

PUBLIC ADVISORY COMMITTEE

Thursday, September 24th 2020

5:00PM

Video Conference via Zoom

<https://us02web.zoom.us/j/2411626593>

A G E N D A

1. 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.

2. ADOPTION OF AGENDA

3. DECLARATION OF CONFLICT OF INTEREST

4. PRESENTATIONS (and/or Delegations)

- a) Niagara Region – Niagara Official Plan presentation (Sean Norman)
- b) Fish Consumption Survey-Niagara River Remedial Action Plan (Natalie Green)
Page # 2

5. ADMINISTRATIVE BUSINESS

- a) Election of Committee Chair
 - i. Chair election process- Virtual Page #16
- b) Minutes of the Public Advisory Committee – June 18, 2020 Page #17

6. BUSINESS FOR CONSIDERATION

- a) NPCA Strategic Plan (Natalie Green) - Presentation & Communication/Engagement Plan Page #21

7. BUSINESS FOR INFORMATION

- a) Items of interest (attached for information only)
 - i. Notice of study commencement - Rosehill WTP Fort Erie Page #62
 - ii. Notice of study commencement – Bridgeport Sewage Pumping Station Town of Lincoln Class Environmental Assessment Page #63
 - iii. Agenda September 17 NPCA Full Board Authority meeting Page #64
Full agenda package available: <https://npca.ca/administration/board-meetings>
 - iv. Agenda September 17 NPCA Strategic Planning Committee Agenda Page #67
Full agenda package available: <https://npca.ca/administration/board-meetings>

8. NEW BUSINESS

9. ADJOURNMENT



Natalie Green, M.Sc., PMP
Project Manager

Sept. 24, 2020





A Unique Natural Resource

- One of only five connecting channels in the Great Lakes system;
- Niagara Falls—tourist attraction, natural barrier to fish;
- First waterway harnessed for large-scale hydroelectric power;
- Supports over 70 different fish species;
- Source of drinking water, recreation, natural & cultural heritage;
- Designated as an Important Bird Area in 1996—supports 25% of the global population of Bonaparte's Gulls;
- A local group is pursuing the Ramsar Wetland of International Importance designation.
- Listed as an AREA OF CONCERN in 1987

Canadian and U.S. Areas of Concern in the Great Lakes Basin



Geographic area in Great Lakes waters severely degraded due to water pollution and habitat loss

Worse than other Great Lakes locations

Goal to make individual AOCs similar to other nearby locations that are not degraded

WHAT IS AN AREA OF CONCERN?



Canada 

Ontario 



NIAGARA PENINSULA
CONSERVATION
AUTHORITY



NIAGARA
PARKS

Niagara  Region



Department of
Environmental
Conservation



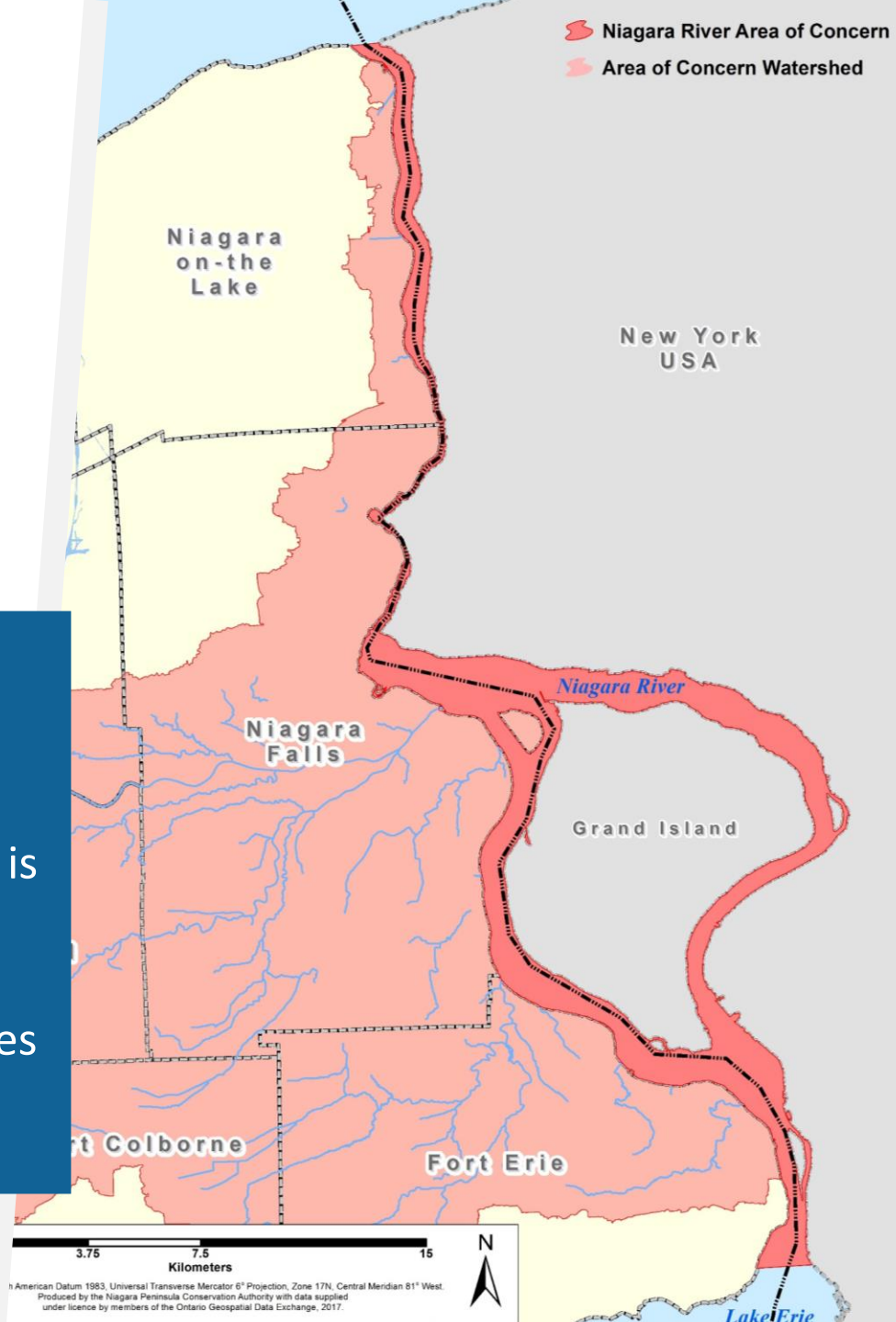
Trout Unlimited Canada
Niagara Chapter



....and many dedicated citizens!

NIAGARA RIVER AREA OF CONCERN

- The 58 KM connecting channel flowing north from the mouth of Lake Erie to Lake Ontario;
- The land area that drains into the river is the AOC watershed;
- Binational AOC but separate (and complimentary) RAPs exist on both sides of the border.



PROGRESS & CHALLENGES USING BENEFICIAL USE IMPAIRMENTS (BUIs)

ENVIRONMENT	Degradation of fish and wildlife populations	Restrictions on drinking water consumption or taste and odour problems	HEALTH
	Fish tumours or other deformities	Restrictions on fish and wildlife consumption	
	Bird or animal deformities or reproduction problems	Beach closings	
	Degradation of benthos	Added costs to agriculture or industry	ECONOMY
	Degradation of phytoplankton and zooplankton populations	Restrictions on dredging activities	
	Loss of fish & wildlife habitat	Tainting of fish or wildlife flavour	
	Eutrophication or undesirable algae	Degradation of aesthetics	

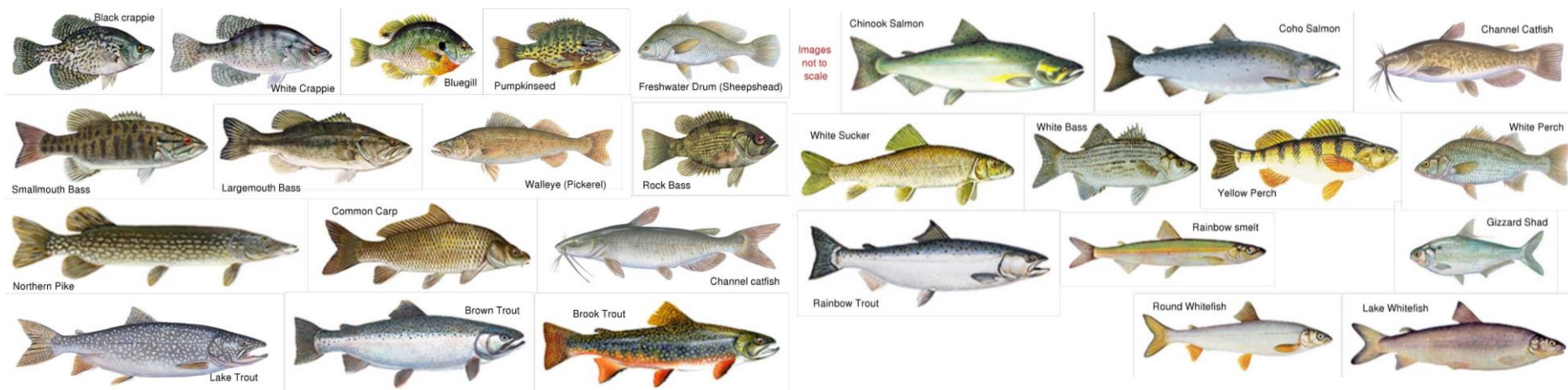
MAIN CHALLENGES & HOW ARE THEY BEING ADDRESSED?

- Loss of coastal wetland habitat
- Fish/Wildlife populations degraded
- Sediment contamination in the watershed (Lyons Creek East)
- Bacterial contamination at Queen's Royal Beach in NOTL
- Restrictions on fish consumption.



DO PEOPLE EAT FISH FROM THE AOC?

- Angler surveys in late 1990s ... old results
 - Only shoreline fishers engaged
- MNRF CREEL surveys offer limited information & typically aimed at boat fishing
- Lacking information about fish consumption by Indigenous Peoples



FISH CONSUMPTION SURVEY

By knowing which fish people eat, we can better focus our efforts on monitoring, research, and education related to fish consumption.

DO YOU FISH THE NIAGARA RIVER?

If so, we want to hear from you!

Fill out our survey to tell us about the fish you catch and eat from the Niagara River. You'll receive a thank you gift!

www.ourniagarariver.ca/fishsurvey

TAKE SURVEY NOW!



✉ info@ourniagarariver.ca

☎ 905-788-3135 x243



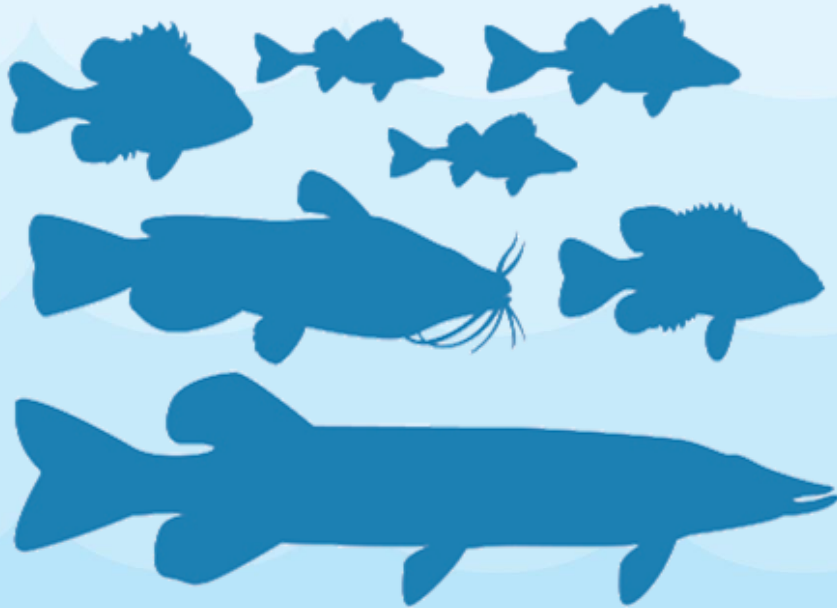
FISH CONSUMPTION SURVEY

Different approaches to reach different angler groups:

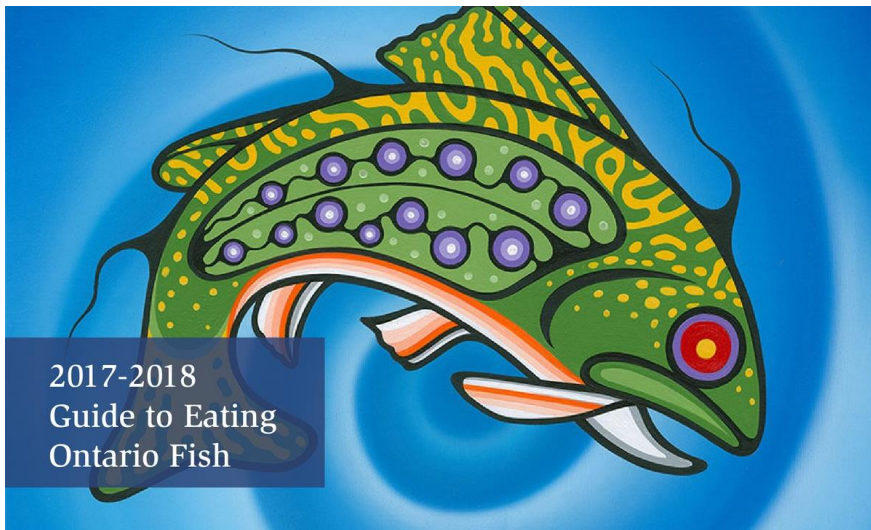
- Engaged with local First Nation community (fish fry & online survey)
- Online survey for general public
- Flyers/postcards (targeted locations)
- In-person (short) survey shoreline & boat fishers (*in progress*)
- Translated survey (4 languages)



eat
safe
fish



www.ourniagarariver.ca/fish



2017-2018
Guide to Eating
Ontario Fish



Walleye

Sander vitreus

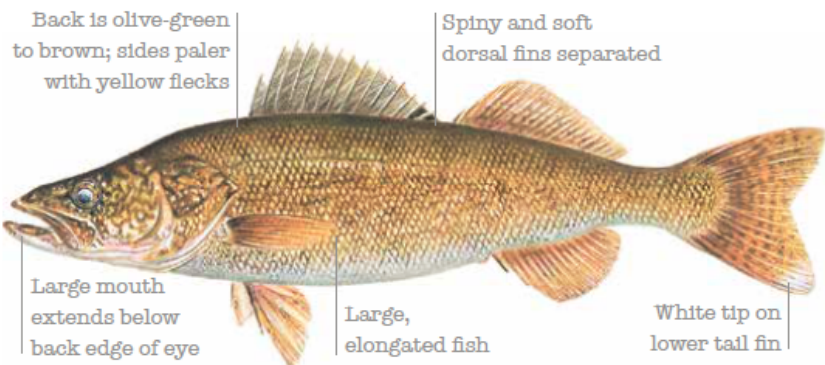
A cool-water fish native to Ontario.
Also known as pickerel or yellow pickerel.



