



**GOVERNANCE COMMITTEE MEETING
ON-LINE VIDEO CONFERENCE
AND IN-PERSON MEETING**

**Niagara Peninsula Conservation Authority
Main Office Boardroom
250 Thorold Road, Welland, ON**

**Thursday, November 10, 2022
9:30 a.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 Governance Committee Meeting dated October 14, 2022 (For Approval)

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4. CORRESPONDENCE

5. PRESENTATIONS

- a) PowerPoint Presentation by Leilani Lee-Yates, Director, Watershed Management, David Deluce, Senior Manager, Environmental Planning and Policy and Sal Spitale, Principal/Senior Ecologist, North-South Environmental Inc. RE: NPCA Policy Document: Policies for Planning and Development in the Watersheds of the Niagara Peninsula Conservation Authority - Wetland Buffer Policy Discussion (to be circulated under separate cover)

6. DELEGATIONS

7. CONSENT ITEMS

- a) Report No. GC-13-22 RE: Talent Management Strategy (For Receipt)

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8. DISCUSSION ITEMS

- a) NPCA Board Resolution No. FA-103-2022 and Related Excerpt from the NPCA Policy Document: Policies for Planning and Development in the Watersheds of the Niagara Peninsula Conservation Authority (Draft Update for Comment October 27, 2022)

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9. DISCUSSION ITEMS

10. NEW BUSINESS

11. ADJOURNMENT



**GOVERNANCE COMMITTEE
ONLINE VIDEO CONFERENCE
MEETING MINUTES**

**Friday, October 14, 2022
9:30 a.m.**

MEMBERS PRESENT:	J. Ingrao, Chair B. Mackenzie E. Smith M. Woodhouse
MEMBERS ABSENT:	R. Brady B. Clark B. Johnson K. Kawall
STAFF PRESENT:	C. Sharma, Chief Administrative Officer / Secretary - Treasurer G. Bivol, Clerk D. Deluce, Senior Manager, Planning and Development M. Ferrusi, Manager, People and Performance L. Lee-Yates, Director, Watershed
ALSO PRESENT:	J. Hellinga, NPCA Board Member K. Wiannecki, Director of Practice, Planning Solutions Inc. S. Spitale, Principal, North-South Environmental Inc.

Chair Ingrao called the meeting to order at 9:33 a.m..

1. APPROVAL OF AGENDA

Recommendation No. GC-29-2022

Moved by Member Smith

Seconded by Member Woodhouse

THAT the Governance Committee agenda dated Friday, October 14, 2022 **BE APPROVED** as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPROVAL OF THE MINUTES

- a) Minutes of the NPCA Governance Committee Meeting dated September 15, 2022

Recommendation No. GC-30-2022
Moved by Member Mackenzie
Seconded by Member Smith

THAT the minutes of the meeting of the NPCA Governance Committee dated September 15, 2022 **BE ADOPTED**.

CARRIED

4. CORRESPONDENCE

None.

5. PRESENTATIONS

- a) PowerPoint Presentation by Karen Wianecki, Director of Practice, Planning Solutions Inc. and Leilani Lee-Yates, NPCA Director, Watershed Management, RE: NPCA Policy Document Review and Procedural Manual Phase 2 Project – Engagement Summary Report and Policy and Procedural Manual Direction - The presentation was in conjunction with Agenda Item 7. a) Report No. GC-11-22 RE: NPCA Policy Document Review and Procedural Manual Phase 2 Project – Engagement Summary Report and Policy and Procedural Manual Direction. Members posed questions. Discussion ensued.

Recommendation No. GC-31-2022
Moved by Member Smith
Seconded by Member Woodhouse

THAT PowerPoint presentation by Karen Wianecki, Director of Practice, Planning Solutions Inc. and Leilani Lee-Yates, NPCA Director, Watershed Management, RE: NPCA Policy Document Review and Procedural Manual Phase 2 Project – Engagement Summary Report and Policy and Procedural Manual Direction **BE RECEIVED**.

CARRIED

6. DELEGATIONS

None.

7. CONSENT ITEMS

- a) Report No. GC-11-22 RE: NPCA Policy Document Review and Procedural Manual Phase 2 Project – Engagement Summary Report and Policy and Procedural Manual Direction – This report was provided under separate cover. Discussion ensued.

Recommendation No. GC-32-2022
Moved by Member Woodhouse
Seconded by Member Smith

THAT Report No. GC-11-22 RE: NPCA Policy Document Review and Procedural Manual Phase 2 Project – Engagement Summary Report and Policy and Procedural Manual Direction **BE RECEIVED**.

CARRIED

- b) Report No. GC-12-22 RE: Electronic Monitoring Policy – Misti Ferrusi, Manager of People and Performance spoke to the report.

