

**FULL AUTHORITY SPECIAL MEETING
ON-LINE VIDEO CONFERENCE**

**Tuesday, March 30, 2021
9:00 A.M.**

A G E N D A

CALL TO ORDER

The Niagara Peninsula Watershed is located on the traditional territory of Indigenous peoples dating back countless generations. We want to show our respect for their contributions and recognize the role of treaty-making in what is now Ontario.

1. ADOPTION OF AGENDA

2. DECLARATION OF CONFLICT OF INTEREST

3. PRESENTATIONS

- a) NPCA Board of Directors Strategic Planning Engagement Session – Presentation by John Matheson, StrategyCorp Inc. RE: Niagara Peninsula Strategic Plan - Board Discussion Guide

Page #1

4. NEW BUSINESS

5. ADJOURNMENT



Niagara Peninsula Strategic Plan

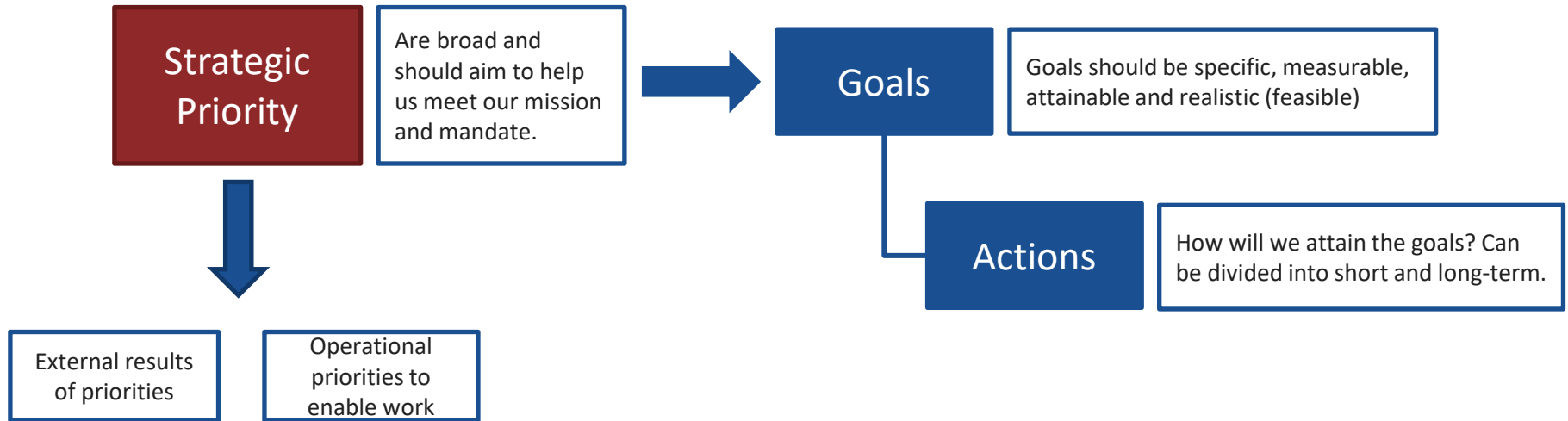
Board Discussion Guide