35-58 centimetres
(14-23 inches)

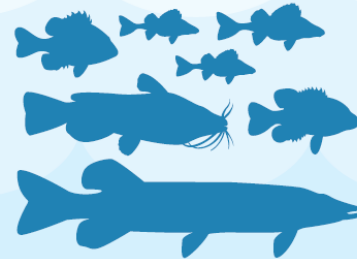


0.68-1.36 kilograms
(1.5-3 pounds)



© MECP

eat
safe
fish



Get to know which fish from the
Niagara River are safe to eat.

ourniagarariver.ca/fish



**GENERAL
POPULATION**

UPPER RIVER



No information
currently available

LOWER RIVER



30-50 cm | 12-20 in



50-65 cm | 20-26 in



**SENSITIVE
POPULATION**

UPPER RIVER



No information
currently available

LOWER RIVER



30-45 cm | 12-18 in



45-60 cm | 18-24 in



60-65 cm | 24-26 in

WALLEYE



A person wearing a black jacket and a red shirt is standing on a large log floating in a blue lake. They are holding a fishing rod. The background shows a distant shoreline with trees under a clear blue sky. Green leaves of a tree are visible in the foreground on the right side.

Next steps:

- Interim report on findings to date
- Further Indigenous engagement
- Translating educational materials

www.ourniagarariver.ca/fishsurvey



NIAGARA RIVER

Remedial Action Plan

RESTORE. PROTECT. ENGAGE.

For more information:
Natalie Green (ngreen@npca.ca)
www.ourniagarariver.ca

This project is made possible through funding from Environment and Climate Change Canada and the Ontario Ministry of Environment, Conservation and Parks in partnership with the Niagara Peninsula Conservation Authority.



NPCA Public Advisory Committee (PAC)

Virtual Voting and Election Procedures

1. The Board Chair will conduct the election for the office of PAC Chair.
2. The Board Chair will declare the Committee Chair position vacant and request a resolution to appoint one Public Advisory Committee member as the Committee Chair.
3. The Board Chair advises that the election will be conducted in accordance with the following guidelines:
 - a. Only current members of the NPCA Public Advisory Committee may vote.
 - b. Nominations will be called three (3) times and will only require one mover.
 - c. The closing nominations will require both a mover and a seconder.
 - d. Each member nominated will be required to accept the nomination. The member must be present to accept the nomination.
 - e. In the event of an election, each nominee will be permitted not more than three (3) minutes to speak for the office, in the order of the alphabetical listing of his or her surnames.
 - f. Upon the acceptance of nominees for the position of office, the members will vote using the Zoom polling system. If a member is calling in and cannot access the Zoom poll, votes can be submitted by text to 905-933-5304 or by email to kroyer@npca.ca
4. Where only one (1) person stands for the office, the office is declared to be elected by acclamation.
5. **A majority vote will be required for election.** If there are more than two nominees, and upon the first vote no nominee receives the majority required for election, the name of the person with the least number of votes will be removed from further consideration for the office and the poll will be shared again. In the case of a vote where no nominee receives the majority required for election and where two or more nominees are tied with the least number of votes, a special vote will be taken to decide which one of such tied nominees' names shall be dropped from the list of names to be voted on in the next vote.

Should there be a tie vote between two remaining candidates, the poll will be distributed and a second vote held. Should there still be a tie after the second poll a third vote shall be held. Should there be a tie after a third vote, the election of the office shall be decided by lot drawn by the Board Chair.



**PUBLIC ADVISORY COMMITTEE
ONLINE TELECONFERENCE
MEETING MINUTES**

Thursday, June 18 2020, 5:00 p.m.

MEMBERS PRESENT: B. Johnson, Committee Co-Chair
S. Brousseau
D. Dick
E. Furney
M. Kauzlaric
H. Korosis
J. Oblak
D. Pont
J. Schonberger
L. M. Sherry
D. Speranzini
B. Mackenzie, Vice-Chair NPCA Board of Directors

MEMBERS ABSENT: J. Ariens

STAFF PRESENT: C. Sharma, Chief Administrative Officer / Secretary – Treasurer
A. Christie, Director of Operations and Strategic Initiatives
S. Miller, Senior Manager, Water Resources
K. Royer, Co-ordinator, Volunteers and Community Outreach
G. Verkade, Senior Manager, Integrated Watershed Planning and Information Management
D. MacKenzie, Director of Watershed Management

The Committee Chair called the meeting to order at 5:07 p.m.

1. ADOPTION OF AGENDA

Recommendation No. PAC-07-20
Moved by Member Sherry
Seconded by Member Kauzlaric

THAT the agenda for the June 18, 2020 Public Advisory Committee meeting **BE ADOPTED** as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

D. Speranzini expressed that her comments and opinions were her own and not that of her employer, Agriculture and AgriFood Canada or any other Federal or Provincial Government Agency.

3. PRESENTATIONS

All presentations are noted under Business for Consideration.

4. APPROVAL OF MINUTES

4.1 Minutes of the NPCA Public Advisory Committee meeting dated March 12, 2020

Recommendation No. PAC-08-20

Moved by Member Pont

Seconded by Member Dick

THAT the minutes of the Public Advisory Committee meeting dated March 12, 2020 **BE APPROVED.**

CARRIED

5. BUSINESS FOR INFORMATION

None.

6. BUSINESS FOR CONSIDERATION

- 6 a) Presentation by Adam Christie/Geoff Verkade RE: NPCA Land Acquisition Strategy – Discussion ensued related to weighting criteria and availability of lands, socio-economic factors, etc.

Recommendation No. PAC-09-20

Moved by Member Schonberger

Seconded by Member Oblak

THAT the presentation by Adam Christie/Geoff Verkade RE: NPCA Land Acquisition Strategy **BE RECEIVED.**

CARRIED

- 6 b) Presentation by Steve Miller RE: Floodplain Mapping and Watershed Floodplain Committee

Presentation 7a) from the Agenda by Steve Miller RE: Floodplain Mapping engagement
Note: moved up on the agenda to be directly following Presentation 6.2 to ensure flow

Recommendation No. PAC-10-20

Moved by Member Speranzini

Seconded by Member Korosis

1. **THAT** the two (2) presentations by Steve Miller RE: Floodplain Mapping and Watershed Floodplain Committee **AND** Floodplain Mapping Public Engagement during COVID-19 **BE RECEIVED**.
2. **THAT** the current Public Advisory Committee Terms of Reference be expanded to include duties related to Watershed Floodplain Advisory Committee
3. **THAT** a Watershed Floodplain Sub-Committee of Public Advisory Committee members be created to take on the role of the previous Watershed Floodplain Committee.

CARRIED

Recorded vote on Resolution No. PAC-10-20 item 2, members voted as follows:
YES (10): Members Sherry, Kauzlaric, Pont, Dick, Schonberger, Oblak, Speranzini, Korosis, Brousseau, Furney

No (0): none

With respect to Resolution No. PAC-10-20 item 3, members interested in being a part of the Watershed Floodplain Sub-Committee:

YES (5): Members Oblak, Speranzini, Korosis, Brousseau, Furney

Maybe (3): Members Sherry, Schonberger and Kauzlaric

No (2): Members Dick & Pont

For engagement, the following THREE (3) suggestions were offered:

- Consider using the company Deliveries Unlimited for direct mailing
- A combination of online engagement and traditional advertising media to get people to the online portal would be most ideal
- Town Hall over online platform such as Youtube live, Facebook live depending on costing

- 6 c) Presentation by Kerry Royer RE: Public Advisory Committee Draft 2020-2021 Workplan for consideration

Recommendation No. PAC-11-20

Moved by Member Brousseau

Seconded by Member Furney

THAT the Public Advisory Committee Draft 2020-2021 Workplan be **APPROVED**.

CARRIED

- 6 d) Presentation by Kerry Royer RE: Public Advisory Committee Terms of Reference amendments for consideration

Recommendation No. PAC-12-20

Moved by Member Sherry
Seconded by Member Kauzlaric

THAT the Public Advisory Committee **RECOMMENDS AND APPROVES** the amendments to the NPCA Public Advisory Committee Terms of Reference as presented

AND THAT the PAC Chair could present Public Advisory Committee meeting reports/items of interest to the NPCA Board of Directors as needed.

CARRIED

7. NEW BUSINESS

Member Kauzlaric noted that the Niagara Drainage Committee has voiced some concerns over the length of time it is taking to get permits from the NPCA. Staff Member Mackenzie?

Chief Administrative Officer/Secretary-Treasurer Chandra Sharma shared that the Honourable Lisa McLeod, Minister of Heritage, Sport, Tourism and Cultural Industries would be visiting Ball's Falls Conservation Area on Saturday June 20th as part of her tour for the Phase 2 opening of Hamilton and Niagara. She will be accompanied by MPP Sam Oosterhoff and Town of Lincoln Mayor Sandra Easton. The NPCA is very excited to welcome them to our watershed.

8. ADJOURNMENT

The meeting was adjourned at 7:15PM by general consensus.

Brenda Johnson
Public Advisory Committee Co-Chair

Chandra Sharma
Chief Administrative Officer /
Secretary-Treasurer



NIAGARA PENINSULA
CONSERVATION
AUTHORITY

Strategic Planning Update

- Public Advisory Committee -

Natalie Green, M.Sc., PMP

Sept. 24, 2020

Overview

What is a Strategic Plan?

- Establishes an organization's direction;
- Gives purpose and priority;
- Guides activities and operations;
- Helps measure progress against specific objectives.



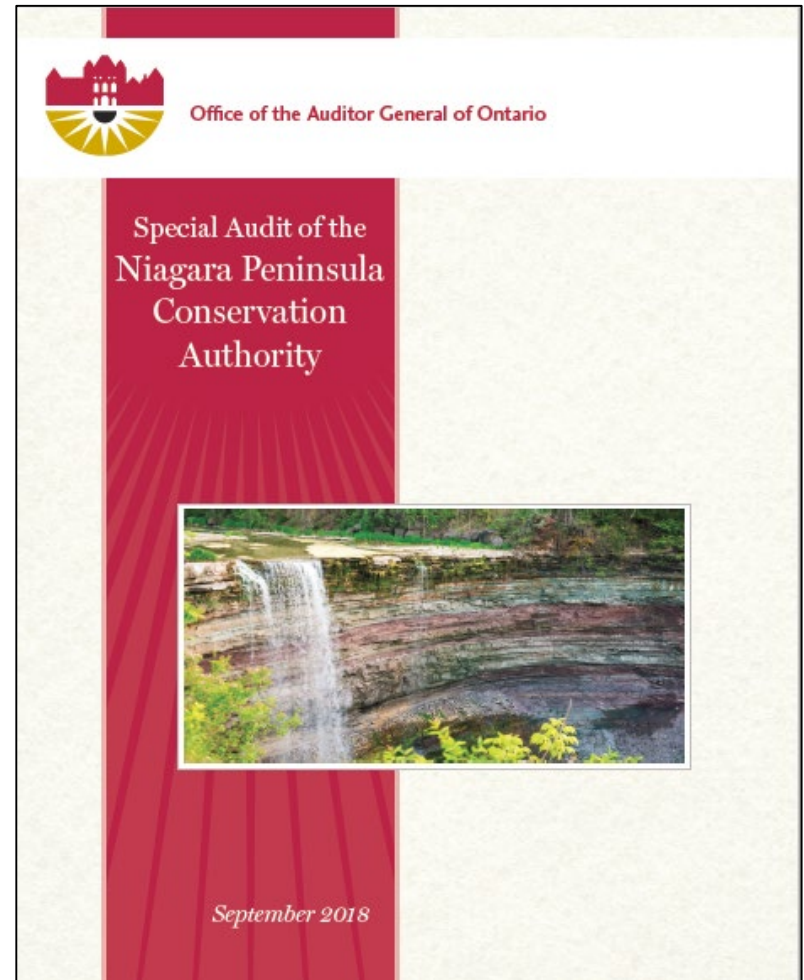
Overview

- NPCA created two strategic plans:
 - 2014-2017
 - 2018-2021
- In 2019, new Board of Directors and substantial changes to the NPCA
- Desire to update/redesign the Strategic Plan; Board priority