Recommendation No. GC-33-2022

Moved by Member Mackenzie

Seconded by Member Woodhouse

THAT Report No. GC-12-22 RE: Electronic Monitoring Policy **BE RECEIVED.**

CARRIED

8. DISCUSSION ITEMS

None.

9. NEW BUSINESS

- a) Chair Ingrao spoke on the NPCA producing and providing pamphlets on Acts and Regulations that are enforced by the Conservation Authority.

10. ADJOURNMENT

Recommendation No. GC- 34-2022

Moved by Member Woodhouse

Seconded by Member Smith

THAT the Governance Committee meeting **BE** hereby **ADJOURNED** at 10:45 a.m..

CARRIED

John Ingrao,
Committee Chair

Chandra Sharma, MCIP, RPP
Chief Administrative Officer /
Secretary - Treasurer

Report To: Governance Committee

Subject: Talent Management Strategy

Report No: GC-13-22

Date: November 10, 2022

Recommendation:

THAT Report No. GC-13-22 RE: Talent Management Strategy **BE RECEIVED.**

Purpose:

The purpose of this report is to provide the Governance Committee with the NPCA's Talent Management Strategy for 2021-2031.

Background:

As part of the 2021-2031 NPCA Strategic Plan (Strategic Priority - Organizational Excellence), the NPCA committed to the development of a talent management strategy to correspond with and support staff with the implementation of the Strategic Plan.

Financial Implications:

There are no financial implications to this report at this time. Priorities will be planned and delivered through ongoing budget planning.

Links to Policy/Strategic Plan:

The Talent Management Strategy links to Strategic Goal 5.1 – Attract, retain, and invest in high caliber, diverse talent to deliver superior outcomes. The development of a talent management strategy has been identified as a performance indicator.

Related Reports and Appendices:

Appendix 1: NPCA Talent Management Strategy 2021-2031

Authored by:

Original signed by:

Misti Ferrusi, CHRL
Manager, Human Resources

Submitted by:

Original signed by:

Chandra Sharma, MCIP, RPP
Chief Administrative Officer/Secretary-Treasurer

NPCA Talent Management Strategy 2021-2031

The Niagara Peninsula Conservation Authority (NPCA) is a community-based natural resource management agency that protects, enhances, and sustains healthy watersheds. With over 60 years of experience, the NPCA offers watershed programs and services that focus on flood and hazard management, source water protection, species protection, ecosystem restoration, community stewardship, and land management. The NPCA is one of 36 Conservation Authorities in the Province of Ontario and manages 41 Conservation Areas within the Niagara Peninsula watershed held in public trust for recreation, heritage preservation, conservation, and education.

The NPCA is in a high-growth phase. Over the last 5 years, the NPCA has grown our staff compliment by 10% and over the next 2 years, have plans to grow our talent by another 20%. With a purpose of furthering the conservation, restoration, development, and management of natural resources in the Niagara Peninsula watersheds, we rely on the skills, knowledge and most importantly passion and commitment of our staff. Recognizing the important work that lay ahead as part of the 2021-2031 NPCA Strategic Plan, we have committed to a Strategic Priority of Organizational Excellence which includes a focus on investing in our Human Resources.

With over 30% of our staff working with the NPCA for over 10 years, the institutional knowledge and experience is irreplaceable, and we know our success as an organization is dependent upon this team. The NPCA currently has approximately 60 unique roles ranging from scientists and engineers to educators and recreation experts to planners and accountants. We have a highly educated team of capable professionals that have come together to add to the quality of life for our watershed residents in promoting and facilitating *nature for all*.

The purpose of the Talent Management Strategy is to provide a framework to guide the application and development of all aspects of human resource practices. This strategy will identify a long-term vision, supporting success factors and priorities to promote the achievement of the strategic plan while engaging, supporting, and retaining our employees.

The Talent Management Strategy has been built around three pillars:

- Managing and Developing Talent
- Supporting Talent
- Sustaining Talent



MANAGING & DEVELOPING TALENT



- ✓ Development of a strong and inclusive performance management system that enables and supports staff to achieve organizational priorities and personal growth
- ✓ Creation of a succession plan to ensure adequate long-range staffing and targeting talent management needs to allow fulfilment of the NPCA mandate and strategic objectives along with business continuity
- ✓ Develop a training program building high performance to support the Talent Management Strategy, Succession Plan and NPCA Strategic Plan

SUPPORTING TALENT



- Designing and managing a wellness program to improve the health and productivity of employees.
- Establishing and developing a diverse culture that promotes engagement, connection and is aligned with NPCA corporate mission, vision, and values
- Building an organization of continuous learning through research, innovation, collaboration and openness

SUSTAINING TALENT



- Become a leading organization as an employer of choice within the industry
- Incorporation of tools, technology and processes to develop organizational efficiencies that allow for strategic HR input and influence on the organizational direction

MANAGING & DEVELOPING TALENT

Development of a strong and inclusive performance management system that enables and supports staff to achieve organizational priorities and personal growth

