description	Status	Proposed Start Date	Completed Date	Target Date	Comments	Department Lead
1 Effective NPCA Model to set Policies and Priorities						
a Board to establish/endorse draft Mission, Vision & Value Statements.	Completed	Q1 2014	Q1 2014		NPCA Board of Directors adopted the 2014-2017 Strategic Plan on February 19, 2014 via Report Number 06-14, which included the Mission, Vision and Value Statements	NPCA Board
b Board must confirm NPCA's Lines of Business and Program Priorities.	Completed	Q2 2014	Q4 2014		NPCA Board of Directors adopted Organizational Structure of staff in alignment with regulatory and business functions (focus on CAO's Office, and the departments of Watershed Management, Operations and Corporate Services).	NPCA Board and CAO
c High level screening tool developed and tested by Policy Working Group to be used for this purpose.	Completed	Q2 2014	Q2 2014		Policy screening tool developed by the "Policy Working Group"	NPCA Board
d Board to confirm priority list of policies for review	Completed and continuously ongoing	Q2 2014	Q1 2016		<p>Policies reviewed and completed to date:</p> <ul style="list-style-type: none"> ✓ Memorandum of Understanding for Improving the Planning Function in Niagara (March 19, 2014). ✓ Consultant Selection Policies Amended (March 19, 2014). ✓ Binbrook Master Plan (May 21, 2014) ✓ Community Liaison Advisory Committee Terms of Reference (May 21, 2014) ✓ 2014 Vehicle Assessment and Options (May 21, 2014) ✓ Vehicle and Equipment Policy (June 18, 2014) ✓ Unsolicited Proposal Policy (July 16, 2014) 	

NPCA STRATEGIC PLAN DELIVERABLES AS AT OCTOBER 2016

Category Description	Status	Proposed Start Date	Completed Date	Target Date	Comments	Department Lead
					✓ Accessibility Standard Compliance Policy (July 16, 2014) ✓ Policy Revisions related to O. Reg. 155/06 (July 16, 2014) ✓ Dispute Resolution Process (November 19, 2014) ✓ Regulation #1 - Governance and Administration Policies (November 19, 2014) ✓ Regulation #2 - Meeting Procedures (November 19, 2014) ✓ Regulation #3 - Hearing Procedures (November 19, 2014) ✓ NPCA Permit Approval Process (December 17, 2014) ✓ Health and Safety Policy Statement (February 19, 2015) ✓ Workplace Violence and Harassment Prevention Policy (February 19, 2015) ✓ Tangible Capital Asset Accounting Policy (May 20, 2015) ✓ Phase One of Provincial Policy Review of Greenbelt Act, Niagara Escarpment Act, and Places to Grow Act (May 20, 2015) ✓ Land Management Plan - includes land acquisition criteria (June 17, 2015) ✓ Moveable Assets Policy (July 15, 2015) ✓ Naming of Assets and Facilities Policy (July 15, 2015) ✓ NPCA Geocaching Guidelines (November 18, 2015) ✓ Planning and Regulation Fees (November 18, 2015) ✓ Purchasing and Procurement Policy (December 16, 2015) ✓ Cash Deposit Policy (January 20, 2016) ✓ Capital Assets Management and Planning Policy (January 20, 2016) Other Policy Reviews Completed ✓ Phase One of Provincial Policy Review of Greenbelt Act, Niagara Escarpment Act, and Places to Grow Act (May 20, 2015)	NPCA Board and CAO

NPCA STRATEGIC PLAN DELIVERABLES AS AT OCTOBER 2016

Category Description	Status	Proposed Start Date	Completed Date	Target Date	Comments	Department Lead
					✓ Phase One of Conservation Authorities Act Review (September 16, 2015) ✓ Phase One of Ontario Wetland Strategy (September 16, 2015) ✓ Phase Two of Conservation Authorities Act Review (July 20, 2016)	
					Policies in progress: ✓ Cave Springs Master Plan (Commenced June 18, 2014) ✓ Welland River Floodplain Mapping (Commenced 17, 2014) ✓ Policy Review for O. Reg. 155/06 (Commenced April 16, 2015) ✓ Phase Two of Provincial Policy Review of Greenbelt Act, Niagara Escarpment Act, and Places to Grow Act (May 20, 2015)	
e NPCA Development Approval Policies will kick-off review process. Priority policies will be vetted using decision making tool developed by Policy Group.	Ongoing	Q2 2014 & Ongoing		Q1 2017	The Policy Review for O. Reg. 155/06 has commenced with the issuance of an RFP in April 2015 and an anticipated completion date of December 2016. Public consultation process to be undertaken. Policies related to floodplains will receive consultation from Floodplain Steering Committee. Several updates have been provided to NPCA Board of Directors, CLAC and Municipal Working Group. Policies related to floodplains will receive consultation from Floodplain Steering Committee.	Watershed Management

Category Description	Status	Proposed Start Date	Completed Date	Target Date	Comments	Department Lead
2 Streamlined, Efficient Delivery of Development Approvals Process						
a Board to consider & adopt the development review and permit approval process business rules/flow charts and dispute resolution process, (including the recommended processing timelines).	Completed	Q2 2014	Q3 2014 and Q4 2014		Construction Permit Approval Process Business and Flow Charts completed and adopted (July 2014 and December 2014) and Dispute Resolution Process completed and adopted (November 2014). Development Permit Approval Business and Flow Charts completed and adopted (September 2016).	Board and Watershed Management
b Board to consider & adopt the dispute resolution process tool.	Completed	Q3 2014	Q4 2014		Dispute Resolution Process completed and adopted (November 2014).	Board and Watershed Management
c The Community Liaison Advisory Committee (CLAC), endorsed by the Board, will participate in providing specific detailed recommendations beyond the conclusion of this process.	Ongoing	Q4 2014		Q4 2016	Policy Review of O. Reg 155/06 commenced April 2015 and consultation with CLAC has occurred at each phase of the project, and is ongoing.	Watershed Management
d Complete majority of review and permit approvals with in-house staff to improve management control and continuity - confirm in 2014 budget.	Completed	Q2 2014	Q2 2014 and Q2 2015		2014 and subsequent budgets confirmed for staff resourcing. Staff review of permit approvals completed (July 2014, November 2014 and December 2014) with Development Tracking Software (CityView) to be implemented (Q4 2016) and comprehensive review to be completed next year (June 2016).	Watershed Management