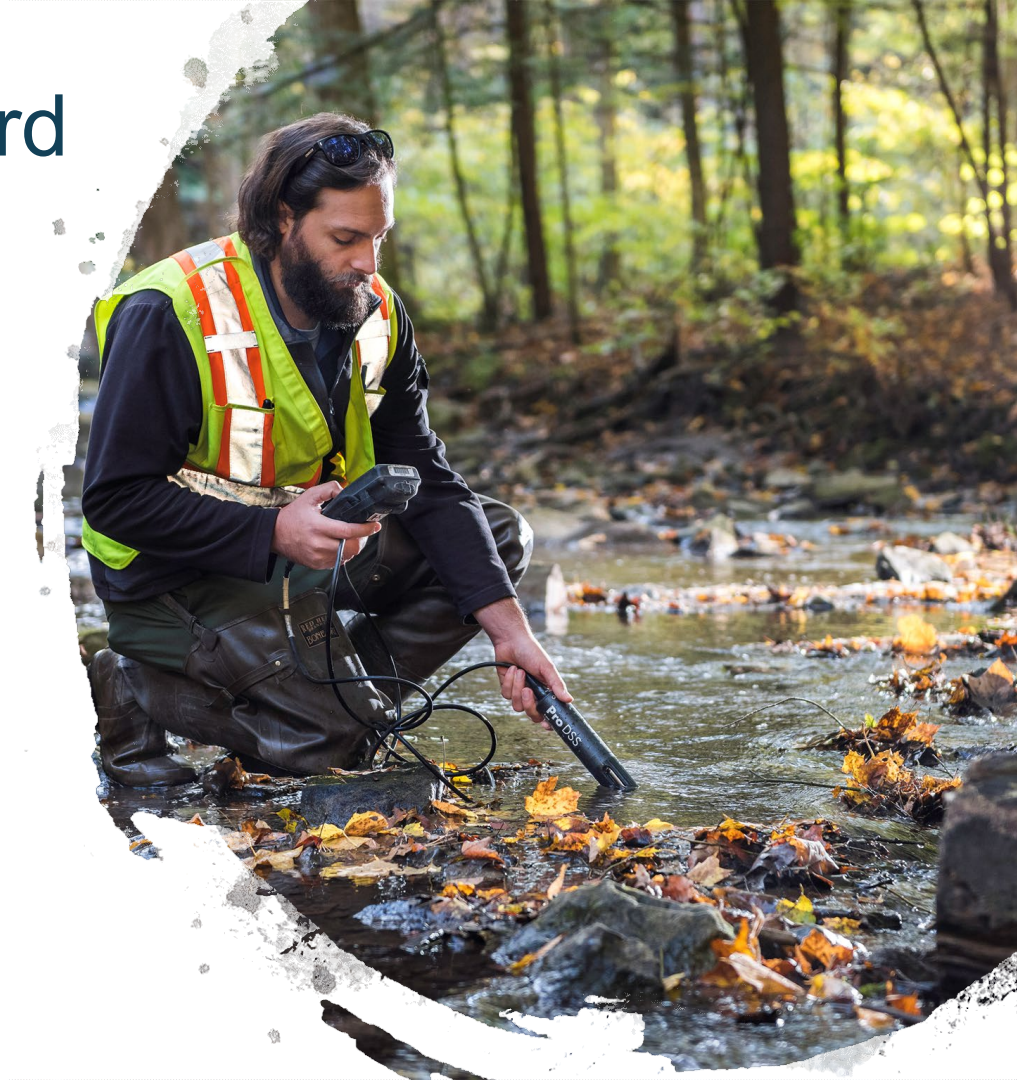
Overview

- Auditor General of Ontario's Special Audit of the NPCA
- 18 recommendations provided to the NPCA
- Recommendation #16:
 - Develop performance indicators tied to mandate;
 - Establish targets to assess indicators;
 - Report on how programs/initiatives fulfill mandate

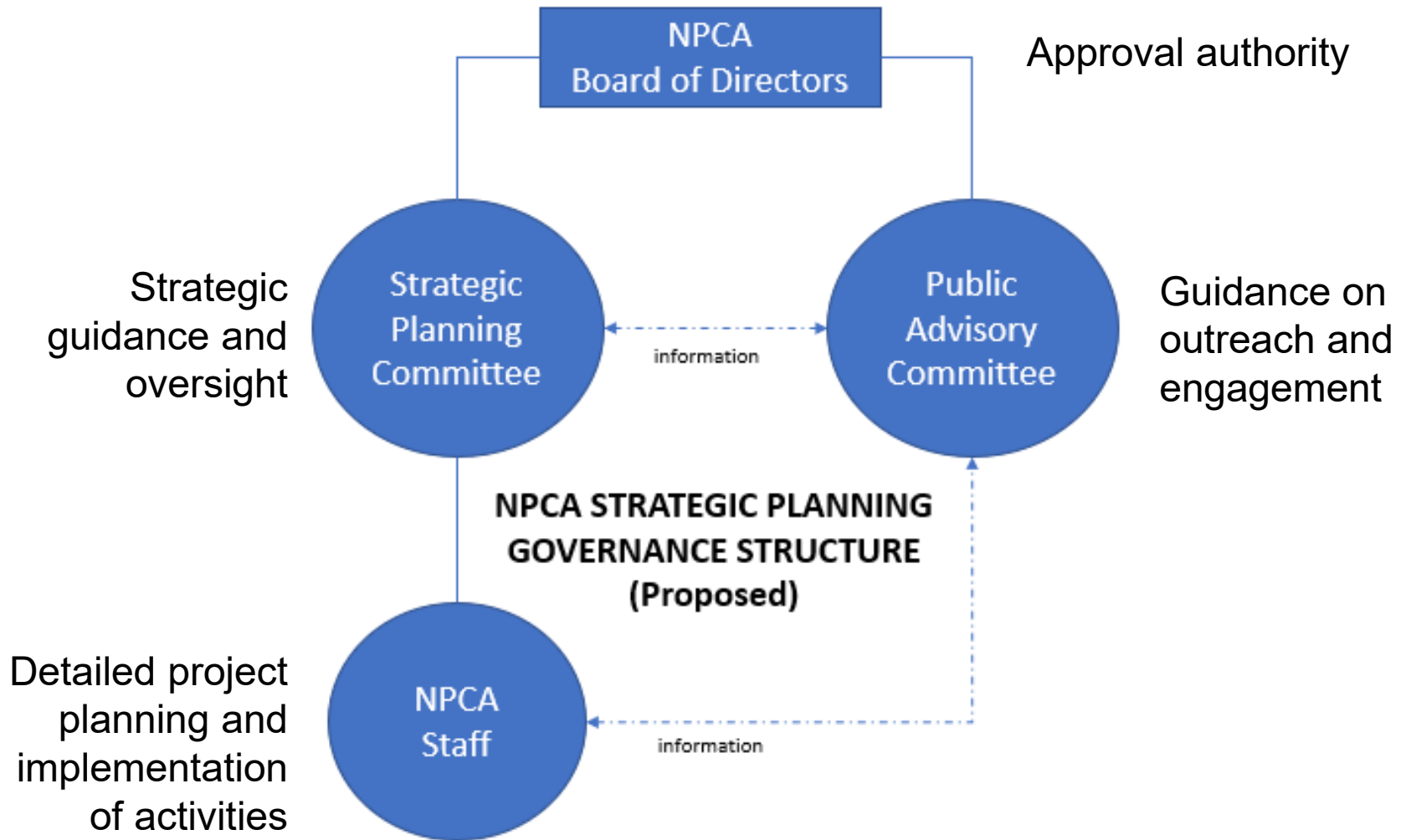


New Approach Toward A Shared Vision

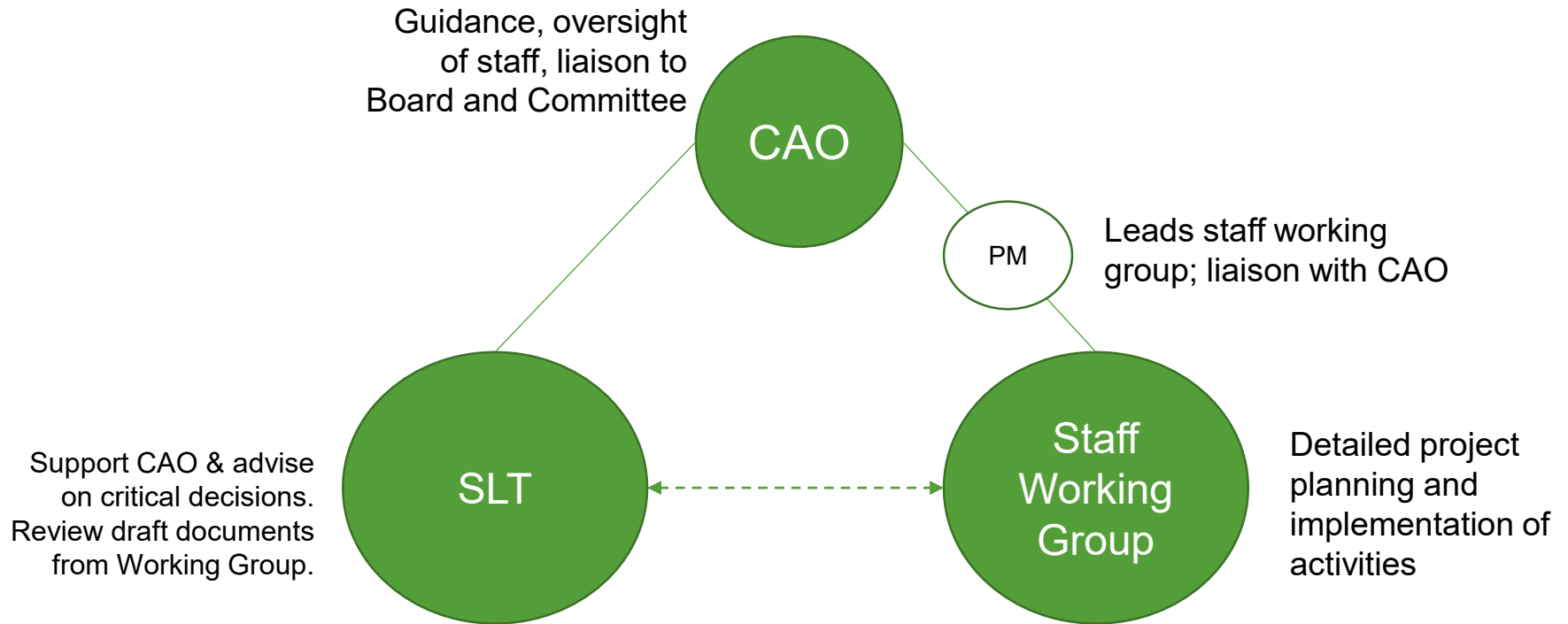
- Opportunity to take a new approach
- Enhanced staff involvement through a cross-organizational Staff Working Group
- Meaningful internal and external engagement
 - Staff, Committee, Board
 - Stakeholders/Partners



Governance Structure



New Staff-Led Approach



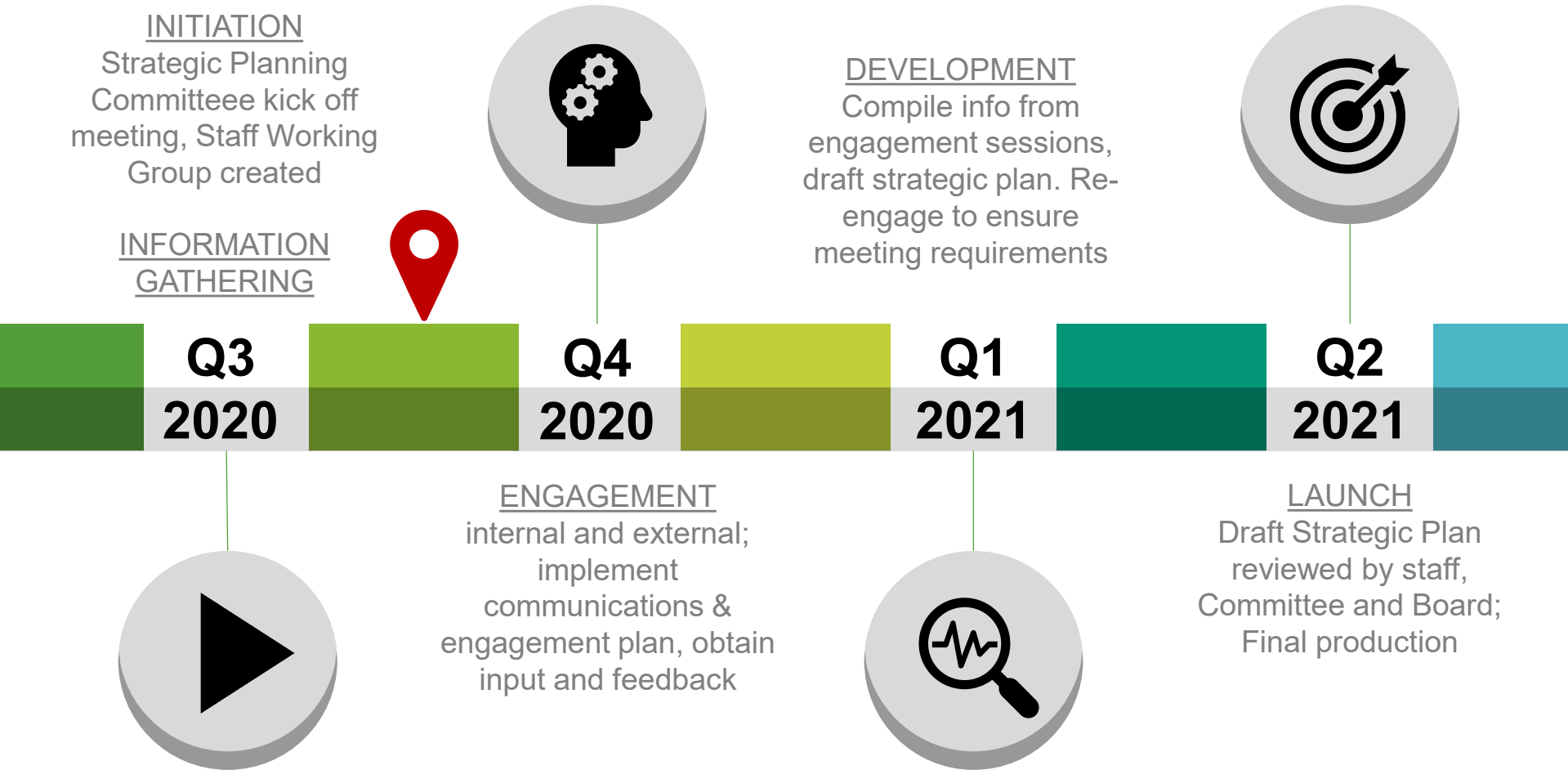
STAFF STRATEGIC PLANNING GOVERNANCE STRUCTURE

Staff Working Group

Representative	Department (Division)
Kerry Royer	Office of the CAO (Communications)
Rob Kuret	Operations (Lands)
Stuart McPherson	Corporate Services (IWP&IM)
Eric Augustino	Watershed Services (Water Resources)
Sarah Mastroianni	Watershed Services (Planning & Regulations)

Details on the roles/responsibility of the representative and PM are in the Working Group Terms of Reference.