March 30, 2021

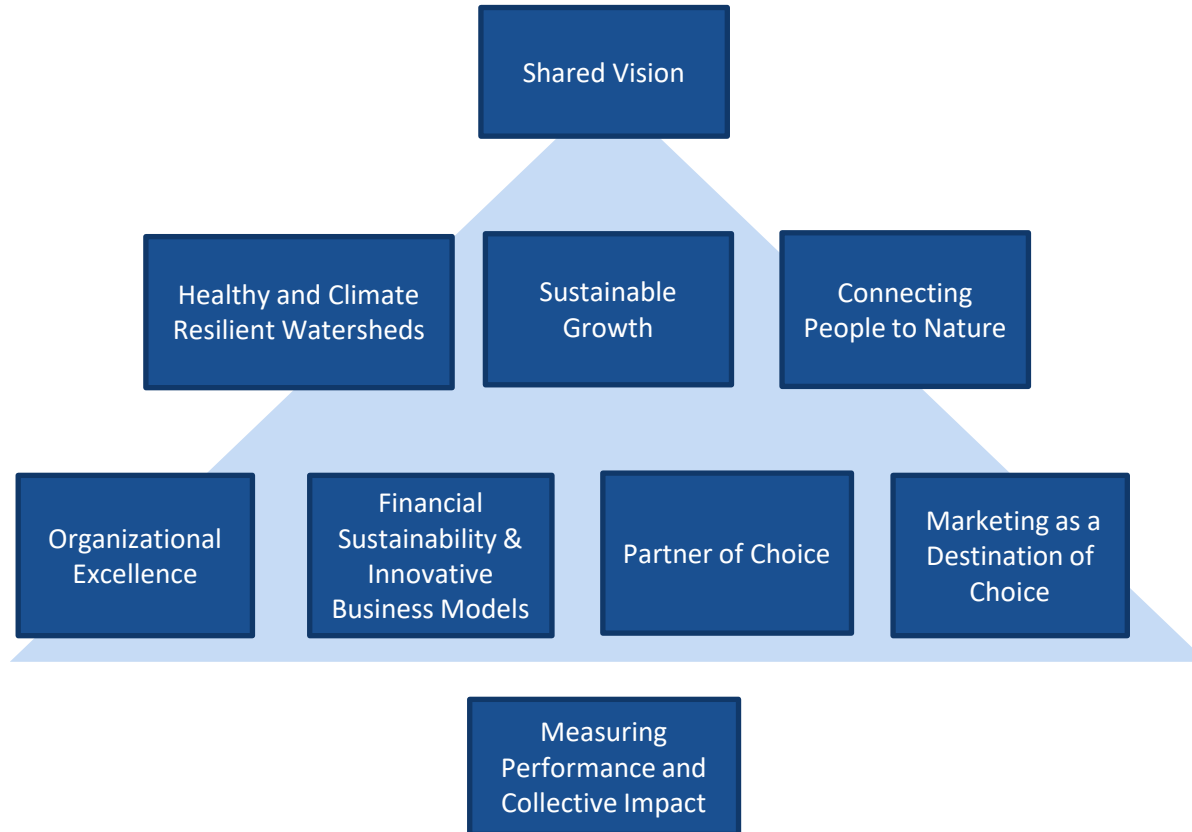
Agenda for Board Engagement Session #1

Time	Item	Lead	Description
9:00	Introduction	Chandra	
9:05	Overview of process for the Engagement Session	John Matheson (Consultant -SCI)	
9:15	Introduction to the Strategic Priorities	Chandra	
9:30	Exercise 1: Strategic Priorities Discussion	SCI	Breakout session
10:30	Report back on Strategic Priorities	SCI	Group discussion
10:50	Break		
11:05	Exercise 2: Strategic Priorities Discussion	SCI	Breakout session
11:35	Report back on Strategic Priorities	SCI	Group discussion
12:00	Exercise 3: Vision Keywords	SCI	Group discussion
12:25	Next Steps	SCI	

From SWOT to Strategic Priorities and onward



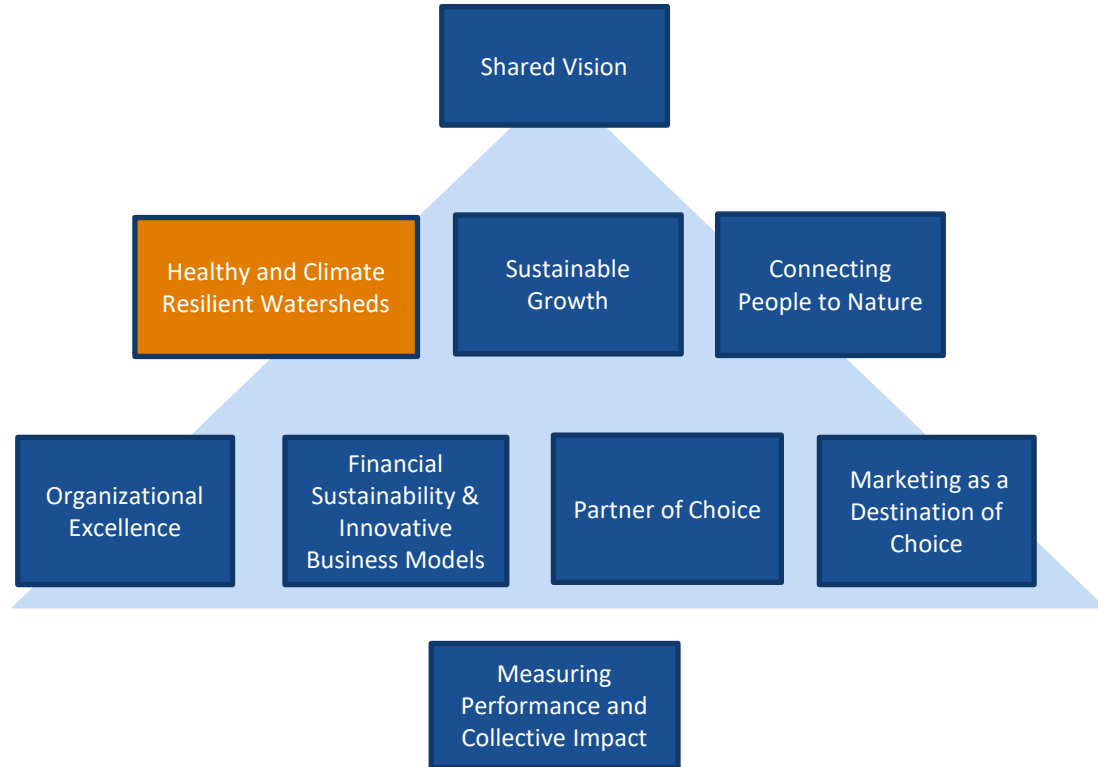
Strategic Priorities from the SWOT Analysis