NPCA STRATEGIC PLAN DELIVERABLES AS AT OCTOBER 2016

Category	Description	Status	Proposed Start Date	Completed Date	Target Date	Comments	Department Lead
e	Watershed Management	Completed	Q2 2014	Q2 2014 and Q1 2015		Overall Organizational Structure adopted by the NPCA Board (2014) with management oversight of development reviews and permits. An increase of 2.0 FTEs in the number of qualified Planners (2014) and an increase in 1.0 FTE in the number of Watershed Technicians.	CAO and Watershed Management
f	NPCA should adopt use of a software system for monitoring development applications.	Ongoing	Q3 2014	Q3 2016		NPCA issued an RFP for a software system to develop for monitoring development applications and selected CityView as the successful system. Launch of CityView completed on August 15, 2016.	Watershed Management & Corporate Services
g	NPCA policy document should clearly distinguish between broader planning guidance and regulatory/permit requirements.	Completed	Q4 2014	Q4 2014		Revisions to current policies (July 2014 and December 2014) provided further clarity between planning guidance and regulatory/permit requirements. In specific, the December 2014 report clearly distinguishes the permit approval process (flow chart) with associated decision points and timelines. Further clarity on processes to be developed with the comprehensive review to be completed in Q4 2016.	Watershed Management
h	Education via workshops and public meetings to communicate NPCA planning and permitting policy and objectives.	Ongoing	Q4 2014		Q1 2017	Education and workshops are an integral part of the approved plan to conduct a comprehensive review of the policies to be completed in December 2016.	Watershed Management
i	Advise stakeholders about the roles of NPCA permitting procedures.	Ongoing	Q4 2014		Q1 2017	Stakeholder consultation is an integral part of the approved plan to conduct a comprehensive review of the policies to be completed in December 2016.	Watershed Management

NPCA STRATEGIC PLAN DELIVERABLES AS AT OCTOBER 2016

Category Description	Status	Proposed Start Date	Completed Date	Target Date	Comments	Department Lead
j Design/implement key performance indicators and report them to the NPCA, key stakeholders and the public.	Completed	Q1 2015	Q2 2016		Key Performance Indicators (KPIs) are being reported via the Annual Report, Quarterly Communications, and monthly via Departmental Status Reports. Further performance measures related to planning and permits will be established with the implementation of the CityView software system.	Watershed Management & Corporate Services
3 Improved Capacity for Managing Assets and Land Program						
a Initiate Board approval process for recommended new land management criteria in consultation with Community Liaison Advisory Committee (CLAC).	Completed	Q3 2014	Q2 2015		The new Land Management Plan has been adopted and includes newly developed land acquisition criteria initiated via the Strategic Plan working group.	Board and Operations
b Conduct review of current NPCA land holdings to determine properties that meet/fail to meet new land acquisition and management criteria.	Completed	Q4 2014	Q2 2015		All non-NPCA owned lands have been divested back to the appropriate agencies. Master Plans for all NPCA owned properties either completed (Binbrook), in development (Cave Springs, Lake Erie Properties) or in review.	Operations
c Properties outside acquisition criteria should be flagged for long-term management solutions – including management, acquisition, transfer, and partnership.	Completed	Q4 2014	Q2 2015		This process is ongoing for all NPCA owned properties with the adoption of the new Land Management Plan.	Operations

Category Description	Status	Proposed Start Date	Completed Date	Target Date	Comments	Department Lead
d Develop GIS mapping of candidate properties for land management. Appendix for land acquisition strategy & guide for establishing priority sites.	Completed	Q4 2014	Q2 2015		Land acquisition Strategy part of the new Land Management Plan.	Operations
e Execute comprehensive condition rating on complete inventory of NPCA assets.	Completed	Q2 2015	Q4 2015		Purchase of software assisted in completing inventory of assets.	Operations
f Establish required reserve contributions based on overall asset replacement plan.	2015		Q1 2015		Capital budget reserve established.	Corporate Services & Operations
g Asset management plan based on "first to worst" rankings. Focus on top 5 priorities. Integrate with capital budget.	Completed	2015	Q1 2015		Of the current land holdings, capital projects ranked and top projects approved in the 2015 and subsequent budgets.	Operations
4 Transparent Governance and Enhanced Accountability						
a Review established governance processes and develop improved public transparency - provide easily accessible information about board appointment process.	Completed	Q3 2014	Q2 2015		Board appointment process is the responsibility of the three participating municipalities. The appointment process was posted on the NPCA website for transparency.	Corporate Services

NPCA STRATEGIC PLAN DELIVERABLES AS AT OCTOBER 2016

Category Description	Status	Proposed Start Date	Completed Date	Target Date	Comments	Department Lead
b Provide board profile page on website to include but not limited to photograph, conservation training/employment or relevant education, personal interests in conservation.	Completed	Q3 2014	Q3 2015		New NPCA web site RFP awarded February 17, 2015. New web site developed, tested and implemented on time and on budget. All Board members are identified and contact information is accessible.	Corporate Services
c Implement board member event participation tracking tool for annual reporting.	Completed	Q3 2014	Q1 2015		All NPCA Board members submit their attendance at NPCA events via tracking sheets submitted to the Administrative Assistant to the Chair and CAO.	CAO
d Expand public participation to support NPCA Governance via establishment of a Community Liaison Advisory Committee (environment, agriculture, landowners, development, industry, volunteer/user sectors).	Completed	Q3 2014	Q1 2015		Community Liaison Advisory Committee (CLAC) established May 21, 2014 with regular scheduled meetings in 2015. The CLAC is supported by the Senior Management Team and a Community Liaison and Volunteer Coordinator.	Board, CAO and Corporate Services
e Improve NPCA profile and accountability to municipal governments by providing ongoing quarterly briefings to watershed member municipalities and local councils on activities and key issues being addressed by NPCA.	Completed	Q3 2014	Q3 2015		Annual Report and quarterly reports are distributed to watershed member municipalities, including all 12 local municipalities in Niagara.	Corporate Services

NPCA STRATEGIC PLAN DELIVERABLES AS AT OCTOBER 2016

Category	Description	Status	Proposed Start Date	Completed Date	Target Date	Comments	Department Lead
f	Design and implement business planning based on core lines of business and key performance indicators and vet through board and newly created community liaison groups.	Completed	Q4 2014	Q1 2015		Master Plans (example <i>Cave Springs</i>) and Business Plans (example Land Management Plan, Permit Fees) are vetted by the Community Liaison Advisory Committee and thereafter approved by the NPCA Board.	Senior Management Team
g	Create long range business plan and redesign NPCA operating and capital budget process and accounting structures to reflect real programming and staffing deployment. Link budgets to key performance indicators.	Completed	Q4 2014	Q1 2015		Upgrades to accounting software and payroll systems implemented. 2015 budget restructured to represent real programming and staffing deployment. Monthly budget tracking established and distributed to all Departments and Divisions.	Corporate Services
h	PSAB compliant capital project reporting.	Completed	Q4 2014	Q2 2015		Capital asset software purchased and <i>Tangible Capital Asset Accounting Policy</i> approved May 20, 2015.	Corporate Services and Operations
i	Implement code of conduct to satisfy legislative requirements.	Completed	Q2 2014 to Q4 2015	Q1 2015		<i>Code of Conduct Policy</i> compliant to legislative requirements implemented prior to Strategic Plan process. <i>Workplace Violence and Harassment Prevention Policy</i> renewed annually.	Senior Management Team
j	Develop and implement a workplace satisfaction survey and publish annual results.	Ongoing	Q2 2014 to Q4 2015		Q4 2016	Staff Recognition Committee formed in 2015. One of the goals is to establish a Employee Satisfaction Survey.	Corporate Services