Strategic Planning - Work Plan Overview



Progress on Milestones / Deliverables



Initiation

- ✓ Kickoff meeting
- ✓ Approach
- ✓ Terms of reference
- ✓ High-level work plan
- ✓ Preliminary ideas/direction
- ✓ Staff Working Group created



Information Gathering

- ✓ Statement of Work (Consultant)
- ✓ Stakeholder Analysis
- ✓ Communication & Engagement Plan
- Trends & opportunities analysis
- Strengths & weaknesses analysis



Engagement

- Input on SP development
- Mission/Vision consultation
- Key Strategic Objectives
- Performance indicators
- Stakeholder Consultation Report

Milestones / Deliverables



Plan Development

- Draft Strategic Objectives
- Draft Mission/Vision
- Implement recommendations
- Measure & metrics
- Reporting process



Draft Strategic Plan

- Draft prepared for review & approval



Launch

- BOD Approval
- Final plan production
- Media and communications



Information Gathering: Stakeholder Analysis

- Stakeholder: any group, individual, organization that can impact or be impacted by a project.
- Goal of analysis was to identify:
 - key groups/audiences (16) and sub-groups;
 - perceived level of interest;
 - communication/engagement goals
 - known and perceived communication/engagement needs;
 - key challenges and issues.

Information Gathering: Stakeholder Analysis

- Overarching challenges identified:
 - Managing perceptions;
 - Virtual engagements;
 - Time constraints;
 - Managing expectations and competing interests;
 - Accessibility (e.g., access to internet/computer, physical locations);
 - Limited staff capacity at some organizations we seek to engage with;
 - Interests may be related to specific programs/services and geographic locations.



Communication & Engagement Plan

- Guide how we plan to inform the community, our partners, and stakeholders about the initiation of the strategic planning process
- Encourage participation and collaboration in developing a new Strategic Plan

Overview: Communication & Engagement Plan



Initiate & Launch Process



Collect Feedback & Involve



Check in & Validate



Launch and release Strategic Plan



Initiate & Launch Strategic Plan Process



Goal: build awareness about strategic planning process and encourage participation.

Communication Mediums

- Direct email & SharePoint (internal)
- Get Involved portal
- Letters, postcard, posters
- Promotional video
- Digital marketing: social media, digital ads & website
- Media release & interviews
- Non-virtual options, as needed

Engagement Tools/Techniques

- Virtual meetings (internal)
- Get Involved Portal
- Presentations (as needed)
- Non-virtual options (as needed)

Collect Feedback & Involve



Goals: collect feedback and involve stakeholders in developing initial themes and strategic directions; continue to build awareness & participation.

Communication Mediums

- Direct email marketing
- Get Involved portal
- Handouts, posters, graphics
- Traditional media: newspaper, radio)
- Digital marketing: social media, digital ads & website
- Media release & interviews
- Non-virtual options, as needed
 - In-person meetings
 - Direct mail of surveys

Engagement Tools/Techniques

- Engagement sessions
- Survey/poll
- Get Involved Portal
- Non-virtual options (as needed)

Check-in & Validate



Goal: check-in and follow-up with interested stakeholder groups to validate the draft NPCA Strategic Plan

Communication Mediums

- Draft Strategic Plan
- Get Involved portal
- Direct emailing
- Posters, graphics with updated messaging (if needed)
- Non-virtual options, as needed
 - In-person meetings
 - Direct mail

Engagement Tools/Techniques

- Get Involved Portal
 - Polls/surveys
 - Documents
- Virtual presentations on portal
- Virtual staff meetings (internal)
- Non-virtual options (as needed)

Finalize & Launch



Goals: inform stakeholders when the NPCA Board of Directors have approved and are launching the strategic plan; thank audiences for participating.

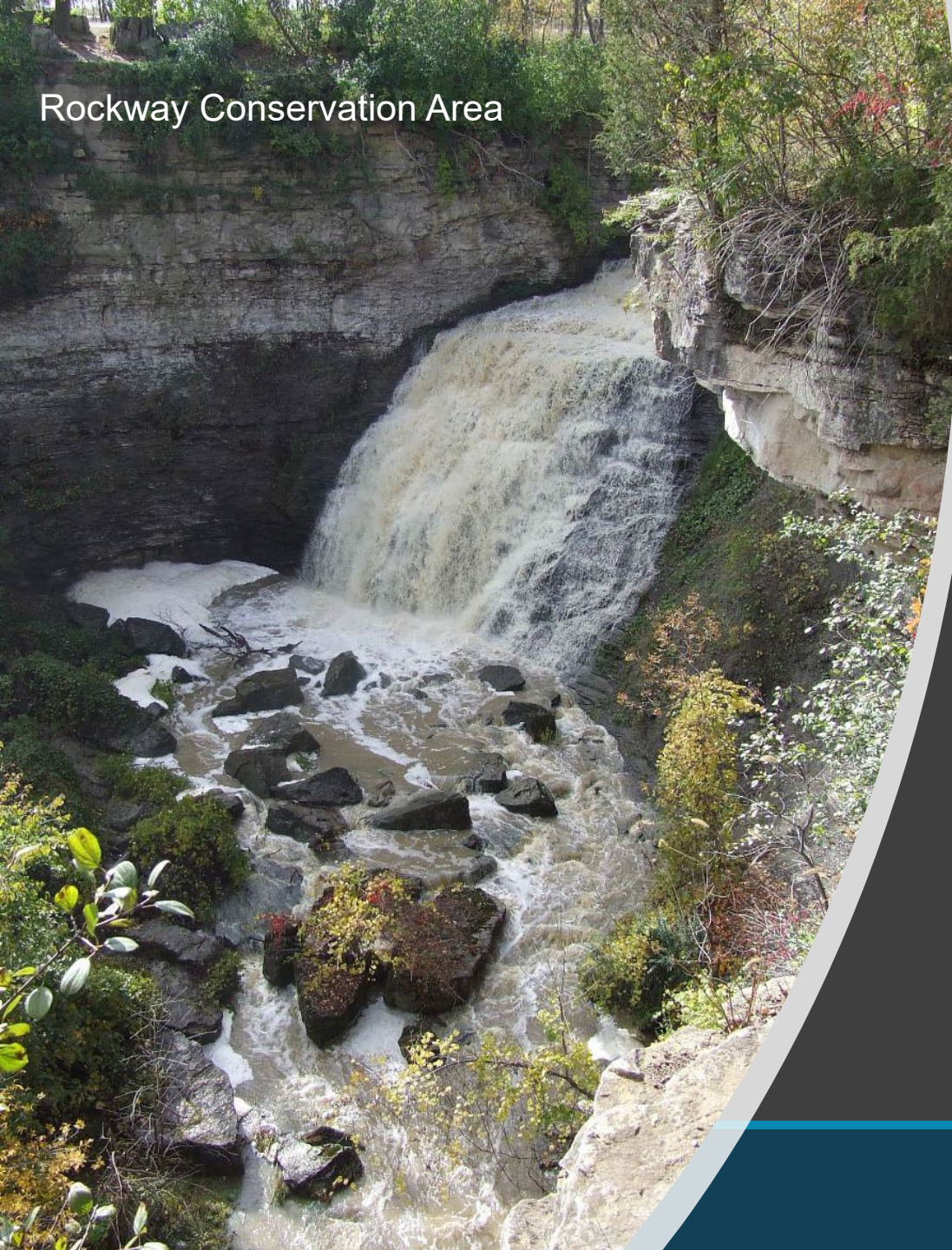
Communication Mediums

- Final Strategic Plan
- Get Involved portal
- Direct email
- Promotional video & banners
- Digital media
- Media release & interviews
- Non-virtual options, as needed
 - In-person meetings
 - Direct mail

Engagement Tools/Techniques

- Get Involved Portal
- Presentations
- Non-virtual options (as needed)

Rockway Conservation Area



Questions?

COMMUNICATION AND ENGAGEMENT PLAN

- 2020/21 STRATEGIC PLANNING -

Overview

A Strategic Plan is an organizational document that establishes an organization's direction, gives purpose and priority, guides activities and operations, and helps measure progress against specific objectives. In July 2020, the NPCA Board of Directors launched the process to develop a new NPCA Strategic Plan to guide the organization's priorities and operations for the next 10 years (2021-2031). Through this process, there is an opportunity to bring the NPCA community, Board of Directors, and staff together towards a common inspirational vision in alignment with future strategic priorities. The very nature of the constantly changing environment found within the Niagara Peninsula watershed will demand action and solutions for many variables such as climate change, land use, and community interests. The new Strategic Plan should be bold and visionary with a sound business case and feasible, measurable performance targets.

An important component of successfully developing a Strategic Plan is planning how to communicate effectively, identifying who to communicate and involve in the process, and selecting the most appropriate methods to do so.

Through the strategic planning process, the NPCA aims to:

- ✓ Build and maintain momentum for NPCA work
- ✓ Engage staff and partners in the development of a strong shared vision
- ✓ Engender a sense of ownership, pride and stewardship of the watershed
- ✓ Foster involvement and support for NPCA activities
- ✓ Create strong relationships between NPCA and the community
- ✓ Engage youth to become active participants in conservation
- ✓ Achieve broader and deeper engagement, long-term relationships and local action.

PURPOSE

The Communication and Engagement Plan establishes a framework for involvement and information sharing with NPCA Staff and our watershed community. This document will guide how we plan to inform the community, our partners, and stakeholders about the initiation of the strategic planning process and to encourage participation and collaboration in developing a new Strategic Plan that will guide the next ten years of conservation in our watershed.

WHY ARE WE COMMUNICATING AND ENGAGING?

Various communication and engagement strategies and mediums are required to effectively share information, collect feedback, and involve diverse internal and external audiences.

Authentic community engagement combined with communication best practices fosters effective collaboration, deeper understanding, and stronger relationships.

WHO ARE WE COMMUNICATING AND ENGAGING WITH?

The term stakeholder is used to define any group, individual, or organization that can impact or be impacted by a project such as, the development and implementation of a new NPCA Strategic Plan.

A thorough stakeholder analysis was conducted by the Staff Strategic Planning Working Group in collaboration with NPCA Communications staff. Refer to Appendix 1 for details on how the stakeholder analysis was conducted as well as the identification of audiences and sub-groups, their perceived level of interest, communication/engagement goals (inform, collect feedback, involve), known and perceived communication/engagement needs, and key challenges and issues.

The stakeholder analysis informed the development of the Communication and Engagement Plan. Given the scope of the strategic planning process, the list of stakeholder audiences was tailored to include key stakeholder groups. Further, where there are similar tools and tactics used for several audiences/groups these were combined.

Through the stakeholder analysis exercise, the following overarching challenges were identified:

- Managing perceptions;
- Virtual engagement only (due to restrictions related to pandemic);
- Time constraints;
- Managing expectations and competing interests;
- Accessibility (e.g., access to internet/computer, physical locations);
- Limited staff capacity at NPCA and other organizations we seek to engage with;
- Interests may be related to specific programs/services and geographic locations.

There are several opportunities through communicating and engaging during the strategic planning process that may transcend into future activities. For example:

- Building awareness about the NPCA's roles and responsibilities;
- Changing perceptions about the NPCA;
- New or enhanced collaboration with partners;
- Shared resources towards projects or joint funding;
- Improved understanding of mutual goals.

HOW & WHEN DO WE PLAN TO COMMUNICATE AND ENGAGE?

The NPCA is committed to communicating frequently and creating opportunities for meaningful, respectful dialogue with the watershed community throughout the entire strategic planning process.

Table 1 provides a description of the different levels of communication and engagement actions, including their respective purpose and intent. All three levels are incorporated throughout the strategic planning process with an overall goal of growing or creating collaborative relationships with stakeholders in the future.

The preference is for traditional (in-person) engagement opportunities; however, given the restrictions due to the COVID-19 pandemic, we may have to rely on virtual engagement tools and techniques to involve stakeholders in the strategic planning process. It is understood that there may be limitations for involvement due to lack of internet/computer access; therefore, accommodations can be made for requests to participate via hardcopy surveys or other traditional methods. NPCA staff are in the process of procuring a facilitator/consultant that will provide support and input on the engagement tools and techniques and will lead the consultation sessions.

Table 1. Levels of communication and engagement goals, their purpose and intent/meaning.

C & E Goal	Purpose	What does it mean?
Inform	Sharing of information to help audiences understand issues, opportunities, or options.	Keep audience informed, ensure all relevant documents are easily accessible, act in full transparency, provide timelines, answer questions in a timely manner.
Collect Feedback	Obtain feedback on analyses, options, and/or decisions related to the Strategic Planning process.	Keep audience informed, listen to views/opinions, act responsibly/ethically with the collected data, populate records of commentary, and share results publicly.
Involve	Work directly with groups to ensure concerns and views are understood and considered.	Ensure audience views and concerns are reflected in analyses and provide feedback on how inputs influenced the final Strategic Plan

Communication and engagement goals and activities are tailored for four separate phases toward the development of a final NPCA strategic plan:

Phase One: Initiate & Launch Process

Robust communications and marketing campaigns to build awareness and participation from stakeholder groups to help foster meaningful engagement.