Strategic Priority: Healthy and Climate Resilient Watersheds

This Strategic Priority is aimed at understanding, protecting, and improving the natural heritage features of the landscape.

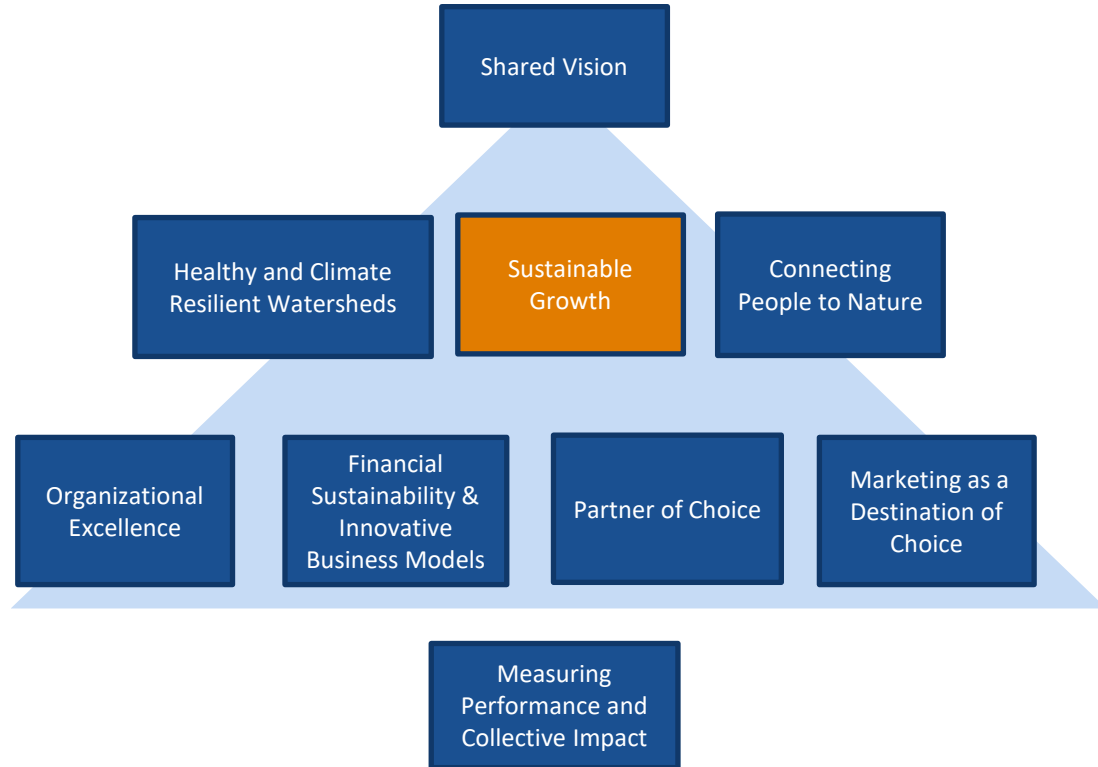
It includes preparing for the impacts of climate change, keeping people and properties safe from natural hazards (e.g., floods, shoreline erosion), protecting our drinking water sources, improving water quality in watersheds as well as the adjacent Great Lakes, and the conservation and enhancement of habitat across the landscape.