Category	Description	Status	Proposed Start Date	Completed Date	Target Date	Comments	Department Lead
k	Develop an employee recognition program and review annually.	Ongoing	Q2 2014 to Q4 2015	Q4 2015		Staff Recognition Committee formed. Service recognition awards presented every year in 5-year milestones and retirements recognized.	Corporate Services
l	Develop and implement a performance review process for CAO and directors to include personal growth development.	Ongoing	Q2 2014 to Q4 2015	Q3 2016		Performance Reviews of all management members completed.	CAO and Human Resources
5 Effective Communication with Stakeholders and Public							
a	Initiate a corporate culture of effective two-way communication; encourage employee participation in contributing towards the Board's aims and objectives.	Complete	Q2 2014	Q4 2014		<input type="checkbox"/> NPCA Staff participated in the development of Strategic Plan. <input type="checkbox"/> Town Hall staff meetings occur regularly with a goal of capturing continuous feedback. <input type="checkbox"/> Extended Management Team (EMT) meetings and Senior Management Team (SMT) meetings occur regularly where department and divisional feedback is received. <input type="checkbox"/> NPCA staff encouraged to attend Board meetings when their programming is on the agenda in order to promote greater interaction between staff and Board members.	Senior Management Team
b	Develop corporate conceptual marketing and communications materials and budget for all NPCA's programs and initiatives to ensure consistency of messaging priorities.	Ongoing	Q3 2014		Q4 2016	Budget has been established in 2015 for <i>Marketing and Community Relations</i> division. Marketing and communication materials (and policy) in development with a projected completion date of Q4 2016.	Corporate Services

NPCA STRATEGIC PLAN DELIVERABLES AS AT OCTOBER 2016

Category	Description	Status	Proposed Start Date	Completed Date	Target Date	Comments	Department Lead
c	Create NPCA identity standards manual and provide training to ensure corporate protocol is followed including; style and readability of communications materials.	Ongoing	Q3 2014		Q1 2016	All corporate materials are vetted via the <i>Marketing and Community Relations</i> division. Staff training to coincide with the implementation of the Marketing and Communications policy.	Corporate Services
d	Provide appropriate level of resources for communication.	Completed	Q2 2014	Q1 2015		2015 budget and staff resources established for <i>Marketing and Community Relations</i> division.	Corporate Services
e	Use social media opportunities to strengthen connections and encourage information sharing – use opportunities and look for ways to get more for less. Set clear, realistic and measurable goals.	Completed	Q3 2014	Q1 2015		Social media opportunities utilized by NPCA with the direct responsibility of the Communications Specialist. In addition to using social media to communicate decisions at Board meetings, social media utilized for all NPCA events and specialized programming (such as Thanksgiving Festival, Cave Springs Master plan, etc.).	Corporate Services
f	Identify potential new partners, funders and allies. Encourage commitment and involvement.	Completed	Q3 2014	Q1 2015		The Community Liaison and Volunteer Coordinator is responsible in forging new partnerships, volunteer opportunities and stakeholders engagement. Fundraising is the focus of the newly re-invented Niagara Peninsula Conservation Foundation, which is a separate entity of the NPCA with its own Board.	Corporate Services
g	Develop clear and concise communications strategy and time lines outlining the Board's objectives as to the roles and services performed by NPCA.	Ongoing	Q3 2014		Q6 2015	Communication strategy and timelines being developed by the <i>Marketing and Community Relations</i> division.	Corporate Services

NPCA STRATEGIC PLAN DELIVERABLES AS AT OCTOBER 2016

Category Description	Status	Proposed Start Date	Completed Date	Target Date	Comments	Department Lead
h Develop staff training opportunities for external communication and media protocols.	Completed	Q3 2014	Q2 2015		Initial staff training to be completed on June 24, 2015 and subsequent training to occur upon completion and implementation of the Marketing and Communications policy.	Corporate Services