Phase Two: Collect Feedback & Involve in the Development of the Strategic Plan

Continue to build awareness about the strategic planning process, collect feedback, and involve stakeholder groups in discussions that will support the development of a draft Strategic Plan.

Phase Three: Check-in & Validate

Check-in with stakeholder groups and collect feedback to validate the draft Strategic Plan.

Phase Four: Launch & Release

Release the completed NPCA Strategic Plan.

DID WE SUCCESSFULLY COMMUNICATE AND ENGAGE WITH GROUPS?

The NPCA wants to ensure that it has successfully reached and engaged the identified key groups (as per the stakeholder analysis). NPCA staff and the consultant will work together to document and synthesize the results of the communication and engagement efforts. This information will be shared with stakeholders. Below is a list of proposed metrics to understand and report on the success of the Communication and Engagement Plan:

- Number of surveys completed (online and hardcopy)
- Number of submissions per levy municipality
- Number of visitors who visited the Engagement Portal/Project Tile
- Compare reach vs engagement metrics on paid digital marketing campaigns
- Organic social media reach and engagement (not paid)
- Calculate how long visitors stayed and informed themselves using the engagement portal (clicked, opened and read)

- Reach and audience statistics for all radio and print marketing markets
- Number of attendees at virtual engagement sessions
- Compilation of feedback and comments during engagement sessions
- Media take-up (# of inquiries, articles, PR value, estimated number of impressions)
- Anecdotal feedback (comments about methods i.e. positive, negative, neutral tonality)

Phase One: Initiate & Launch Strategic Plan Process (Mid-October - Nov)

Goal: Inform internal and external stakeholders that the NPCA has begun the process of developing a new strategic plan and encourage them to get involved.

Options for Key Messages

- The NPCA is pleased to begin the process of our next strategic plan.
- This strategic plan will guide the organization's priorities and operations for the next 10 years.
- We welcome members of our communities in Niagara, Haldimand, and Hamilton, to join us in this exciting process.
- Stay tuned for more information on how to get involved.

Communication and Marketing Mediums

- Strategic Plan Project Tile on the 'Get Involved' portal with timelines, important dates, documents, digital engagement tools.
- Development of marketing collaterals (Post cards, handouts, social media graphics, website banners etc.)
- Direct emailing to stakeholder lists
- Traditional earned media (radio interviews, radio ad campaign, and print feature stories)
- Traditional media (print advertisements)
- Social Media (Including NPCA corporate pages and partners/stakeholders)
- Online and Digital Marketing (Google Ads, Digital Screens at focused locations)
- Direct email marketing (email blasts via local organizations such as Greater Niagara Chamber of Commerce, Business Link, Agriculture Association Newsletters, etc.
- Direct Mail (for hardcopy survey requests)
- Presentations

Engagement tools and techniques

Internal:

- Virtual meetings (staff)
- Lunch and Learn presentations
- Presentations (i.e., Public Advisory Committee and Strategic Planning Committee, NPCF)
- NPCA *GetInvolved* engagement portal & SharePoint
- Staff Working Group and input from all staff of project documents

External:

- NPCA *GetInvolved* engagement portal (launch)
- Presentations (e.g., municipal councils or other groups)
- Non-virtual methods, upon request

Refer to details on Pages 5-7.

PHASE 1: Initiate & Launch Strategic Plan Process				
Goal: Inform internal and external stakeholders that the NPCA has begun the process of developing a new strategic plan and encourage them to get involved.				
Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Staff, Board of Directors, and NPCF	Direct Email <ul style="list-style-type: none"> Emails to staff from PM CAO to Committee Chair, Board of Directors, and Foundation 	Content	Ongoing as required	Project Manager CAO Comms Staff (as needed)
	Get Involved Portal <ul style="list-style-type: none"> A project tile specific to information meant for staff, widgets on how they will be engaged 	Design and incorporate content for Get Involved Portal	By Oct. 17	Comms Staff Project Manager
	Project SharePoint Site (staff) <ul style="list-style-type: none"> Internal site created for staff to access internal project-related information Working Group uses site for collaboration on documents 	Content for site: meeting notes, agendas, presentations, project documents.	Ongoing as needed	Project Manager
	Email signatures <ul style="list-style-type: none"> Encourage staff to add tag line to email signatures linking to social media, NPCA website, and portal. 	Text or graphic for signature	Sept – Oct 2020	Comms Staff
	Presentation(s)	Presentation content	As needed	Project Manager
Conservation Area Users General Public	NPCA Website and Get Involved Portal <ul style="list-style-type: none"> Information to be displayed about upcoming strategic plan (i.e., timeline, important dates, documents, digital engagement opportunities) 	Content for site and portal Launch video	Portal by Oct. 17 Website by Oct. 19 Updated as needed	Comms staff Project Manager
	MailChimp Email Campaign: <ul style="list-style-type: none"> Emails tailored with key messages sent to NPCA master list which includes volunteers, passive users, anglers/hunters, campers, educational program/camp users, lease holders, festival and special event vendors, community groups, restoration landowners, and more. 	Email template Launch video	Mid-Oct. <i>Ongoing as needed at key milestones</i>	Comms Staff
	Social media channels <ul style="list-style-type: none"> Digital communications to inform about upcoming engagement opportunities Can be tailored to areas of interests (e.g., hikers, anglers, hunters, campers, etc.) 	Branded graphics Content/Key messages	Oct. – Nov 2020	Comms Staff
	Printed Collateral: <ul style="list-style-type: none"> Posters at NPCA properties where there is a building informing about how to get involved in the strategic plan process. 	Postcard Poster	Mid-Oct.	Comms Staff
	Media Release & Traditional Media: <ul style="list-style-type: none"> earned radio and print feature opportunities as well as paid advertising 	Media release PSA Community notices	Oct. – Nov 2020	Comms Staff

PHASE 1: Initiate & Launch Strategic Plan Process Goal: Inform internal and external stakeholders that the NPCA has begun the process of developing a new strategic plan and encourage them to get involved.				
Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Government Agencies Municipal Partners Community Organizations (NGOs)	Letter from Board Chair <ul style="list-style-type: none"> To support all efforts and gain further involvement/support, a letter sent to appropriate reps on behalf of BOD and CAO. 	Letter from Board Chair	Mid-Oct.	Comms Staff, CAO, Board Chair
	NPCA Website and Get Involved Portal <ul style="list-style-type: none"> Information to be displayed about upcoming strategic plan (i.e., timeline, important dates, documents, digital engagement opportunities) 	Content for site and portal	Portal by Oct. 17 Website by Oct. 19 Updated as needed	Comms staff Project Manager
	MailChimp Email Campaign <ul style="list-style-type: none"> Compile a list of government agencies and municipal partners; consistent information but tailored to roles/responsibilities, as appropriate. Include link to general media release 	List of agency reps. Content for emails	Mid-Oct. <i>Ongoing as needed at key milestones</i>	Comms Staff
	Printed Collateral <ul style="list-style-type: none"> General postcard and/or poster sent with letter with request to share with their audience (direct mailing, graphic on their website, share on social media. 	Postcard Poster	Mid-Oct.	Comms Staff
	Presentation(s) <ul style="list-style-type: none"> Oral presentation about the strategic planning process to municipal councils and others (as requested). 	Presentation content	As needed	Project Manager
Indigenous Communities	Emails to existing contacts <ul style="list-style-type: none"> Reach out to existing contacts at local First Nations, Métis Nation of Ontario, local Friendship Centre contacts, Public Advisory Committee Indigenous representative to ask for their input on preferred communication and engagement needs <i>This entire section may be further tailored depending on responses</i> 	Email	Sept.	Project Manager Comms Staff
	Letter from Board Chair <ul style="list-style-type: none"> A letter to be sent to the appropriate representatives (e.g., Band representative, elected council rep., Friendship Centre Director, Department of Consultation and Accommodation, etc.). 	Letter from Board Chair	Mid-Oct.	Project Manager Comms Staff, CAO, Board Chair
	Printed Collateral <ul style="list-style-type: none"> General postcard and/or poster sent with letter with request to share with their community members/citizen. 	Postcard Poster	Oct 2020	Comms Staff
	Other opportunities (if permitted and desired) <ul style="list-style-type: none"> Notification/ads in the MCFN EaglePress Newsletter, MNO Métis Voyageur Newsletter 	Graphic/ad content for newsletter	TENTATIVE	Comms Staff

PHASE 1: Initiate & Launch Strategic Plan Process

Goal: Inform internal and external stakeholders that the NPCA has begun the process of developing a new strategic plan and encourage them to get involved.

Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
<u>PAC Sectors:</u> Agricultural, Development, Environmental, Planning, Tourism/Business, Educational	Letter from Board Chair <ul style="list-style-type: none"> A letter to be sent on behalf of Board of Directors & CAO to each group (see stakeholder analysis); letter customized to each group. 	Letter from Board Chair	Mid-Oct.	Project Manager Comms Staff, CAO, Board Chair
	Printed Collateral: <ul style="list-style-type: none"> General postcard and/or poster sent with letter with request to share with their memberships and audiences. Upon request, more materials can be provided. 	Postcard Poster	Oct 2020	Comms Staff
	NPCA Website and Get Involved Portal <ul style="list-style-type: none"> Information to be displayed about upcoming strategic plan (i.e., timeline, important dates, documents, digital engagement opportunities) 	Content for site and portal	Portal by Oct. 17 Website by Oct. 19 Updated as needed	Comms staff Project Manager
	MailChimp Email Campaign <ul style="list-style-type: none"> Using a separate master list for each sector, emails sent at the same time with general information but separately if information needs to be tailored Ensure input from staff in other departments so list includes appropriate contacts/ reps Leveraging existing relations with the Greater Niagara Chamber of Commerce and local associations and groups, staff can also use these direct marketing mediums. 	Tailored lists Email template	Mid-Oct.	Comms Staff Working Group (input)
	Social media channels <ul style="list-style-type: none"> Digital communications to inform about upcoming engagement opportunities Posts will be tagged using close relationships/partnerships for further promotion with call to action (please share, retweet). Where pages or groups are available (e.g., specific NPCA property pages, nature club Facebook pages, etc.) information may be posted there as well. 	Branded graphics Content/Key messages	Oct. – Nov 2020	Comms Staff
	Presentation(s) Oral presentation about the strategic planning process to municipal councils and others (as requested).	Presentation content	As needed	Project Manager
Members of the Media	Media Release & Interviews Media release about beginning the strategic planning process (include key messages) with links to website, social media and Get Involved portal.	Media release	Mid-Oct. (media release) Media interviews same week as release.	Comms Staff
	Social media channels <ul style="list-style-type: none"> Graphics and branded print materials sent for promotion and further distribution 	Branded graphics	Oct. – Nov 2020	Comms Staff

Phase Two: Collect Feedback & Involve in the Development of the Strategic Plan (Oct – Dec 2020)

Goals

- Continue to build awareness about the NPCA and its strategic planning process;
- Collect feedback and involve stakeholders in the initial themes and strategic directions determined by staff and the Board of Directors toward the development of a draft Strategic Plan.

Options for Key Messages

- Everyone has a role to play in protecting and conserving our healthy watersheds. The NPCA welcomes you to get involved in its next Strategic Plan that will guide the organization's priorities and operations for the next 10 years.
- Participate in this exciting process and help shape our commitment to healthy watersheds today and into the future. Submit your comments, ideas, and feedback through a variety of traditional and non-traditional methods of engagement and virtual consultation.
- Be a part of the NPCA's future! We are seeking to develop a common inspirational vision aligned with strategic priorities for the health of Niagara Peninsula watershed.
- All of the above will be tied to calls to actions (i.e., visit link, participate in virtual town hall, submit your survey, get involved, follow us, share the word, etc.)

Communication and Marketing Mediums

- Informational handouts
- Development of marketing collaterals (Postcards, handouts, social media graphics, website banners etc.)
- Direct emailing to stakeholder lists
- Traditional earned media (radio interviews, radio ad campaign, and print feature stories)
- Traditional media (print advertisements)
- Social Media (including NPCA corporate pages and partners/stakeholders)
- Online and Digital Marketing (Google Ads, Digital Screens at focused locations)
- Direct email marketing (email blasts via local organizations such as Greater Niagara Chamber of Commerce, Business Link, Agriculture Association Newsletters, etc.)
- Direct Mail (for hardcopy survey requests)
- Get Involved promotional video

Engagement Tools & Techniques

The preference is for traditional (in-person) engagement opportunities; however, given the restrictions due to the COVID-19 pandemic, we may have to rely on virtual engagement tools and techniques to involve stakeholders in the strategic planning process. It is understood that there may be limitations for involvement due to lack of internet/computer access; therefore, accommodations can be made for requests to participate via hardcopy surveys or other traditional methods (e.g., one-on-one meetings with project team).

We are in the process of procuring a facilitator/consultant that will provide support and input on the engagement tools and techniques and will lead the virtual consultation sessions. This section may be updated based on their recommended approach.

The main tool that will be utilized to engage all stakeholders in the strategic planning process is the NPCA *GetInvolved* online engagement portal which hosts a variety of NPCA projects and initiatives. The purpose of the *GetInvolved* portal is to provide a space where members of the community can get informed and provide feedback to help shape the NPCA's strategic objectives.