Strategic Priority: Sustainable Growth

This Strategic Priority is aimed at using a coordinated approach and emerging practices to support building resilient communities in the watershed.

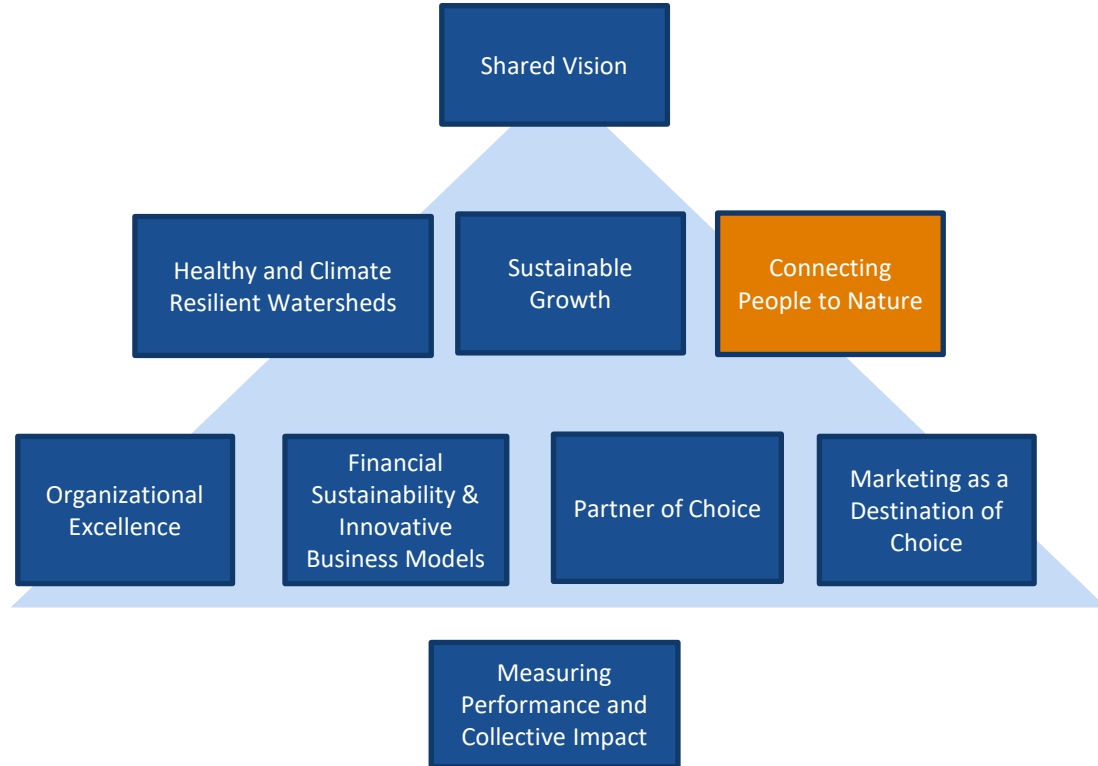
It includes NPCA's role in land use planning while protecting natural heritage, leading the use of green infrastructure practices (e.g., low impact development techniques) to solve environmental challenges, and supporting the implementation of "smart growth principles" in watershed municipalities.



Strategic Priority: Connecting People to Nature

This Strategic Priority is aimed at strengthening conservation through fostering community connections and creating opportunities for discovery and adventure.