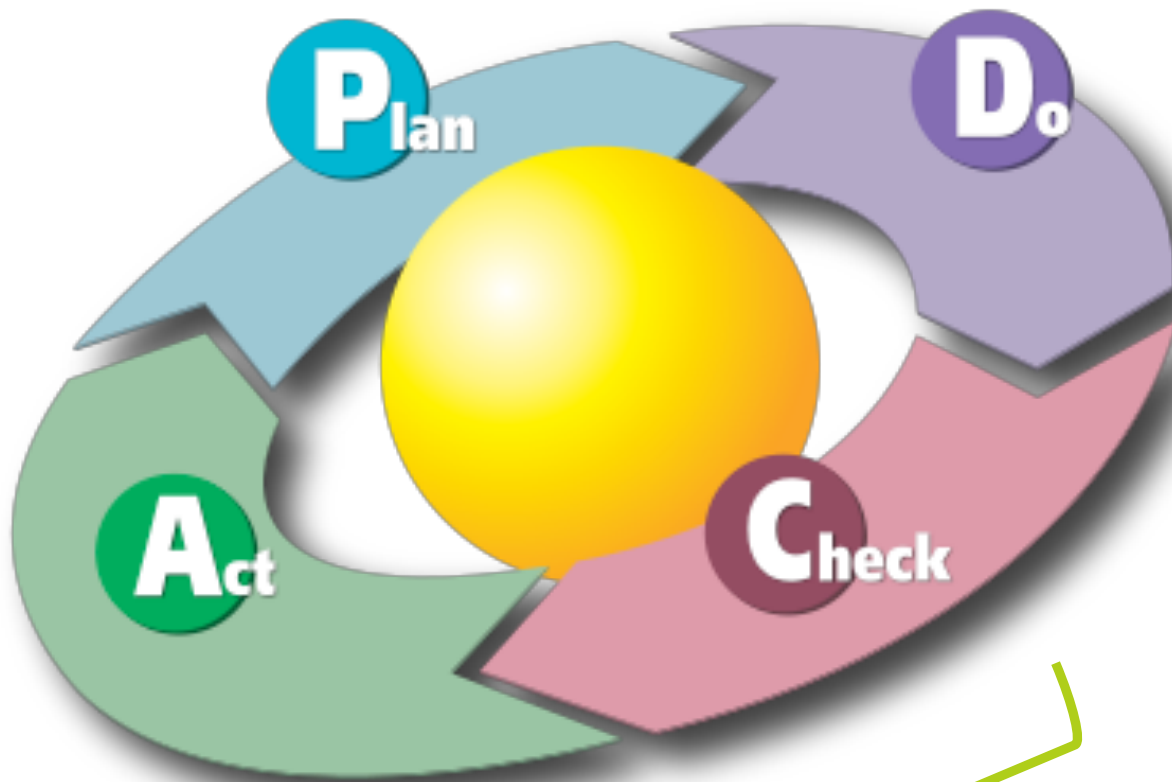


2018 NPCA Strategic Plan 2018-2021

Consolidating Progress & Embracing Change

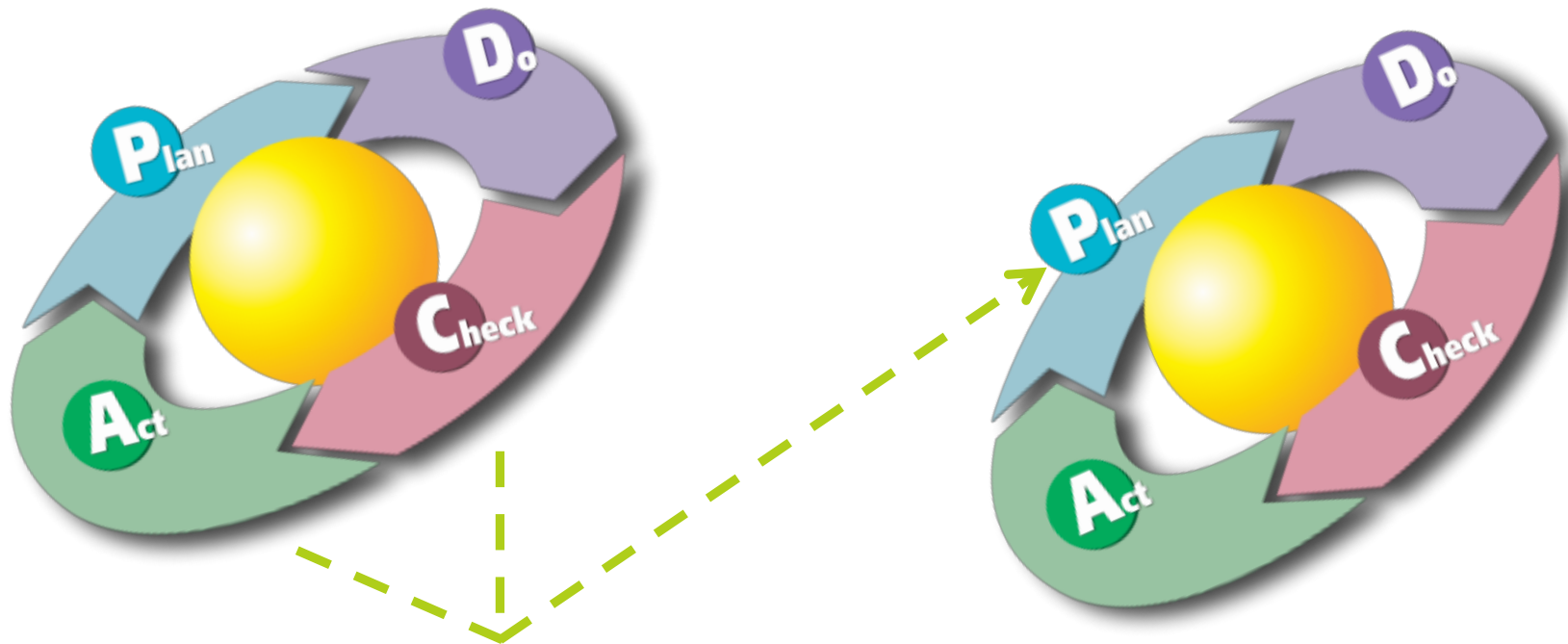
May 2017

Strategic Planning Is Cyclical & Ongoing



**NPCA 2014-2017
Strategic Plan is
Now HERE**

Strategic Planning Cycles Connect



**Existing
NPCA 2014-2017
Strategic Plan**

**New
NPCA 2018-2021
Strategic Plan**

Looking Back: Work Plan for Evaluating 2014-17 Strategic Plan

“Evaluation” Work Plan Links 2014 & 2018 Strategic Planning Cycles

- Evaluation (Looking Back) critical to completing the 2014-2017 Strategic Planning cycle
 - Did NPCA make significant progress on its Change Management journey?
 - Are their unresolved/ongoing change issues that need to be routed forward into the 2018-2021 Strategic Planning cycle?
- Completing the 2014 cycle is the necessary precursor to initiating the 2018 cycle!

NPCA Strategic Planning: Looking Back Before 2014 Plan

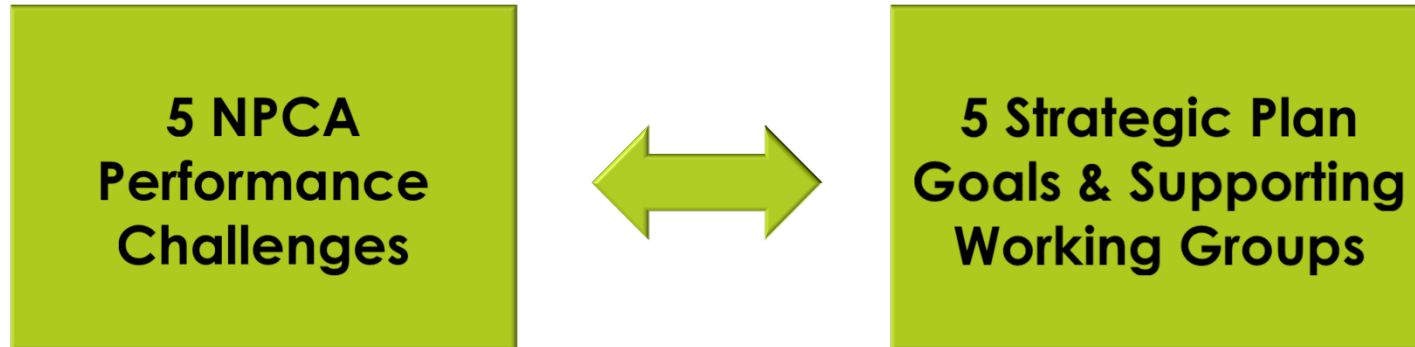
- Performance Concepts retained to support/advise NPCA in design & execution of its strategic plan.
- External consultations revealed an organization in crisis. Virtually all stakeholders voiced dissatisfaction with NPCA performance, and decried its blunt regulatory over-reach.
- Internally, it became clear that senior management leadership shortcomings, and a lack of appropriate/mature financial and human resource systems, were compromising the organization.

NPCA Strategic Planning: Looking Back before 2014 Plan

- Performance Concepts carried these difficult “performance deficits” to the Board clearly and unequivocally – speaking truth to power.
- The Board directed that the Strategic Plan become an “organization transformation” process; seeking to re-build the NPCA brand by becoming a listening, pragmatic, problem-solving organization – as opposed to a “no discussion” heavy handed yet unfocused regulator.

Key Question: Did 2014-17 Strategic “Change Plan” Actually Work?

- As first step in 2018-2021 strategic planning cycle, NPCA must measure actual progress against the “change” storyline set out by the Board in the 2014-17 Strategic Plan



Proposed Work Plan to Gauge Impact of 2014-17 Strategic Plan

1. Map out/confirm the timelines of evidence-based accomplishments (2014–Present) against the Strategic Plan commitments (5 steams)
2. Execute facilitated listening sessions with NPCA Board members to assess change management accomplishments & identify ongoing challenges
3. Execute facilitated listening sessions with NPCA frontline staff & Management Team to assess change management accomplishments & identify ongoing challenges

Proposed Work Plan to Gauge Impact of 2014-17 Strategic Plan

4. Execute facilitated listening sessions with development/municipal/other stakeholders re. NPCA accomplishments, culture, accountability tools etc.
5. Independent review of Key Performance Indicator data trends versus targets – integrate data driven trends with other streams of proposed work
6. Review NPCA organization design & management/control systems...how far have they evolved? Do they meet province-wide peer standards?