Internal:

- Virtual meetings
- 'Lunch and Learn' presentations
- Consultations Sessions (staff & Board)
- NPCA *GetInvolved* Portal & SharePoint access to internal docs
- Staff Working Group and input from all staff of project documents

External:

- NPCA *GetInvolved* engagement portal
- Pre-recorded presentation on the Engagement Portal
- Virtual Town Halls/Public Information Sessions, streamed to YouTube
- Survey on strategic objectives
- Traditional methods, as appropriate

The following is a list of available *GetInvolved* widgets for use during Phase 2:

- Survey (Collection of Opinions)
- Sign up banner to follow the project
- Frequently Asked Questions
- Questions and Answers
- "Who's Listening" Tool (with information about the project team)
- Discussion Forums
- Ideas (Comments on Themes)
- Polls (Voting on Themes)
- Places (Mapping Tool)
- Social Media embedded

Refer to details on Pages 10-11.

PHASE 2: Collect Feedback and Involve in the Development of the Strategic Plan Goals: continue to build awareness about the NPCA and its strategic planning process, collect feedback and involve stakeholders in the initial themes and strategic directions toward the development of a draft Strategic Plan.				
Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Staff, Board of Directors, and NPCF	Direct Email <ul style="list-style-type: none"> Emails to staff from PM, information sharing from Work Group Members to staff CAO to Committee Chair, Board of Directors, and Foundation 	Content	Ongoing as required	Project Manager & Work Group CAO Comms Staff (as needed)
	Get Involved Portal <ul style="list-style-type: none"> A project tile specific to information on how staff will be engaged using staff-specific widgets Once the portal is up and running, this tool will be used to send friendly reminders as new widgets or information become available. 	Update content for Get Involved Portal	Completed in phase 1 and updates as needed	Comms Staff Project Manager
	Project SharePoint Site (staff) <ul style="list-style-type: none"> Internal site created for staff to access internal project-related information Working Group uses site for collaboration on documents 	Content for site: meeting notes, agendas, presentations, project documents.	Ongoing as needed	Project Manager
	Virtual Consultation Sessions: Mission, Vision, Core Values & Strategic Objectives <ul style="list-style-type: none"> Session with Board of Directors Session with all staff 	TBD	Oct-Nov.	Consultant (with support from Project Manager and Comms staff)
Indigenous Communities	Details for this group will be determined after reaching out in Phase 1 and will be based on desired level of engagement.	TBD	Nov. - Dec.	Project Manager Comms Staff
Members of the Media	Media Release & Interviews Media release about getting involved in the strategic planning process (include key messages and potential themes) with links to website, social media and Get Involved portal.	Media release	Nov. (when sessions scheduled) Media interviews same week as release.	Comms Staff (with support from Project Manager)

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PHASE 2: Collect Feedback and Involve in the Development of the Strategic Plan Goals: continue to build awareness about the NPCA and its strategic planning process, collect feedback and involve stakeholders in the initial themes and strategic directions toward the development of a draft Strategic Plan.				
Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Conservation Area Users General Public Community Groups Government Agencies Municipal Partners <u>PAC Sectors:</u> Agricultural, Development, Environmental, Planning, Tourism/Business, Educational	NPCA Website and Get Involved Portal Information to be displayed about upcoming opportunities to get involved (e.g., dates for virtual engagement sessions, supporting documents)	Get Involved promo video Content updated for phase 2.	Nov.	Comms staff Project Manager
	MailChimp Email Campaign Continue to use NPCA master list and staff contacts to inform groups about upcoming engagement opportunities, including surveys on potential themes, discussion opportunities, upcoming events.	Email template & content Surveys, themes	Late Oct. – Nov.	Comms Staff
	Social media channels <ul style="list-style-type: none"> Digital communications to promote involvement using the portal and engagement virtual engagement sessions (when scheduled) Design graphics that highlight themes and strategic objectives from the Board/Staff engagement sessions. Create Facebook event(s) when virtual engagement sessions are scheduled. Can target digital ads according to location and/or areas of interest.	Branded graphics with key messages on themes from staff/board sessions	Oct. – Nov 2020	Comms Staff
	Printed Collateral <ul style="list-style-type: none"> Posters at NPCA properties where there is a building informing about how to get involved in the strategic plan process, including upcoming engagement events. 	Postcard Poster	Nov.	Comms Staff
	Media Release & Traditional Media <ul style="list-style-type: none"> earned radio and print feature opportunities as well as paid advertising to announce more details on the process, how to get involved and highlight proposed themes and strategic objectives 	Media release PSA Community notices	Nov.	Comms Staff
	Direct Mail <ul style="list-style-type: none"> provided when member(s) of the community requests hardcopy surveys or supporting materials for involvement using non-virtual means. 	TBD	As needed	Comms Staff Project Manager
	Online and digital marketing <ul style="list-style-type: none"> Targeted Google Ads based on locations Digital advertising at focused locations (e.g., Niagara Health system locations), community notice boards, and online community event calendars. 	Branded graphics with key messages, dates for participation, and/or themes from staff/board sessions	Nov.	Comms Staff
	Virtual Engagement Session(s) & Survey <ul style="list-style-type: none"> Details on approach to be guided by consultant. Survey developed to collect feedback on strategic objectives. 	Presentation Information sheets Survey & polls	Nov. – Dec.	Consultant (with support from Project Manager and Comms staff)

Phase Three: Check-in and Validate (Jan-March 2021)

Goal: Check-in and follow-up with interested stakeholder groups to validate the draft Strategic Plan.

Options for Key Messages

- Thank you for engaging with us. You can now provide feedback on our draft Strategic Plan.
- We heard and listened to you! Come check out the results from our public engagement activities.

Communication and Marketing Mediums

- Draft Strategic Plan, including strategic objectives (themes) and actions
- Development of marketing collaterals (Posters, social media graphics, website banners with updated messaging, if required)
- Direct emailing to stakeholder lists
- Social Media (including NPCA corporate pages and partners/stakeholders)
- Direct Mail (for hardcopy requests to accommodate involvement with non-virtual means)

Engagement Tools & Techniques

Engagement in this phase should be more targeted (e.g., through a question in the phase 2 survey, we can find out who wants to receive follow-up information). The main tool that will be utilized to engage stakeholders in the strategic planning process is the NPCA *GetInvolved* online engagement portal which hosts a variety of projects and initiatives. It is understood that there may be limitations for involvement due to lack of internet/computer access; therefore, accommodations can be made for requests to participate via hardcopy surveys or other traditional methods (e.g., one-on-one meetings with project team).

A facilitator/consultant will synthesize and document information from the previous engagement sessions to support this phase. This section may be updated based on their recommended approach.

Internal:

- Virtual staff meetings
- ‘Lunch and Learn’ presentations
- Presentations to Board & its Sub-Committees
- NPCA *GetInvolved* engagement portal
- Staff Working Group and input from all staff of project documents

External:

- NPCA *GetInvolved* engagement portal
- Poll(s)
- Virtual presentation posted to portal
- Non-virtual methods, upon request

The following is a list of available widgets for engagement use Phase 3:

- Survey and/or Polls
- Frequently Asked Questions
- Questions and Answers
- Discussion Forums
- “Who’s Listening” Tool (with information about the project team)
- Social Media embedded

Refer to details on Pages 13-14.

PHASE 3: Check-in and Validate Goal: Check-in with stakeholder groups and collect feedback to validate the draft Strategic Plan				
Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Staff, Board of Directors, and NPCF	Direct Email <ul style="list-style-type: none"> Emails to staff from PM, information sharing from Work Group Members to staff CAO to Committee Chair, Board of Directors, and Foundation 	Content	Ongoing as required	Project Manager & Work Group CAO Comms Staff (as needed)
	Get Involved Portal <ul style="list-style-type: none"> A project tile specific to information on how to get engaged Once the portal is up and running, this tool will be used to send friendly reminders as new widgets or information become available. Surveys/polls Finalized project documents 	Update content for Get Involved Portal	Completed in phase 1 and updated as needed	Comms Staff Project Manager Consultant (input on survey/poll)
	Project SharePoint Site (staff) <ul style="list-style-type: none"> Internal site created for staff to access internal project-related information Working Group uses site for collaboration on documents 	Content for site: meeting notes, agendas, presentations, project documents.	Ongoing as needed	Project Manager
Indigenous Communities	Details for this group will be determined after reaching out in Phase 1 and will be based on desired level of engagement.	TBD		
Members of the Media	Media Advisory/Corporate Statement Media advisory about this phase of the strategic planning process (include key messages and potential themes) with links to website, social media and Get Involved portal.	Media release or Corporate Statement on Website	When draft plan is ready for release	Comms Staff (with support from Project Manager)

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PHASE 3: Check-in and Validate Goal: Check-in with stakeholder groups and collect feedback to validate the draft Strategic Plan				
Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Conservation Area Users	MailChimp Email Campaign <ul style="list-style-type: none"> Continue to use a targeted NPCA master list to inform groups about the Check-in and Validate Phase. 	Email template & content, Surveys.	Jan-March	Comms Staff
General Public	NPCA Website and Get Involved Portal <ul style="list-style-type: none"> Information available on the draft Strategic Plan and how to participate in Phase Three. Once the portal is up and running, this tool will be used to send friendly reminders as new widgets or information become available. Surveys/polls Finalized project documents 	Update content for Get Involved Portal. Surveys	Jan-March	Comms Staff Project Manager Consultant (input on survey/poll)
Community Groups	Social media channels <ul style="list-style-type: none"> Digital communications to promote involvement in using the portal to provide comments. Targeted digital ads according to location and/or areas of interest (if budget permits) 	Branded graphics with key messages on Phase Three.	Jan-March	Comms Staff
Government Agencies				
Municipal Partners				
<u>PAC Sectors:</u> Agricultural, Development, Environmental, Planning, Tourism/Business, Educational	Online and digital marketing <ul style="list-style-type: none"> Targeted Google Ads based on locations (if budget permits) Digital advertising at focused locations (e.g. community notice boards, and online community event calendars.) (if budget permits) 	Branded graphics with key messages on Phase Three.	Jan-March	Comms Staff

Phase Four: Finalize and Launch (April – June 2021)

Goal: Inform stakeholder groups when the NPCA Board of Directors have approved and are launching the final strategic plan and thank them for participating/engaging.

Options for Key Messages

- We've launched our new strategic plan! Thank you for helping us build a framework for the future.
- Sharing successes and thanking the audiences for providing input for the future of the NPCA.

Communication and Marketing Mediums

- Development of marketing collaterals (social media graphics, website banners etc.)
- Direct emailing to stakeholder lists
- Traditional earned media (radio interviews, radio ad campaign, and print feature stories)
- Social Media (including NPCA corporate pages and partners/stakeholders)
- Direct email marketing (email blasts via local organizations such as Greater Niagara Chamber of Commerce, Business Link, Agriculture Association Newsletters, etc.)
- Direct Mail (for hardcopy strategic plans)
- Final Strategic Plan 2021-2031 (printed and online)
- Strategic Plan Promotional video highlighting themes and strategic objectives
- Pull-up banners (for future promotional use at local events)

Engagement Tools & Techniques

This phase does not require as much engagement and will mostly be focused on information sharing/dissemination.

Internal:

- All staff meeting
- Presentations to Board & its Sub-Committees

External:

- NPCA *GetInvolved* engagement portal

Refer to details on Page 16.

PHASE 4: Finalize and Launch				
Goal: Inform stakeholder groups when the NPCA Board of Directors have approved and are launching the final strategic plan and thank them for participating/engaging.				
Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Staff, Board of Directors, and NPCF	Direct Email <ul style="list-style-type: none"> Emails to staff from PM, information sharing from Work Group Members to staff CAO to Committee Chair, Board of Directors, and Foundation 	Content	Ongoing as required	Project Manager & Work Group CAO Comms Staff (as needed)
	Get Involved Portal <ul style="list-style-type: none"> Friendly reminders as new information becomes available. 	Update content for Get Involved Portal	Completed in phase 1 and updates as needed	Comms Staff Project Manager
	Project SharePoint Site (staff) <ul style="list-style-type: none"> Internal site created for staff to access internal project-related information 	Content for site	Ongoing as needed	Project Manager
Indigenous Communities	Details for this group will be determined after reaching out in Phase 1 and will be based on desired level of engagement.	TBD	TBD	
Conservation Area Users	MailChimp Email Campaign <ul style="list-style-type: none"> Continue to use a targeted NPCA master list to inform groups on how to access the final Strategic Plan. 	Email template & content	June 2021	Comms Staff
General Public	NPCA Website and Get Involved Portal <ul style="list-style-type: none"> Information available on the final Strategic Plan and a thank you for participating in the process. 	Update content and project timelines for Get Involved Portal.	June 2021	Comms Staff
Community Groups	Social media channels <ul style="list-style-type: none"> Digital communications to promote the launch. Targeted digital ads according to location and/or areas of interest. 	Branded graphics with key messages on launch of final Strategic Plan document.	June 2021	Comms Staff
Government Agencies	Online and digital marketing <ul style="list-style-type: none"> Targeted Google Ads based on locations (\$) Digital advertising at focused locations (e.g. community notice boards, and online community event calendars.) (\$) 	Branded graphics with key messages on launch of final Strategic Plan document.	June 2021	Comms Staff
Municipal Partners	Printed Collateral <ul style="list-style-type: none"> Final Strategic Plan, posters at NPCA properties where there is a building. 	Booklets, posters.	June 2021	Comms Staff, Operations Staff
PAC Sectors: Agricultural, Development, Environmental, Planning, Tourism/Business, Educational	Direct Mail <ul style="list-style-type: none"> Provided when member(s) of the community requests hardcopies. 	Booklets.	June 2021	Administrative Staff
	Presentations to municipal councils and PAC	Presentation content	June 2021	Project Manager & CAO
Members of the Media	Media Release & Interviews Media release about the launch of the new Strategic Plan with links to website, social media and Get Involved portal.	Media release	June 2021	Comms Staff, Project Manager

- APPENDIX 1 - STAKEHOLDER ANALYSIS

BACKGROUND

The broad term 'stakeholder' is used to define any group, individual, or organization that can impact or be impacted by a project such as, the development and implementation of a new NPCA Strategic Plan.