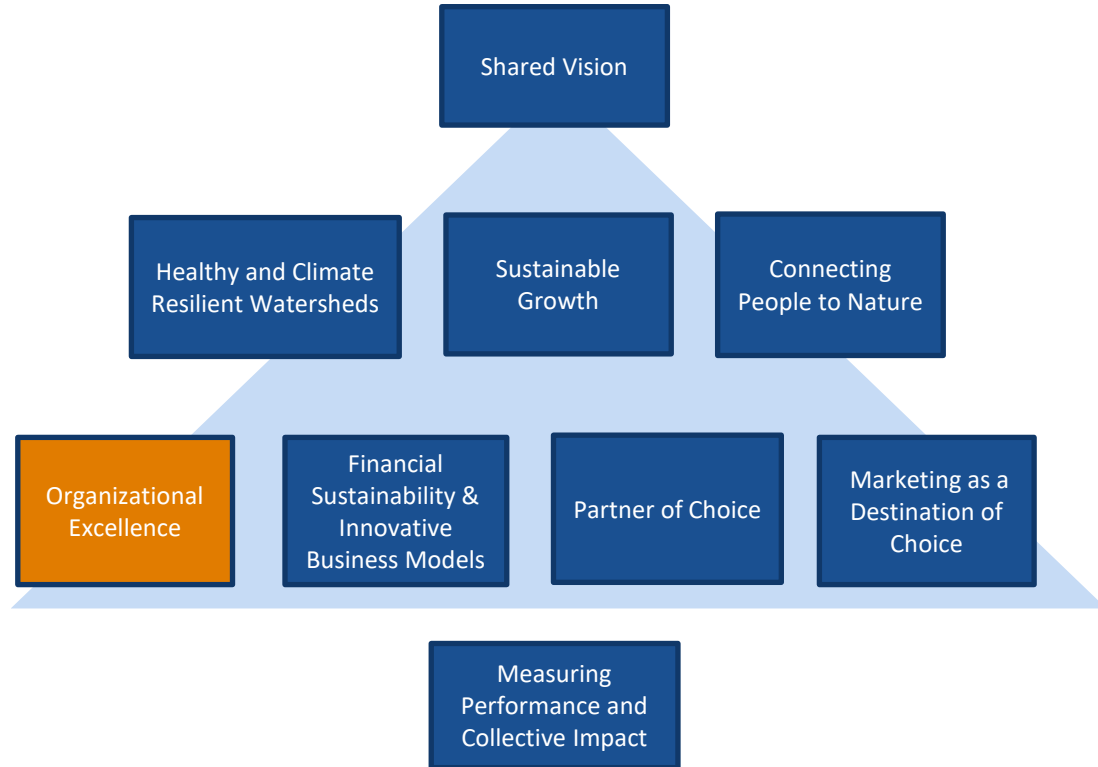
It involves acquiring environmentally diverse lands, creating equal access to public greenspaces in the watershed for physical health and mental well-being, connecting trails and greenspaces, promoting active transportation, providing nature-based education to help create the next generation of environmental stewards, enhancing environmental stewardship and volunteer opportunities, and enhancing cultural connections that support diversity, inclusion, and reconciliation.



Strategic Priority: Organizational Excellence

This Strategic Priority is aimed at providing a high quality of service, accountability and transparency by adopting high standards of service delivery and state of the art digital technology to support internal operations and processes.

It includes investing in our staff to build capacity to deliver on goals, creating a healthy work environment, promoting a culture of innovation, keeping up with new and emerging technologies, improving internal processes, procedures, and policies. This also includes integration of social sustainability, equity and diversity as well reducing our climate footprint through our day-to-day operations.