Proposed Work Plan to Gauge Impact of 2014-17 Strategic Plan

7. Create 2014-17 Strategic Planning cycle conclusion report for NPCA Board. Conduct facilitated workshop to position NPCA Board for 2018-21 cycle.
 - ▣ Identify carry-forward issues from 2014 cycle to feed into new Situation Analysis
 - ▣ Consider refinements to the go-forward strategic planning model/methodology/resourcing strategy (based on evaluation of 2014-17 cycle)

Strategic Plan: High Level Timing/ Critical Path

Strategic Planning Component	High Level Timing	Budget For Execution
Looking Back: 2014-2017 Strategic Plan Impact Evaluation	Coordinated by Performance Concepts May to August	\$40,000 +HST
Moving Forward: Board Report 7 Workshop(s) on Cycle Completion	Facilitated by Performance Concepts Early/Mid September	\$8,000 +HST
Kicking Off 2018-21 Cycle	Resourcing & Timing TBD	TBD

Contact Information

- **Performance Concepts Consulting Inc.**

- Todd MacDonald (President)

- 416-407-0695

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- www.performanceconcepts.ca



Appendix: Strategic Planning Insights & Hard Truths

Relentless Focus Amidst Change...

“The Main Thing is to Keep the Main Thing the Main Thing”

Management Guru
Stephen Covey

“If you’re currently trying to execute five, ten, or even twenty important goals, the truth is that your team can’t focus. This lack of focus magnifies the intensity of the whirlwind, dilutes your efforts, and makes success almost impossible.”

4 Disciplines of Execution



“Beginning at the End...”

*“We may be very busy, we may be very efficient, but **we will also be truly effective only when we begin with the end in mind.**”*

Management Guru
Stephen Covey



*“Management is efficiency in climbing the ladder of success; **leadership determines whether the ladder is leaning against the right wall.**”*

The Challenge: Develop Real Strategy & Avoid Being a Mile Wide

- *But the truth is that many companies ...don't really have strategies. At the core, strategy is about focus, and most complex organizations don't focus their resources. Instead, they pursue multiple goals at once, not concentrating enough resources to achieve a breakthrough in any of them.*

Richard Rumlet, Good Strategy/Bad Strategy & Why It Matters

Shortcomings of Traditional Strategic Plans

“You can call these exercises “strategic planning” if you like, but they are not strategy. They cannot deliver what senior managers want: a pathway to substantially higher performance. To obtain higher performance, leaders must identify the critical obstacles to forward progress and then develop a coherent approach to overcoming them. The leader’s responsibility is to decide which of these pathways will be the most fruitful and design a way to marshal the organization’s knowledge, resources and energy to that end.”

Richard Rumlet, *Good Strategy/Bad Strategy & Why It Matters*

Shortcomings of Traditional Strategic Plans

“There is a large industry of consultants and book writers who are willing to provide instruction on the delicate differences between missions, visions, strategies, initiatives, and priorities. From small boutiques to the large IT-based firms trying to break into strategy work, consultants have found that template-style strategy frees them from the onerous work of analyzing the true challenges and opportunities faced by the client. Plus, by couching strategy in terms of positives – vision, mission, and values – no feelings are hurt.

Richard Rumlet, Good Strategy/Bad Strategy & Why It Matters

Draft Terms of Reference:
NPCA Strategic Planning Committee

<i>Committee Name:</i>	Strategic Planning Committee
<i>Committee Type:</i>	Ad hoc, set up and approved by the NPCA Board of Directors in May 2017
<i>Purpose:</i>	The Committee will review the current NPCA Strategic Plan (2014-2017) and provide recommendations into the formulation of an updated Strategic Plan.
<i>Scope:</i>	Since it is a review of the current plan, the scope will be different than a full-fledged development of a new Strategic Plan. Discussions will involve what's still relevant, what's currently working and what needs to be improved or changed. Opportunities for input will occur with a variety of partners to ensure effective communication. These include, but are not limited to, community partners, stakeholders, NPCA Board and staff.
<i>Authority:</i>	Decisions and recommendations will be made by the Committee members and then sent to the Full Authority Board for approval.
<i>Membership:</i>	The Committee will have Five (5) Members and will include the NPCA Chair, Vice-Chair and three (3) Board Members appointed by the Full Authority Board.
<i>Meeting Requirements:</i>	Meetings will be held at the call of the Committee Chair. Agendas will be prepared by the Committee Chair in consultation with staff. Minutes will be prepared by staff and distributed to all Committee members and Senior Management prior to the next meeting.
<i>Meeting Location:</i>	Meetings will be at NPCA Head Office (250 Thorold Rd. West, Welland), Ball's Falls Conservation Area or at a location determined by the Committee Chair.
<i>Resources/Budget:</i>	The work will be done by the Committee, any consultants, senior staff, Administrative Assistants and the Communication Specialist. Any costs will be discussed by the Committee, and if required, taken to the Board for approval.
<i>Responsibilities/duties:</i>	All Committee members will make every effort to attend all meetings, participate in the discussions, support the process and make decisions to carry out the Strategic Planning process and develop a draft Strategic Plan.
<i>Decision Making:</i>	The Committee will operate openly with the aim of arriving at decisions through consensus. However, votes may be called by the Committee Chair to advance the agenda. Results of the discussions will be reflected in the minutes.
<i>Timelines:</i>	To be developed by the Committee. There will be some flexibility but the Committee should have a Draft Strategic plan to the Board of Directors at a regular Board meeting within the first quarter of 2018. Upon Board approval of an updated Strategic Plan this ad hoc committee will have concluded its work and dissolve.

Report To: Board of Directors

Subject: Virgil Dam, NOTL – Future Ownership and Management

Report No: 58-17

Date: May 17, 2017

RECOMMENDATION:

Whereas, the primary purpose of the Dams and subsequent impounding of water is to provide for agricultural irrigation; and,

Whereas, the existing natural features on the property are not threatened, endangered, or of significant value; therefore,

Be it resolved that the Board DIRECT staff to enter into negotiations for the transfer of ownership of the Virgil Dam and Reservoir properties to the Town of NOTL.

PURPOSE:

To seek the NPCA Board's direction on the future ownership and management of the Virgil Dams & Reservoirs located in NOTL.

BACKGROUND:

General

The NPCA Virgil Dams and Reservoirs Conservation Area, located across Four Mile Creek in the Town of Niagara-on-the-Lake (see Attachment #1), were originally constructed in 1968 with the primary purpose of providing water for agricultural irrigation. This primary purpose remains unchanged to this day. The Upper Dam and Reservoir is constructed just south of Township Line 3 west of Creek Road, and the Lower Dam and Reservoir was constructed between Niagara Stone Road and Township Line 3.

The Virgil Dams Conservation Area is also used by the public for passive recreational purposes such as hiking, fishing, and bird watching. The waters of the Reservoirs are warm and turbid only supporting fish species that can tolerate these conditions such as carp, catfish, and perch. The Non-Provincially Significant Virgil Conservation Area Wetland Complex is found throughout the property in addition to established and successional woodland features along the shores.