The goal of this exercise was to identify:

- key stakeholder groups/audiences and sub-groups that may have an interest in the development of the NPCA strategic plan;
- their perceived level of interest;
- communication/engagement goals (inform, collect feedback, involve);
- known and perceived communication/engagement needs; and
- key challenges and issues.

The purpose of this internal document is to serve as an input to help guide the strategic planning process (information gathering) led by a Staff Working Group in collaboration with NPCA Communications Staff. Specifically, the information produced in the stakeholder analysis will be used to help inform the development of a draft Communication and Engagement Plan. From this analysis, a list of overarching challenges, issues, or needs that may be common to several groups will be identified and can be addressed with similar communication/engagement tools and techniques.

LEGEND FOR STAKEHOLDER ANALYSIS CHART	
Column header	Meaning
Audience	Broad grouping of various 'stakeholders'.
Sub-group/details	More details on specific groups to reach out to.
Perceived level of interest	Specific interest in the NPCA strategic planning process
Communication & Engagement Goal	Based on perceived interest, this is the goal for communicating/engaging in the strategic planning process. <u>Inform</u> : Sharing of information to help audiences understand issues, opportunities, or options. <u>Feedback</u> : Obtain feedback on analyses, options, and/or decisions related to the Strategic Planning process <u>Involve</u> : Work directly with groups to ensure concerns and views are understood and considered.
Known/Perceived C&E Needs	Needs from the audience perspective (i.e. how various groups might want to receive info or be engaged) and needs for staff to follow-up for more information on how best to engage/communicate.
Key Issues / Challenges	Known key challenges and/or issues that might impact our ability to communicate/engage with groups toward developing a strategic plan.

NOTES: some groups fall under several categories, so the best available fit was used to include one group per audience. Where applicable, associations/committees were identified as a venue for broad information sharing. The 'inform' goal will cast a broad net to appropriately determine which groups want to continue to be involved throughout the process.

Audience	Sub-groups / Details	Perceived Level of Interest	C&E Goal	Known or Perceived C&E Needs	Key Issues and/or Challenges
Staff	<ul style="list-style-type: none"> All staff Strategic Planning Working Group Senior Leadership Team 	High	Inform Feedback Involve	<ul style="list-style-type: none"> Frequent information dissemination about overall process/progress Clear, consistent two-way communication Desire to be involved and views taken into account Equal information dissemination to all staff Informed/involved in decisions 	<ul style="list-style-type: none"> Working remotely results in limited or more challenging collaboration Virtual meetings (challenge for engagement) Lack of connectedness between departments Lack of engagement in past Strategic Plan processes Limited capacity (time to participate)
Board of Directors	<ul style="list-style-type: none"> Full Authority Source Protection Authority Strat Plan Committee Public Advisory Committee Source Protection Committee 	High	Inform Feedback Involve	<ul style="list-style-type: none"> Frequent & timely information dissemination about overall process/progress Clear, consistent two-way communication Desire to be involved and views taken into account Information exchange follows a process (e.g., CAO as liaison, Strat Plan Committee recommendations to Board) To fulfill NPCA mandate Final decision-making on key items 	<ul style="list-style-type: none"> Time limitations: <ul style="list-style-type: none"> Board and Committees meet only once per month; Lag in decision-making process/timing Virtual meetings (challenge for engagement)
NPC Foundation	<ul style="list-style-type: none"> NPCF Board 	High	Inform Feedback Involve	<ul style="list-style-type: none"> Ensure frequent information exchange Clear, consistent, frequent two-way communication Desire to be involved and views taken into account Feedback required on programs and services as it relates to relationship/MOU with NPCA 	<ul style="list-style-type: none"> Virtual meetings (challenge for engagement) Limited capacity (1 part-time staff, volunteers) Possible issues with public perception over the relationship between NPCA and NPCF.
Government Agencies	<ul style="list-style-type: none"> Auditor General of Ontario (inform) Niagara Parks Commission Ontario Ministry of Natural Resources & Forestry Ontario Ministry of Environment, Conservation and Parks Ontario Ministry of Heritage, Sport, Tourism and Culture Industries Ontario Ministry of Agriculture, Food and Rural Affairs Environment and Climate Change Canada Ontario Ministry of Transportation Conservation Ontario Ontario Power Generation Niagara Escarpment Commission St. Lawrence Seaway Corporation Fisheries and Oceans Canada Parks Canada 	Medium	Inform Feedback	<ul style="list-style-type: none"> Information needed on their desired level of engagement Feedback required on programs and services as it relates to their partnerships/relationship with NPCA Need to maintain existing relationship/partnership (in some capacity) with each group. Need to find out appropriate contact person and procedure for disseminating information appropriately 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Unsure about desired level of engagement Garnering interest in the strategic planning process Reaching the right contact person(s) in a large organization Virtual meetings (challenge for engagement) Level of engagement desired/required (i.e., how much do we engage?) If engagement not adequate, relationships may be impacted. If not engaged appropriately and strategic plan doesn't fulfill expected services, then there could be potential issues (e.g., related to contribution agreements, MOUs).
Indigenous Communities	<ul style="list-style-type: none"> Mississaugas of the Credit First Nation Six Nations of the Grand River Métis Nation of Ontario (Region 9) Haudenosaunee Confederacy Friendship Centres Soaring Eagles School 	High	Inform Feedback Involve	<ul style="list-style-type: none"> Clear, consistent two-way communication Desire to be involved and views taken into account Need to reach out to existing contacts to find out the individual group's desired engagement needs Engagement needs will vary between the different groups and should be tailored to each 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Limited knowledge & experience at NPCA with Indigenous Peoples Limited capacity (on their end) for involvement Reaching the right contact person(s) Time limitations No relationship with Haudenosaunee Confederacy Virtual meetings (challenge for engagement) May not be aware of the various roles/responsibilities of the NPCA Relationship with MCFN and Métis Nation of Ontario is just starting and not yet well-established Limited relationship with Six Nations of the Grand River Interests may be related to specific park usage and Indigenous rights (i.e., hunting, fishing) Limited relationship with the local Friendship Centres Good relationship with Soaring Eagles School staff and students

Audience	Sub-groups / Details	Perceived Level of Interest	C&E Goal	Known or Perceived C & E Needs	Key Issues and/or Challenges
Municipal Partners	<ul style="list-style-type: none"> Niagara Region Watershed municipalities, including City of Hamilton and Haldimand County Municipal Environmental Advisory Committees Active Transportation Committee 	High	Inform Feedback Involve	<ul style="list-style-type: none"> Clear, consistent two-way communication; Desire to be involved and views taken into account; Feedback required on programs and services as it relates to their partnerships and relationship with NPCA (e.g., MOUs) Need to maintain and enhance existing relationship with each group. Need to maintain or enhance existing and potential partnership with groups. Need to find out appropriate contact person and procedure for disseminating information appropriately Need to coordinate with other municipal/regional official plans to ensure clear and defined roles/responsibilities 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Reaching the right contact person(s), consideration for engagement through Board Members Virtual meetings (challenge for engagement) Level of engagement desired/required (i.e., how much do we engage?) If engagement not adequate, relationships may be impacted. If not engaged appropriately and strategic plan doesn't fulfill expected services, then there could be potential issues (e.g., related to contribution agreements, MOUs). Issues: potential overlap of services and/or policies
Agricultural Sector	<ul style="list-style-type: none"> Farmers' Association Niagara Agriculture Federation Tender Fruit Association Grape Growers' Association Ontario Fruit and Vegetable Growers' Association Ontario Soil and Crop Association Drainage Committees Niagara Beekeepers Association 	Medium	Inform Feedback Involve	<ul style="list-style-type: none"> Clear, consistent two-way communication; Desire to be involved and views taken into account; Feedback required on programs and services as it relates to the potential for building a relationship with NPCA 	<ul style="list-style-type: none"> Challenges <ul style="list-style-type: none"> Reaching the right contact person(s) Many groups so challenge may relate to appropriate type of engagements (e.g., small in-person meetings or large group town halls) Large geographic area to reach Virtual meetings (challenge for engagement) May not be aware of the various roles/responsibilities of the NPCA Issues: perceptions about the NPCA's regulatory role and potential impacts to land use or practices
Development Sector	<ul style="list-style-type: none"> Homebuilders' Association Niagara Landowner's Association Realtors' Association(s) 	Medium-High	Inform Feedback Involve	<ul style="list-style-type: none"> Clear, consistent, frequent two-way communication Desire to be involved and views taken into account; Need to find out appropriate contact person(s) for disseminating information appropriately Feedback required on programs and services as it relates to their relationship with NPCA (e.g., permitting and regulations) 	<ul style="list-style-type: none"> Challenges <ul style="list-style-type: none"> Reaching the right contact person(s) May not be aware of the various roles/responsibilities of the NPCA Understanding perceived expectations and balancing competing interests Issues: their perceptions about the NPCA's regulatory role and potential impacts to land use or practices
Environmental Sector (ENGOS)	<ul style="list-style-type: none"> Niagara Falls Nature Club Hamilton Naturalists Club Peninsula Field Naturalists Bert Miller Nature Club Fort Erie Conservation Club Port Colborne Conservation Club Glanbrook Conservation Club Friends of One Mile Creek Friends of Walker's Creek Bruce Trail Conservancy Land Care Niagara Niagara Restoration Council Trout Unlimited Niagara Chapter Ducks Unlimited Canada Carolinian Canada Save Thundering Waters Links for Greener Learning Niagara Land Trust 	High	Inform Feedback Involve	<ul style="list-style-type: none"> Clear, consistent, frequent two-way communication Strong desire to be involved and views taken into account Need to re-build trust, need to have transparent engagement Need to show how input will be incorporated into strategic planning process Feedback required on programs and services as it relates to the potential for building relationship with NPCA (e.g., MOUs) Need to maintain and enhance existing relationships and work to establish better relationships with certain groups. Need to find out appropriate contact person(s) for disseminating information appropriately Need to acknowledge that groups are made up of well-educated, technical experts in the environmental field; can be a great resource for information and input on related strategic directions 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Many groups so challenge may relate to appropriate type of engagements (e.g., small in-person meetings or large group town halls) Reaching the right contact person(s) Time constraints with so many groups to engage with Virtual meetings (challenge for engagement) Relationship with some groups are limited or poor May not be aware of the various roles/responsibilities of the NPCA Understanding and managing expectations, balancing competing interests Issues related to past engagements and interactions (which were perceived as disingenuous) Various levels of trust with the environmental community If not engaged appropriately and strategic plan doesn't fulfill expected services, then there could be potential issues (e.g., related to contribution agreements, MOUs). Interests may be related to only specific issues or responsibilities

Audience	Sub-groups / Details	Perceived Level of Interest	C&E Goal	Known or Perceived C & E Needs	Key Issues and/or Challenges
Planning Sector	<ul style="list-style-type: none"> Niagara Area planners (meeting of high-level planning staff at Region and municipalities) Hamilton planners (joint meeting?) Haldimand planners 	Medium-High	Inform Feedback Involve	<ul style="list-style-type: none"> Information needed on their desired level of engagement Need to find out appropriate contact person(s) for disseminating information appropriately for Niagara, Hamilton, and Haldimand area planners Need to maintain and enhance existing relationships and work to establish better relationships across watershed municipalities. 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Unsure about desired level of engagement Reaching the right contact person(s) Virtual meetings (challenge for engagement) Relationship with some groups need more work May not be aware of the various roles/responsibilities of the NPCA Interests may be related to only specific issues, responsibilities with respect to planning & permitting policies
Tourism/Business Sector	<ul style="list-style-type: none"> Chamber of Commerce/BIA's Venture Niagara Bonjour Niagara (French Tourism) Niagara Peninsula Aspiring Global Geopark Tourism Associations (local) Destination Ontario Empower Niagara Taskforce 	Low-Medium	Inform Feedback Involve	<ul style="list-style-type: none"> Information required on their desired level of engagement Need to find out appropriate contact person(s) for disseminating information appropriately 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> A lack of one Tourism Voice for Niagara/Segmented Agendas Virtual meetings (challenge for engagement) "Dated" tourism tactics vs the new recovery plan post-COVID Engagement with certain tourism groups may be challenging due to competing interests (e.g., related to funding) Interests may be related to specific programs and services or existing older (maybe no longer current) frameworks Tourism trends are in flux; NPCA role in sustainable tourism (through our CAs) is unclear.
Educational/Research Organizations	<ul style="list-style-type: none"> Brock University Niagara College McMaster University Watershed school boards (catholic, public, & private) in Niagara, Hamilton & Haldimand Heartland Forest Niagara Forest School Vineland Centre for Innovation 	Low-Medium	Inform Feedback Involve	<ul style="list-style-type: none"> Information needed on their desired level of engagement Need to find out appropriate contact person(s) for disseminating information appropriately Feedback required on programs and services as it relates to their potential or existing partnerships and relationship with NPCA 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Schools are dealing with other challenges that may take precedence over involvement in our strategic plan (i.e., related to the pandemic) Virtual meetings (challenge for engagement) Issues related to financial challenges with certain groups Interests may be related to specific programs and services
Conservation Area Users	<ul style="list-style-type: none"> Volunteers Passive users (hikers, families) Indigenous Community Members Anglers/hunters Campers (seasonal/transient) Educational program/camp users Lease holders (Treetop Trekking, etc.) Thanksgiving Festival Vendors Recent restoration project landowners Support Services Organizations (e.g., Bethesda) 	Medium to High	Inform Feedback Involve	<ul style="list-style-type: none"> Information needed on their desired level of engagement Information needs to be shared with users using passive methods (e.g., sign/posters at CAs, links to learn more, drive people to engagement portal) Need to know who wants to be involved (individuals) because this group cannot easily be reached as one audience Communication & engagement needs may increase depending on desired level of involvement Feedback required on programs and services as it relates to their specific usage. 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Mainly individuals rather than one group, unsure about desired level of engagement Reaching those that might be interested and directing them to the information Part of the strat plan processes will be in the winter when it's more challenging to reach passive users Thanksgiving festival is moving to a virtual platform this year...less opportunity to reach general public and vendors Camping winding down and will be done by October, less opportunity to reach these users Virtual meetings (challenge for engagement) Issues/interests related to specific park usage (ability to fish, hunt, swim, etc.), changes to access, paid entry, programs and services May not be aware of the various roles/responsibilities of the NPCA outside of their specific usage (hiking, leaseholder)
General Public	<ul style="list-style-type: none"> Members of the public who are not current or past users, or not aware of the NPCA/role/programs/services 	Low-Medium	Inform Feedback	<ul style="list-style-type: none"> Timely information dissemination about overall process/progress Information needs to be shared using passive methods (e.g., social media ad buys with targeted demographics to push links to learn more and drive people to engagement portal) Feedback required on programs and services as it relates to their interests, or future plans to be users (e.g., are there any barriers as to why they have little or no awareness of the NPCA etc.) 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Reaching those that might be interested and directing them to the information Virtual meetings (challenge for engagement) May not be aware of the various roles/responsibilities of the NPCA May be demographics without computer/internet access