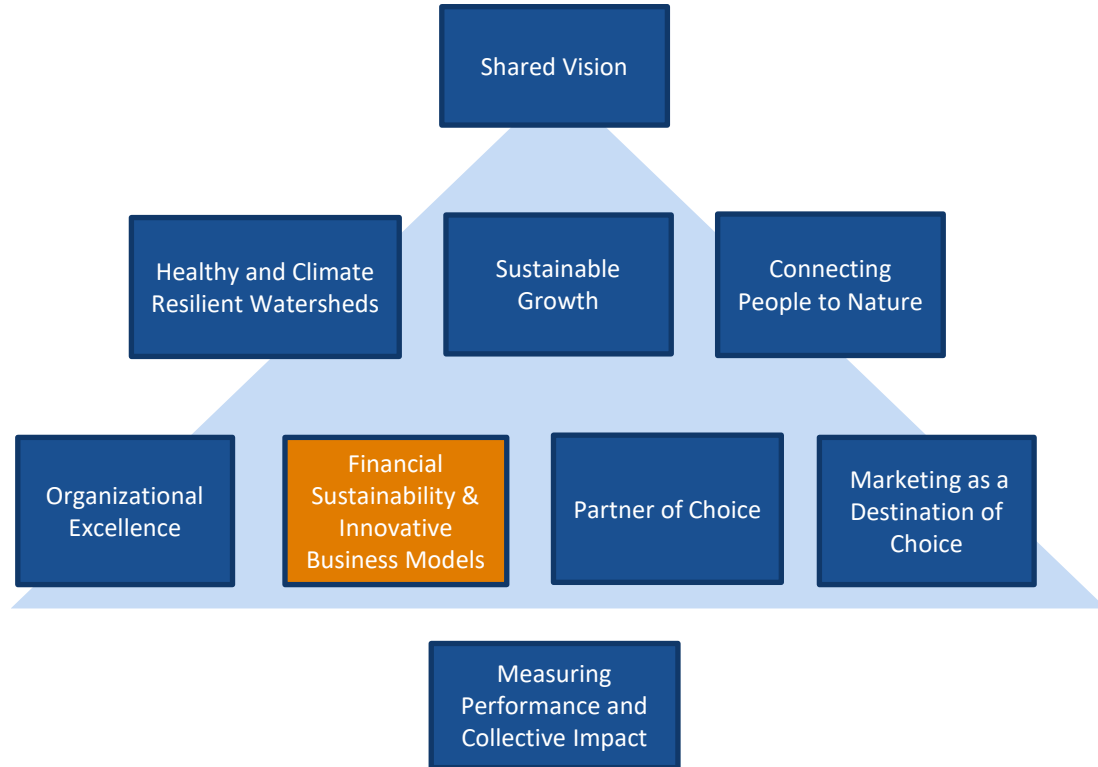


Strategic Priority: Financial Sustainability & Innovative Business Models

This Strategic Priority is aimed at ensuring we are a financially responsible, stable and sustainable organization.

We will diversify our funding sources, create innovative business models and partnerships to achieve our goals and objectives.

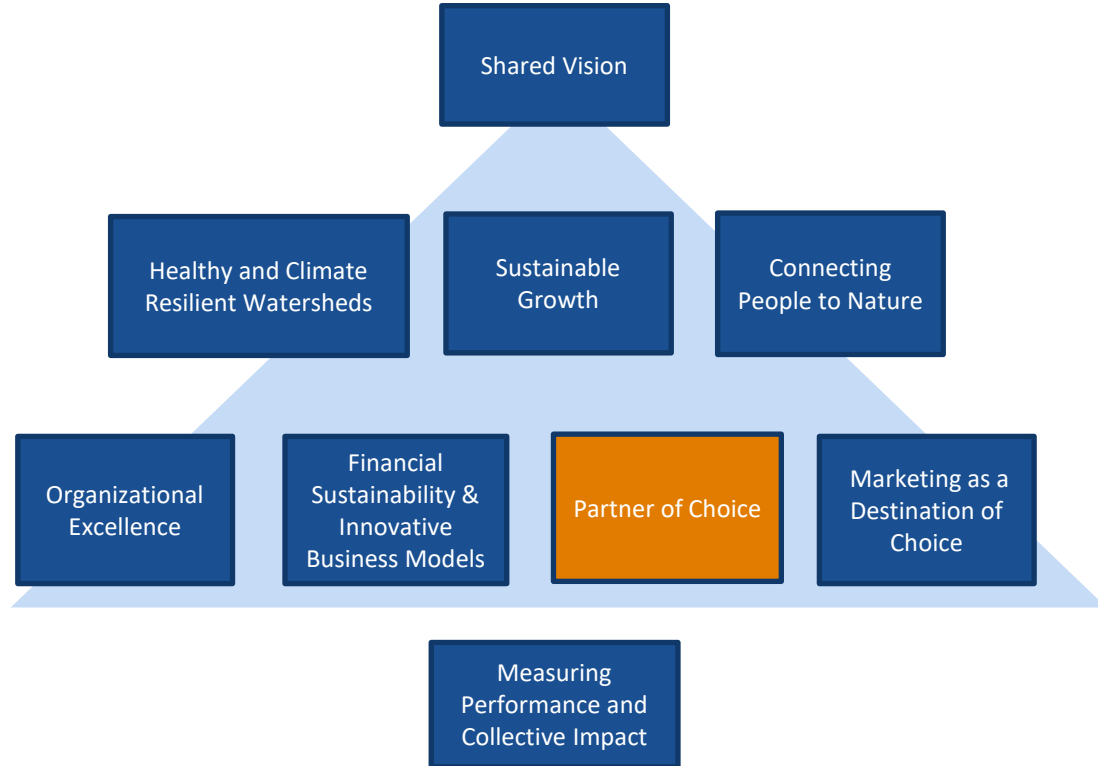
It includes building capacity in the areas of service offerings to our municipalities and other partners and leveraging the Niagara Peninsula Conservation Foundation to help raise funds.