Both dams are similar in design and construction. The structures consist of earth embankments with a 17m long concrete spillway section. Timber flashboards increase the storage level in the reservoirs and a low flow valve has the ability to provide downstream flow augmentation once the

water level drops below the wooden flashboards. Both reservoirs are only 3 to 4 feet deep (due to sediment build-up over the years) with the depth increased by an additional 3 feet with the timber flashboards installed. The Ontario Dam Safety Guidelines classify the Virgil Dams as being SMALL dams with a LOW Hazard Potential.

The drainage area upstream of the reservoirs is approximately 22.6 km². During the growing season, water within Four Mile Creek and the Virgil Reservoirs is supplemented by water pumped (by the Town of NOTL) from the Adam Beck hydroelectric reservoir as dictated by the Town's Irrigation Committee. It is estimated that approximately 20 growers pump water directly from the Virgil Reservoirs. The NPCA does not currently have any agreements in place with these users. Upstream of the Upper Virgil Reservoir, an additional 30 growers (approx.) utilize the deeper water in Four Mile Creek (impounded by the Upper Virgil Dam) in order to irrigate their crops.

Dam Operations

There are no specific daily operations related to these Dams. Both Virgil Dams are intended to passively impound water as the low flow valves are in poor condition and have not been operated in several years. Due to the difficulty and risk to the workers of removing the wooden flashboards every season, the wooden flashboards have been left in place since approximately 2008.

There has never been a formal agreement with the Town with respect to maintenance and operation of these Dams. While this informal arrangement between the NPCA and the Town has often been undertaken without incident, there has been confusion lately regarding the operational responsibilities. This culminated in the inadvertent draining of the Lower Virgil Reservoir by Town staff in July 2015. Since this time, both NPCA and Town staff have expressed a strong desire to establish clear direction regarding roles and responsibilities pertaining to Virgil Dams.

Responsibilities Pursuant to the Renewed Permit to Take Water (PTTW)

The Ministry of Environment and Climate Change (MOECC) requires that large water takers and water users obtain a Permit to Take Water (PTTW) to allow the MOECC the ability to manage the consumption of surface water. The NPCA's PTTW for the Virgil Dams was recently renewed on March 27, 2017 and is valid until February 28, 2020. The Town of Niagara-on-the-Lake also has a blanket Permit to Take Water for its extensive irrigation network located throughout the municipality.

Condition 4.2 c) of the NPCA's recently renewed PTTW states that:

*"By September 30, 2017, the Permit Holder (NPCA) shall develop and submit for approval to the MOECC Director an **operational process** with the Town of Niagara-on-the-Lake to maintain appropriate flows within the system as needed."*

As such, should the Board decide that the NPCA should continue to maintain the Virgil Dams and Reservoirs with the primary purpose of providing irrigation water to local growers, it is recommended that a formal agreement between the NPCA and the Town of NOTL be established for the ongoing operation of these assets as noted in Option 1a (below).

OPTIONS:

The following Options are presented to the Board for consideration:

- 1) The NPCA **continues to maintain ownership** of the lands comprising the Virgil Dams and Reservoirs, and would pursue one of the following courses of action;

a. The Virgil Dams and Reservoirs continue to be operated and maintained primarily for the purposes of irrigation.

Should this option be pursued, it is recommended that the Board direct staff to enter into negotiations with the Town of NOTL in order to develop a formal agreement between the two parties which clearly define:

- i. General roles and responsibilities;
- ii. Operational roles and responsibilities;
- iii. Financial obligations;
- iv. Contact persons;
- v. Financial capital obligations associated with future infrastructure upgrades

* All of which would be sent to the MOECC by September 30, 2017 to meet the requirements of the NPCA's Permit to Take Water.

** The locations of all users pumping water from the Virgil reservoirs to be determined and formal agreements be undertaken with these growers.

b. The Virgil Dams and Reservoirs may or may not continue to be operated and maintained primarily for the purposes of irrigation.

Should this option be considered, it is recommended that the Board;

- i. Direct staff to allocate capital resources over the next 2 to 5 years to create a Master Plan for the property which would review the overall existing use and operation as well as identify any potential opportunities for recreation uses and ecological enhancements, and;
- ii. Direct staff to enter into negotiations with the Town of NOTL in order to develop a formal agreement between the two parties (as per Option 1a) until such time as any potential change of use is approved, pursuant to any recommendations arising from the commissioned Master Plan.

c. The Virgil Dams and Reservoirs not be maintained for the purposes of irrigation.

Should this option be considered, it is recommended that staff be directed to solicit a work plan and a preliminary budget to remove these structures and construct a natural creek system through the property. This would serve to remove the existing barriers to spawning salmon and trout and would reconnect the natural Four Mile Creek system to that which exists both upstream and downstream of the Virgil Reservoirs.

- 2) The NPCA **does not continue to maintain ownership** of the lands comprising the Virgil Dams and Reservoirs, and would pursue one of the following courses of action;
- The NPCA direct staff to enter into negotiations with the Town of NOTL with the intent to transfer ownership and operation of the Virgil Reservoir properties to the Town in order to enhance the capacity of the existing NOTL irrigation infrastructure network.
 - Should negotiations with the Town to transfer ownership of the property prove fruitless, staff would report back to the Board seeking further direction.

STAFF RECOMMENDATION:

Given that the primary purpose of the Dams and subsequent impounding of water is to provide for agricultural irrigation, and given that the existing natural features on the property are not threatened, endangered, or of significant value, the NPCA staff preferred option is to transfer ownership of the Virgil Reservoir properties to the Town of NOTL. It is envisioned that the Town would then add the Virgil Reservoirs to its existing irrigation network under the provisions of the Town's existing Permit to Take Water and be managed by the Town's Irrigation Committee.

FINANCIAL IMPLICATIONS:

Pursuing the Staff Recommended course of action will result in the reduction of operating costs for ongoing maintenance and repairs along with the avoidance of future pending capital costs that will be required to upgrade the dam structures and related infrastructure.