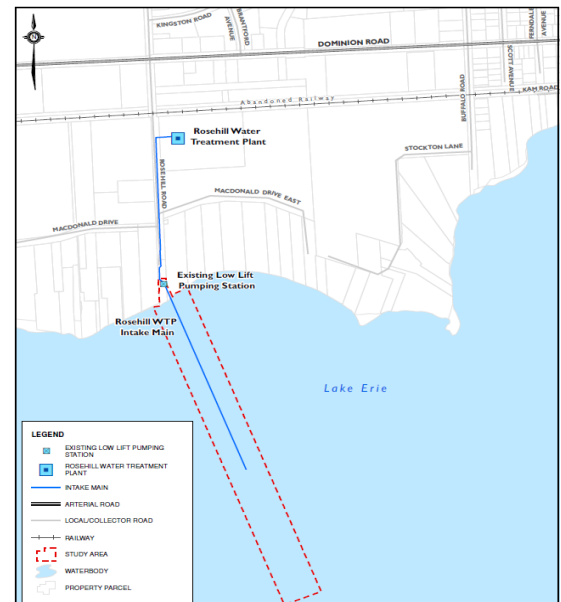
Audience	Sub-groups / Details	Perceived Level of Interest	C&E Goal	Known or Perceived C & E Needs	Key Issues and/or Challenges
Community Organizations (NGOs)	<ul style="list-style-type: none">• Pathstone Mental Health• Pathstone Foundation• Niagara Health System• One Foundation• Rotary Club• Royal Canadian Legions• Local Scouts Canada• Local Girl Guides• Kids Out Fishing• Eco-Defenders• A Better Niagara• Niagara Folk Arts Multicultural Centre	Low-Medium	Inform Feedback	<ul style="list-style-type: none">• Information needed on their desired level of engagement• Need to find out appropriate contact person(s) for disseminating information appropriately• Feedback required on programs and services as it relates to the potential for building a relationship with NPCA	<ul style="list-style-type: none">• Challenges:<ul style="list-style-type: none">○ Many groups, unsure about desired level of engagement○ Reaching the right contact person(s)○ Virtual meetings (challenge for engagement)○ Relationship with some groups may need more work○ May not be aware of the various roles/responsibilities of the NPCA• Issues/interests related to specific park usage or nature of individual relationship with NPCA
Media contacts	<ul style="list-style-type: none">• Local media outlets (radio, newspapers)• Farmers Monthly• Seniors Review	Medium	Inform	<ul style="list-style-type: none">• Need to continue to build professional relationships based on mutual business needs in order to gain earned media opportunities• Need to build awareness and trust with general public	<ul style="list-style-type: none">• Challenges:<ul style="list-style-type: none">○ Managing responses/comments both negative and positive on social media and engagement portal platforms○ May not be aware of the various roles/responsibilities of the NPCA○ Media may not pick up only on releases/advisories; may need different approaches and personal relationships○ Audience digests news via social media outlets• Interests may be related to only specific issues or responsibilities

THE REGIONAL MUNICIPALITY OF NIAGARA MUNICIPAL CLASS ENVIRONMENTAL ASSESSMENT

NOTICE OF STUDY COMMENCEMENT

Rosehill Water Treatment Plant New Intake in the Town of Fort Erie

Niagara Region is initiating a Class Environmental Assessment (EA) study to address current maintenance and operational concerns associated with the existing Rosehill Water Treatment Plant (WTP) intake. The Rosehill WTP, located at 300 Rosehill Rd., services the Town of Fort Erie, which is one of the Region's largest water service areas. The service area also includes Crescent Park, Crystal Beach, Douglastown, Ridgeway, and Stevensville. The Rosehill WTP is a key asset within the Niagara Region water infrastructure system. A water supply solution is required to ensure a secure and reliable source of water to the plant.



The Class EA study is being conducted according to the requirements of a Schedule 'B' project under the Municipal Class Environmental Assessment document (October 2000, amended in 2007, 2011 & 2015). The study will identify and evaluate replacement intake alternatives. The adjacent map covers the approximate limits of the study area. The preferred solution will be selected to minimize technical, community, natural environmental and economic impacts.

Public consultation is an integral component of the Class EA process, and we value your input during the planning process. The Region will be hosting a Public Information Centre (PIC) as a part of the study. Notification of the PIC will be advertised in Niagara Region's website (niagararegion.ca) and in the local newspapers. If you wish to be placed on the mailing list to receive notices and information, or, you wish to provide comments at any time during the process you can do so by contacting:

Stephanie McGill

Project Manager, Engineering
Water and Wastewater Services
Niagara Region
3501 Schmon Pkwy., P.O. Box 1042
Thorold, ON L2V 4T7
905-980-6000 ext. 3176
Toll-Free: 1-800-263-7215
Fax: 905-685-5205
stephanie.mcgill@niagararegion.ca

Sandra Rodriguez, P.Eng.

Class EA Study Lead
CIMA+
500 – 5935 Airport Rd.
Mississauga, ON L4V 1W5
905-695-1005 ext.6748
Fax: 905-695-0525
sandra.rodriquez@cima.ca

Personal information collected or submitted in writing at public meetings will be collected, used and disclosed by members of Regional Council and Regional staff in accordance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). The written submissions including names, contact information and reports of the public meeting will be made available. Questions should be referred to the Privacy Office at 905-980-6000 ext. 3779 or FOI@niagararegion.ca.

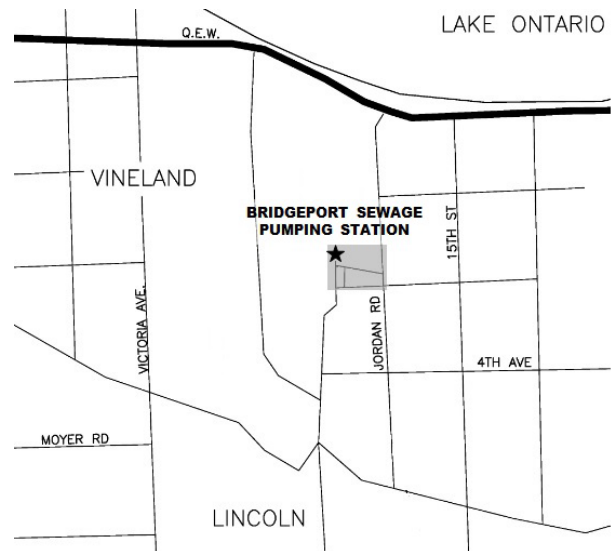
This notice was first issued on Aug. 27, 2020.

Notice of Study Commencement and Public Information Centre Bridgeport Sewage Pumping Station Upgrades Town of Lincoln Class Environmental Assessment

Niagara Region (Region) is undertaking a Class Environmental Assessment (Class EA) study for upgrading the existing Bridgeport Sewage Pumping Station (SPS). As identified in the Region's Water and Wastewater Master Servicing Plan, this project is part of recommended improvements to the Bridgeport wastewater catchment area. The purpose of the project is to improve capacity to support growth in the surrounding area in the Town of Lincoln.

The Class EA study will follow the requirements for Schedule 'B' projects under the Municipal Class EA document as set out by the Municipal Engineers Association (October 2000, amended in 2007, 2011 and 2015).

The Region will be considering and evaluating suitable options for upgrading the Bridgeport SPS. The Class EA study will assess potential impacts of the alternative solutions and select the preferred solution for the required upgrades. Alternative solutions will be analyzed and evaluated based on potential impacts to the socio-cultural environment, natural environment and economic considerations.



Public consultation is critical to the success of the study. We welcome your comments, and we will provide opportunities for your input throughout the study. There will be a virtual Public Information Centre (PIC) scheduled for **Tuesday, Sept. 15, 2020 from 6 – 7 p.m.** to share information, obtain your input and respond to questions. Further details on the upcoming PIC will be provided on the project webpage at niagararegion.ca/projects.

The Class EA study is planned to be completed in Dec. 2020 with construction scheduled for 2021. Should you have any questions or concerns, please contact one of the following project team members:

Cameron DiPietro, P.Eng
Project Manager, Engineering
Water and Wastewater Services
Niagara Region
3501 Schmon Pkwy., PO Box 1042
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Project Manager
CIMA+
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Fax: 905-695-0525
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Personal information collected or submitted in writing at public meetings will be collected, used and disclosed by members of Regional Council and Regional staff in accordance with the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). The written submissions including names, contact information and reports of the public meeting will be made available. Questions should be referred to the Privacy Office at 905-980-6000 ext. 3779 or FOI@niagararegion.ca.

If you require any accommodations for a disability in order to attend and participate in meetings or events, please let us know in advance so that arrangements can be made in a timely manner. Please contact the **Accessibility Advisory Coordinator** at 905-980-6000 ext. 3252 or accessibility@niagararegion.ca.

This notice was first issued on Aug. 27, 2020.

**FULL AUTHORITY MEETING
ON-LINE TELECONFERENCE**

**Thursday, September 17, 2020
9:30 A.M.**

A G E N D A

CALL TO ORDER – ROLL CALL

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. APPROVAL OF AGENDA

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPROVAL OF MINUTES

- a) Minutes of the Full Authority meeting dated July 16, 2020

Page # 1

- b) Minutes of the Closed Session dated July 16, 2020 (To be provided under separate cover)

4. CORRESPONDENCE

- a) Correspondence dated July 24, 2020 from Anne-Marie Norio, Regional Clerk, Region of Niagara RE: Natural Environment Work Program – Phase 4: Identification and Evaluation of Options PDS 26-2020 (For Receipt)

Page #9

5. PRESENTATIONS

- a) Presentation by the Niagara Peninsula Conservation Foundation Chair Tom Insinna and Managing Director / Secretary – Treasurer D. Gayle Wood
- b) Presentation on the Niagara Region Official Plan Update – Environment Work Program by Sean Norman, Senior Planner, Region of Niagara
- c) Conservation Authority Funding and Levy Information Presentation by C.A.O / Secretary – Treasurer, Chandra Sharma

6. DELEGATIONS

7. CONSENT ITEMS

- a) Report No. FA-39-20 RE: Compliance & Enforcement Year to Date Statistics (For Receipt)

Page # 20

8. DISCUSSION ITEMS

- a) Report No. FA-48-20 RE: Niagara Peninsula Conservation Foundation (NPCF) Progress Update and Memorandum of Understanding (MOU) (For Approval)

Page #23

- b) Report No. FA-49-20 RE: Infrastructure Canada – Investing in Canada Plan – COVID-19 Community Resilience Funding – To be tabled (For Approval)

9. COMMITTEE REPORTS

Minutes of the Strategic Planning Committee Meeting dated July 16, 2020 (For Receipt)

Page #26

9.1 Items for Approval of the Board

- a) Report No. SPC-01-2020 RE: Strategic Planning Committee Terms of Reference and Work Plan (For Approval)

Page #30

Minutes of the Audit and Budget (Finance) Committee Meeting dated July 30, 2020 (For Receipt)

Page #38

9.2 Items for Approval of the Board

- a) Report No. FA-40-20 RE: COVID-19 – Financial Impact and Scenario Analysis (For Receipt)

Page #41

- b) Report No. FA-42-20 RE: Binbrook Capital Project 2020 – Updated Budget Estimates and Debt Financing (For Approval)

Page #45

- c) Report No. FA-46-20 RE: Financial Report – Q2 - 2020 (For Receipt)

Page #51

- d) Report No. FA-47-20 RE: 2021 Budget Assumptions (For Approval)

Page #55

10. NOTICES OF MOTION

11. NEW BUSINESS

- a) Verbal Update from the C.A.O RE: COVID-19

12. CLOSED SESSION

- a) Personal Matters about Identifiable Individuals - Verbal Update on Compliance and Enforcement

13. ADJOURNMENT

**STRATEGIC PLANNING COMMITTEE MEETING
ON-LINE TELECONFERENCE**

**Thursday, September 17, 2020
1:00 p.m.**

A G E N D A

1. APPROVAL OF AGENDA

2. DECLARATIONS OF CONFLICT OF INTEREST

3. APPROVAL OF THE MINUTES

- a) Minutes of the NPCA Strategic Planning Committee meeting dated July 23, 2020

Page # 1

4. CORRESPONDENCE

5. DELEGATIONS

6. PRESENTATIONS

7. CONSENT ITEMS

8. DISCUSSION ITEMS

- a) Motion to ratify the appointment of Chair and Vice Chair of the Strategic Planning (For Approval)
- b) Motion Establishing a 2020 Strategic Planning Committee Meeting Calendar (For Approval)
- c) Report No. SPC-02-20 RE: Strategic Planning Update #1 (For Approval)

9. NEW BUSINESS

10. ADJOURNMENT