Strategic Priority: Partner of Choice

This Strategic Priority recognizes that we will best achieve our strategic priorities by working together with partners and stakeholders.

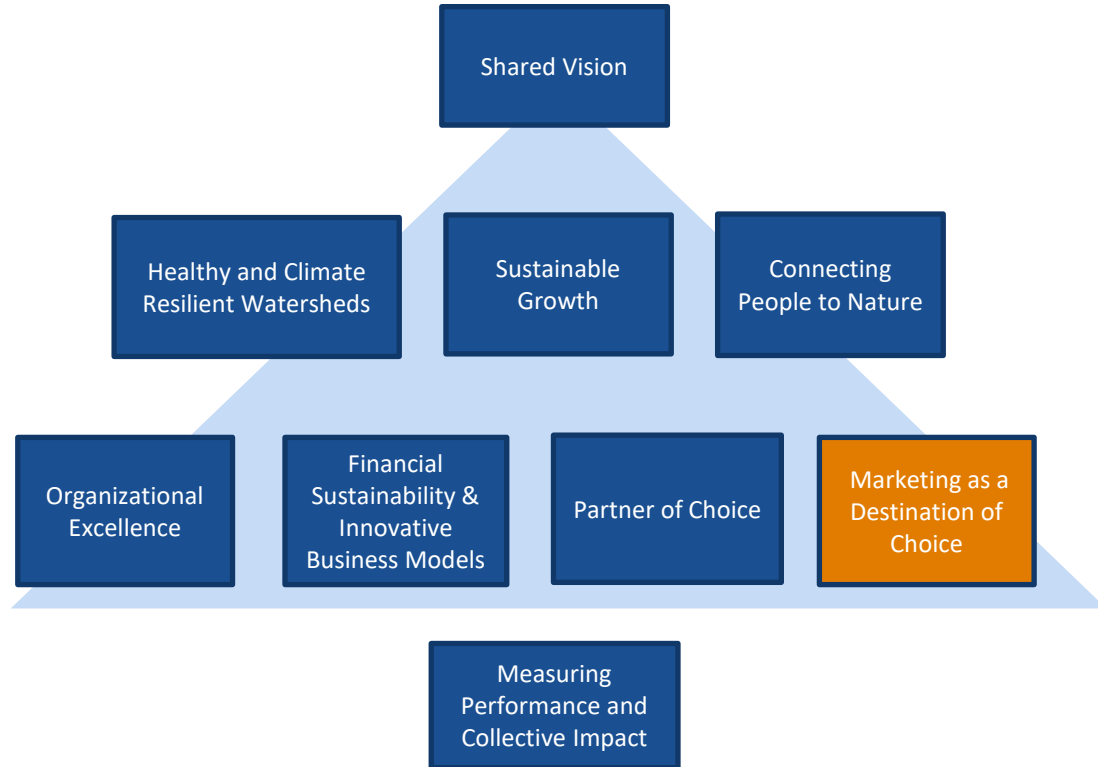
It is aimed at forming a community-of-practice in the watershed, enhancing government relations, fostering better relationships with our stakeholders, providing expertise to our watershed community, and building capacity in new emerging areas such as climate change.



Strategic Priorities: Marketing as a Destination of Choice

This Strategic Priority is about marketing the Niagara Peninsula as a destination of choice due to its distinctive natural heritage features and unique position between two Great Lakes and the Niagara River.

It includes attracting more visitors to conservation parks through ecotourism and staycation experiences, contributing to the local economy, and promoting the NPCA's properties as places that marry nature, culture and adventure to create numerous opportunities for discovery.