RELATED REPORTS AND APPENDICES:

- Virgil Dams and Reservoir Conservation Area
- Photographs of Virgil Dams & Reservoirs

Prepared by:


Peter Graham, P.Eng. MBA
Director, Watershed Management

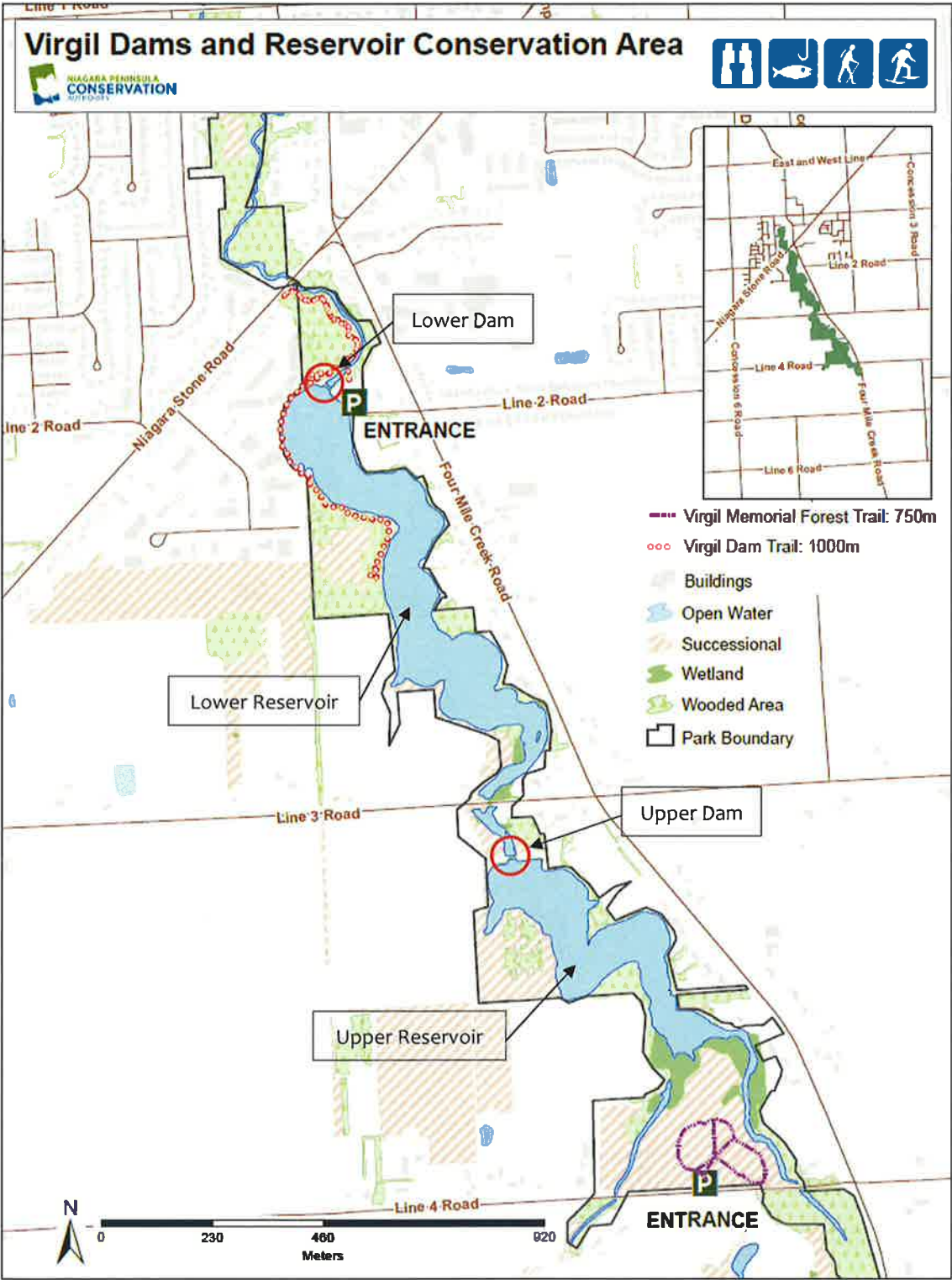
Reviewed by:


Steve Miller, P.Eng.
Manager, Water Resources & Restoration

Submitted by:


Mark Brickell
Acting Chief Administrative Officer / Secretary Treasurer

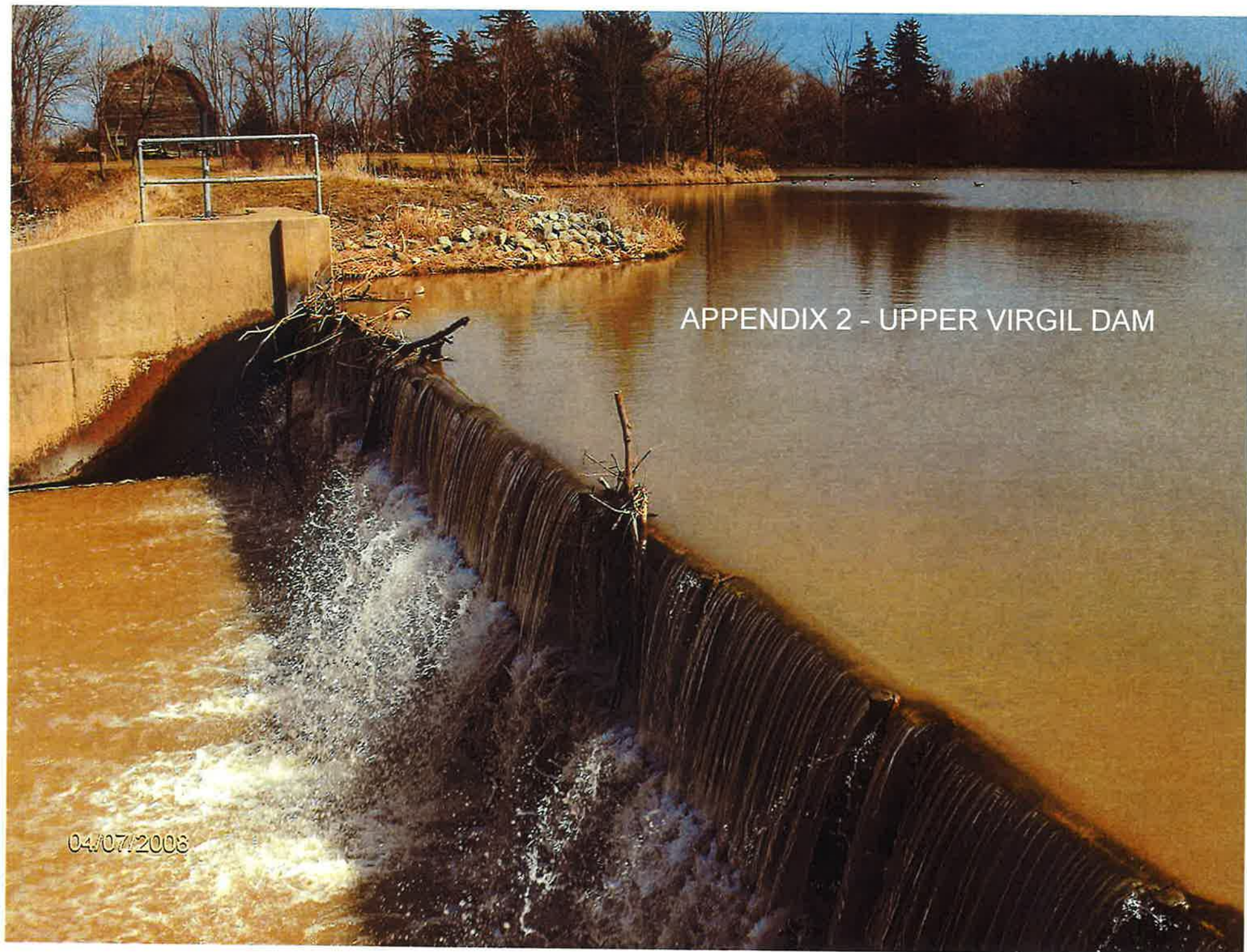
This report was completed with consultative input from Gregg Furtney – Acting Director, Operations.