- ✓ Review and refinement of the performance review process
- ✓ Incorporation of NPCA values, guiding principles and strategic plan into the performance management system
- ✓ Integration of inclusive feedback mechanisms for key positions
- ✓ Develop and educate staff on a performance management strategy including procedures and resources
- ✓ Provide managers with effective tools and training to facilitate a culture of strong performance

Creation of a succession plan to ensure adequate long-range staffing and targeting talent management needs to allow fulfilment of the NPCA mandate and strategic objectives along with business continuity

- ✓ Develop and execute of a structured staffing analysis to identify key positions in fulfillment of the strategic plan
- ✓ Perform a structured staffing analysis to identify skill and capacity gaps in fulfilment of the NPCA mandate
- ✓ Use staffing analysis data to target and implement skill development needs and opportunities
- ✓ Create sustainable growth opportunities for staff and the NPCA

Develop a training program building high performance to support the Talent Management Strategy, Succession Plan and NPCA Strategic Plan

- ✓ Develop a robust training plan to support workforce planning and development needs
- ✓ Create a corporate training plan supportive of organizational initiatives and NPCA core values
- ✓ Create a corporate training matrix identifying required and developmental training needs
- ✓ Develop a leadership training program to support and develop effective people leaders and leaders in conservation
- ✓ Deploy training resources to support staff in the identified corporate culture (ex. Flexible working arrangements)

SUPPORTING TALENT

Designing and managing a wellness program to improve the health and productivity of employees.

- ✓ Establish a wellness committee to assist in implementing, monitoring, and evaluating wellness activities
- ✓ Create a workplace environment that incorporates a culture of wellness
- ✓ Live our strategic objectives in finding ways to connect to nature as part of our daily work

Establishing and developing a diverse culture that promotes engagement, connection and is aligned with NPCA corporate mission, vision, and values

- ✓ Create a diversity, equity, and inclusion initiative to promote sustainability, education, and workforce development
- ✓ Increase employee engagement across the organization resulting in employee-lived values
- ✓ Establish corporate initiatives that encourage employees to visit our various conservation areas in pursuit of greater cross-organizational diversity and knowledge
- ✓ Develop a corporate recognition program to inspire employee stimulation and appreciation

Building an organization of continuous learning through research, innovation, collaboration, and openness

- ✓ Develop a robust internal education program that encompasses hands-on shadowing to further cross functional learning and collaboration
- ✓ Develop and support an information system to facilitate sharing information and resources across the organization
- ✓ Create collaboration hubs through various platforms to enhance innovative and forward-thinking problem solving and idea generation
- ✓ Develop a mentorship program in support of a diversity, learning and succession planning

SUSTAINING TALENT

Become a leading organization as an employer of choice within the industry

- ✓ Create a stream-lined systematic coop and internship program that enables students and recent graduates to gain meaningful work experiences
- ✓ Create a culture that supports and promotes work-life balance
- ✓ Provide a competitive total compensation package that aids in recruiting and retaining top talent
- ✓ Review, develop, and implement proactive meaningful workplace policies supporting health & wellbeing, work-life balance and professional and personal development

Incorporation of tools, technology and processes to develop organizational efficiencies that allow for strategic HR input and influence on the organizational direction

- ✓ Develop and implement HR analytics to collect and apply talent data to improve business outcomes
- ✓ Develop and refine HR procedures and SOP's to increase efficiencies, ensuring consistent and fulsome practices
- ✓ Implement effective and inclusive communication processes to ensure organizational consistency in application of resources
- ✓ Create a mechanism for soliciting employee feedback as well as report on response and implementation
- ✓ Implement an effective HR and H&S system that allows for convenient, easy employee information access

Resolution No. FA-103-2022 from the NPCA Special Full Authority Meeting dated November 4, 2022:

Resolution No. FA-103-2022

Moved by Member Beattie

Seconded by Member Clark

THAT Section 8.2.3.1 RE: *Buffers to Wetlands from the NPCA Policy Document: Policies for Planning and Development in the Watersheds of the Niagara Peninsula Conservation Authority* **BE REFERRED** to staff and to the Governance Committee for discussion.

CARRIED

Excerpt from the NPCA POLICY DOCUMENT: Policies for Planning and Development in the Watersheds of the Niagara Peninsula Conservation Authority (Draft Update for Comment October 27, 2022):

8.2.3.1 Buffers to Wetlands

- 1) Where *development* consists of a new *building* or *structure*, a new accessory *building* or *structure*, a 30 metre *buffer* shall be provided.
- 2) Notwithstanding Section 8.2.3.1 1), where the *buffer* is to a non-PSW larger than 2 hectares, the 30 metre *buffer* may be reduced to no less than 15 metres, where supported by an EIS prepared in accordance with the NPCA's Procedural Manual.