Activity 1: Strategic Priorities

30 minutes for Breakout discussion, 20 minutes report back to the group

- You are each assigned to a breakout room with a recorder; assign a reporter to discuss results with larger group
- Each Group will:
- Consider the Priority assigned to your group. For each, please discuss:
 - (1) Is the Strategic Priority appropriate? Make suggested edits to the description.
 - (2) What goals and actions should we consider to meet the Strategic Priority.
Could be either short term (what we do now) or long term (5-10 years)



Healthy and Climate Resilient Watersheds

This Strategic Priority is aimed at understanding, protecting, and improving the natural heritage features of the landscape. It includes preparing for the impacts of climate change, keeping people and properties safe from natural hazards (e.g., floods, shoreline erosion), protecting our drinking water sources, improving water quality in watersheds as well as the adjacent Great Lakes, and the conservation and enhancement of habitat across the landscape.

Task for Group 1: Discuss and jot down ideas for goals & actions that fit under this priority.

Prompts: How can we improve the natural heritage and water resources in our watershed? What are we doing now? What can we aspire to do?

Sustainable Growth

This Strategic Priority is aimed at using a coordinated approach and emerging practices to support building resilient communities in the watershed. It includes NPCA's role in land use planning while protecting natural heritage, leading the use of green infrastructure practices (e.g., low impact development techniques) to solve environmental challenges, and supporting the implementation of "smart growth principles" in watershed municipalities.

Task for Group 2: Discuss and jot down ideas for goals & actions that fit under this priority.

Prompts: How can we support sustainable growth? What are we doing now? What can we aspire to do?

Connecting People to Nature

This Strategic Priority is aimed at strengthening conservation through fostering community connections and creating opportunities for discovery and adventure. It involves acquiring environmentally diverse lands, creating equal access to public greenspaces in the watershed for physical health and mental well-being, connecting trails and greenspaces, promoting active transportation, providing nature-based education to help create the next generation of environmental stewards, enhancing environmental stewardship and volunteer opportunities, and enhancing cultural connections that support diversity, inclusion, and reconciliation.

Task for Group 3: Discuss and jot down ideas for goals & actions that fit under this priority.

Prompts: How can increase access to greenspace? How can we support active transportation? What are we doing now? What can we aspire to do?

Break (15 min)

Activity 2: Strategic Priorities

30 minutes for Breakout discussion, 20 minutes report back to the group

- You are each assigned to a breakout room with a recorder; assign a reporter to discuss results with larger group
- Each Group will:
- Consider the Priority assigned to your group. For each, please discuss:
 - (1) Is the Strategic Priority appropriate? Make suggested edits to the description.
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Organizational Excellence

This Strategic Priority is aimed at providing a high quality of service, accountability and transparency by adopting high standards of service delivery and state of the art digital technology to support internal operations and processes.

It includes investing in our staff to build capacity to deliver on goals, creating a healthy work environment, promoting a culture of innovation, keeping up with new and emerging technologies, improving internal processes, procedures, and policies. This also includes integration of social sustainability, equity and diversity as well reducing our climate footprint through our day-to-day operations.

Task for Group 1: Discuss and jot down ideas for goals & actions that fit under this priority.

Prompts: How can we improve customer service? What can we do to improve our operations? What are we doing now? What should we aspire to do?

Financial Sustainability and Innovative Business Models

This Strategic Priority is aimed at ensuring we are a financially responsible, stable and sustainable organization.

We will diversify our funding sources, create innovative business models and partnerships to achieve our goals and objectives.

It includes building capacity in the areas of service offerings to our municipalities and other partners and leveraging the Niagara Peninsula Conservation Foundation to help raise funds.

Task for Group 2: Discuss and jot down ideas for goals & actions that fit under this priority.

Prompts: How can we expand our funding sources? Where can we innovate? What are we doing now? What should we aspire to do?

Activity 3: Vision Keywords

Gathering Input on Vision Keywords

- A Vision statement is a future-oriented declaration of the organization's purpose and aspirations
- Keywords/phrases generated from the NPCA Staff session is given below for consideration
- **Each person is asked to pick 3 vision phrases from below that you believe describe the NPCA's Vision and enter their corresponding numbers into the chat box.**
- **Use the chat box to suggest other vision key words missing here.**

1 Champions of environmental leadership

2 Healthy and resilient watersheds.

3 Connected and climate resilient landscape.

4 A healthy landscape now and for future generations

5 Watersheds for everyone to work, live and play.

6 Stewardship toward a healthy environment

7 Conservation of natural features

8 Thriving and vibrant landscape for all.

9 Watersheds to live and grow.

10 Sustainable management of natural resources



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