APPENDIX 2 - LOWER VIRGIL DAM



2014.05.28



APPENDIX 2 - UPPER VIRGIL DAM

04/07/2006

APPENDIX 2 - VIRGIL DAMS AIR PHOTO

NIAGARA-ON-THE-LAKE WATERSHED STUDY

HYDROLOGY, HYDRAULICS AND FLOODPLAIN MAPPING

Report prepared for:

Niagara Peninsula Conservation Authority
250 Thorold Road West, 3rd Floor
Welland, Ontario
L3C 3W2

Prepared by:

AQUAFOR BEECH LIMITED
8177 Torbram Road
Brampton, Ontario
L6T 5C5

Report To: Board of Directors

Subject: NPCA Policy Review – Additional Public Consultation (Open House)

Report No: 59-17

Date: May 17, 2017

RECOMMENDATION:

That the Board provide direction to staff on whether one (1) additional public consultation session (Open House) will be scheduled in the City of St. Catharines.

PURPOSE:

To seek Board direction on a member's request to hold one additional consultation session within the city of St. Catharines.

BACKGROUND:

The Living Landscape is the name given to this project, with its primary objective to review and complete a fundamental rewrite of NPCA's primary development guidance document titled *Policies, Procedures and Guidelines for the Administration of Ontario Regulation 155/06 and Land Use Planning Policy Document*. The draft policy document is intended to more closely align the NPCA's Policy Document with approved legislation and current practice. It focuses on clarity, consistent language and flexibility, based on the nature of the hazard and the tests under the Conservation Authorities Act.

This policy review and update is also an important element of the NPCA Strategic Plan (2014-2017) to develop streamlined, efficient delivery of its development approvals process. As noted, the updated "NPCA policy document should clearly distinguish between broader planning guidance and regulatory/permit requirements".

In September 2016, Staff Report No. 97-16 (Attach #1) apprised the Board of the proposed (budgeted) public consultation program for the *Living Landscape* Project, highlighting the parties that have been informed and consulted with at various stages in the process, and presented an additional option for increased public consultation. At that time the Board approved a total of four (4) public open house events. These events will be approximately two (2) hours in the evening including display panels and some facilitated activities designed to obtain feedback on the draft Policy Document. The original budget included only two (2) public open houses, as such, the two (2) additional events came at an additional cost of \$8,545. The staff report also noted two (2) "pop-up" style events used to promote the open house events, raise awareness about the draft Policy document and drive traffic to the project website.

DISCUSSION:

With the objective of spreading the event locations across NPCA's watershed at facilities with appropriate capacity and layout, the four (4) formal public Open House times and locations, approved by the Board on April 26, 2017, have been scheduled as follows:

Date	Location	Time
May 16, 2017	Wellandport Community Centre, West Lincoln	6 pm – 8:00 pm
May 25, 2017	Balls Falls Centre for Conservation, Lincoln	6 pm – 8:00 pm
May 29, 2017	Welland Community Wellness Centre, Welland	6 pm – 8:00 pm
June 1, 2017	McBain Centre, Niagara Falls	6 pm – 8:00 pm

Since the April 2017 Board meeting a member requested that one (1) additional public consultation session (Open House) be held in the City of St. Catharines. Dillon Consulting, the group facilitating this policy review process, provided an estimated cost of **\$4,060.00** (excl. HST) to conduct this open house.

Note: Using various media and communication channels, the draft policy document has been circulated to the public and stakeholders including the Watershed municipalities, Core Working Group (CWG), CLAC, Watershed Floodplain Advisory Committee, Region of Niagara Agricultural Policy and Action Committee (APAC), Niagara Home Builders Association (NHBA), Hamilton-Halton Home Builders Association, and the Niagara Area Planners Group. The draft policy document has also been posted on the project website with links to it provided on the NPCA website. The public and stakeholders have been asked to submit comments by June 30, 2017. A final document is proposed to be presented to the NPCA Board in the fall of 2017.

FINANCIAL IMPLICATIONS:

There will be an additional cost of \$4,060.00 should the Board choose to approve the one (1) additional public consultation event noted above. The funds will be expensed from the operating reserves as it was not included in the 2017 budget.

RELATED REPORTS AND APPENDICES:

1. Staff Report No. 97-16 NPCA Policy Review – Consultation Program (referenced only)

Prepared by:


Peter Graham, P.Eng. Director,
Watershed Management

Respectfully submitted by:


Mark Brickell,
Acting CAO / Secretary-Treasurer

This report was prepared with consultative input from Suzanne McInnes, MCIP RPP – Manager, Plan Review & Regulations.

Report To: Board of Directors

Subject: Appointment of Regulations Officer

Report No: 60-17

Date: May 17, 2017

RECOMMENDATION:

That Report No. 60-17 be RECEIVED for information; and that the Board appoint Nicholas Gannon, Compliance and Enforcement Officer as an Officer pursuant to Section 28 of the *Conservation Authorities Act* and Ontario Regulation 155/06.

PURPOSE:

The NPCA recently hired Mr. Nicholas Gannon to fill the vacant position of Compliance and Enforcement Officer. He must in turn be appointed as an Officer under Section 28 of the *Conservation Authorities Act* to fulfill his job responsibilities.

BACKGROUND:

Enforcement activities related to Section 28 of the *Conservation Authorities Act* are also governed by Part III of the Provincial Offences Act (POA). By appointing staff as Officers under the *Conservation Authorities Act* they also become recognized by the Courts as Provincial Offences Officers and are therefore required to govern themselves in accordance with other applicable legal requirements, including laying of information/charges, search restrictions, and disclosure of evidence.

FINANCIAL IMPLICATIONS:

Mr. Gannon will require training to become a Provincial Offences Officer. The Ontario Municipal Law Enforcement Association offers a week-long training course twice a year <http://www.mleoa.ca/Content.asp?Key=16&cmd=ResetAll> .


The next course is in November 2017. The course covers notebooks, legal terminology, understanding by-laws, evidence, POA Part I, POA Part III, Crown Briefs, officer safety and ethics. It also includes in-class practical application of lesson material including a mock investigation and mock trial. The cost of the course is \$1,130 including HST. The registration fee includes training materials, dorm accommodations and meals. The course takes place at the Ontario Fire College in Gravenhurst, Ontario.

Based on the above, it is recommended that Mr. Nicholas Gannon be appointed as an Enforcement Officer under Section 28 of the Conservation Authorities Act of Ontario for the term of his employment with the NPCA, as specified under Section 28, 1(e) of the Act.

RELATED REPORTS AND APPENDICES:

Report 25-12 Appointment of Enforcement Officers (reference only)
Report 72-08 Appointment of Enforcement Officers (reference only)
Report 49-15 Appointment of Enforcement Officers (reference only)

Prepared by:



Darren Mackenzie, C.Tech., rcsi
Supervisor, Construction Permits & Compliance

Reviewed by:



Peter Graham, P.Eng.
Director, Watershed Management

Submitted by:



Mark Brickell;
Acting Chief Administrative Officer / Secretary Treasurer