

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

**Friday, July 16, 2021
Following the Full Authority Meeting (12:30 pm)**

REVISED A G E N D A

- 1. APPROVAL OF AGENDA**
- 2. DECLARATIONS OF CONFLICT OF INTEREST**
- 3. APPOINTMENT OF CHAIR / VICE CHAIR**
- 4. APPROVAL OF THE MINUTES**
 - a) Minutes of the NPCA Strategic Planning Committee meeting dated May 21, 2021
- 5. CORRESPONDENCE**
- 6. DELEGATIONS**
- 7. PRESENTATIONS**
- 8. CONSENT ITEMS**
- 9. DISCUSSION ITEMS**
 - a) Verbal update on Strategic Planning Progress (*For Receipt*)
 - b) Input on virtual public meeting to gather feedback on draft Strategic Plan (*For Receipt*)
 - c) Gathering input on NPCA Strategic Plan Key Performance Indicators – Presentation by StrategyCorp Inc. (*For Receipt/Approval*)

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- 9. NEW BUSINESS**
- 10. ADJOURNMENT**

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**STRATEGIC PLANNING COMMITTEE MEETING
ON-LINE VIDEO CONFERENCE
MEETING MINUTES
Friday May 21, 2021
11:25 a.m.**

MEMBERS PRESENT: K. Kawall (Chair)
R. Brady
J. Hellinga
B. Mackenzie
W. Rapley
E. Smith
M. Woodhouse
B. Wright

OTHERS PRESENT: D. Cridland

MEMBERS ABSENT: S. Beattie
D. Huson

STAFF PRESENT: C. Sharma, C.A.O. / Secretary – Treasurer
G. Bivol, Clerk
R. Bisson, Manager Communications and Public Relations
N. Green, Project Manager

The Chair called the meeting to order at 11:26 a.m..

1. APPROVAL OF AGENDA

Recommendation No. SPC-09-2021
Moved by Member Woodhouse
Seconded by Member Smith

THAT the Strategic Planning Committee Meeting agenda dated Friday, May 21, 2021 **BE APPROVED** as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPROVAL OF MINUTES

- a) Minutes of the NPCA Strategic Planning Committee meeting dated March 19, 2021

Recommendation No. SPC-10-2021
Moved by Member Wright
Seconded by Member Hellinga

THAT the minutes of the NPCA Strategic Planning Committee meeting dated March 19, 2021 **BE APPROVED**.

CARRIED

4. CORRESPONDENCE

None.

5. DELEGATIONS

None.

6. PRESENTATIONS

- a) Strategic Planning Progress Update including Survey Results and Input on Goals and Actions – C.A.O. Sharma spoke. Natalie Green, Project Manager presented. R. Bisson, Manager Communications and Public Relations also commented. Members posed questions and provided input. Revisions and feedback were discussed and Members offered direction and suggestions regarding next steps.

Recommendation No. SPC-11-2021

Moved by Member Brady

Seconded by Member Rapley

THAT Strategic planning progress update incl. survey results and input on goals and actions **BE RECEIVED**.

CARRIED

7. CONSENT ITEMS

None.

8. DISCUSSION ITEMS

None.

9. NEW BUSINESS

None.

10. ADJOURNMENT

By consensus of the membership, the Strategic Planning Committee meeting of May 21, 2021 **ADJOURNED** at 12:53 p.m..

CARRIED

K. Kawall
Committee Chair

C. Sharma, MCIP, RPP
Chief Administrative Officer / Secretary
- Treasurer



Niagara Peninsula Strategic Plan

Key Performance Indicators

July 16, 2021

Agenda

Time	Item	Lead
1:00	Introduction / Bill 229 update	Chandra
1:05	Overview of Process	John Matheson (Consultant -SCI)
1:15	Review of Vision and Mission Statement	SCI/Group Discussion
1:30	Key Performance Indicators: review and input	SCI/Group Discussion
2:30	Closing Remarks	Chandra

Input on Draft NPCA Vision and Mission

Vision:

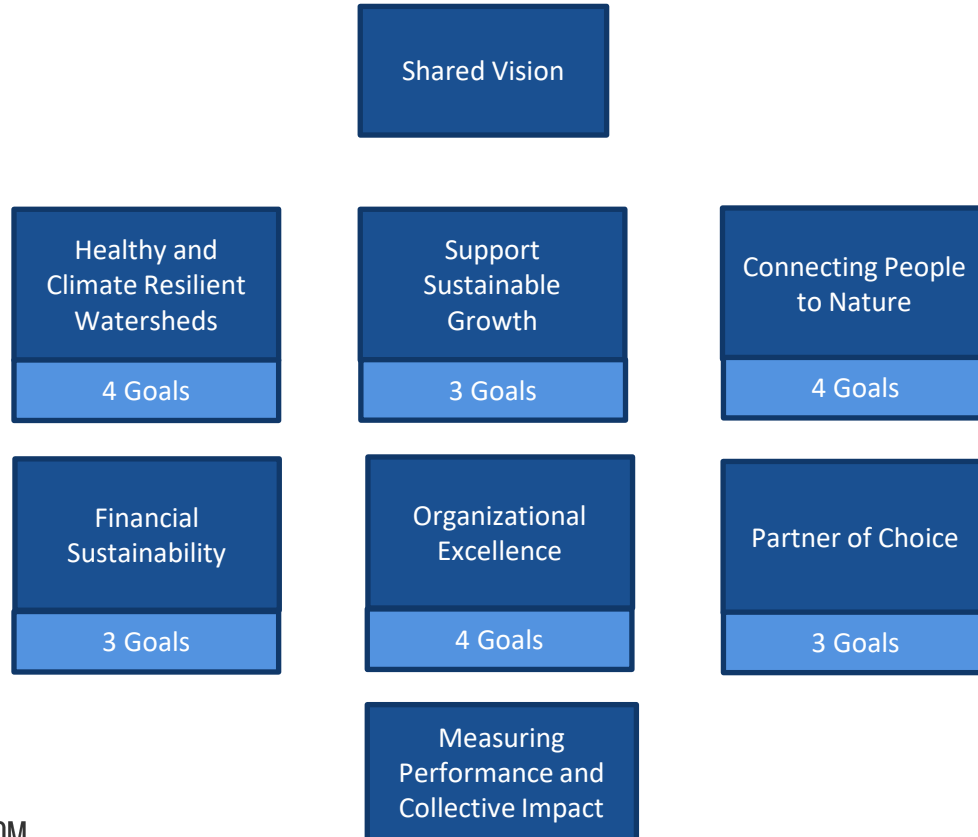
Nature for all.

The conservation of nature is critical for people, plants, and wildlife. We envision a healthy and vibrant environment with shared greenspace and clean water that sustains life for future generations.

Mission:

To create a common ground for conservation-inspired action and accountability to nature.

NPCA Strategic Priorities



Key Performance Indicators Definitions

A **Key Performance Indicator (KPI)** is a *measure of performance* over time for a *specific objective*. KPIs provide *targets* for teams to shoot for, milestones to gauge progress, and insights that help people across the organization make better decisions.

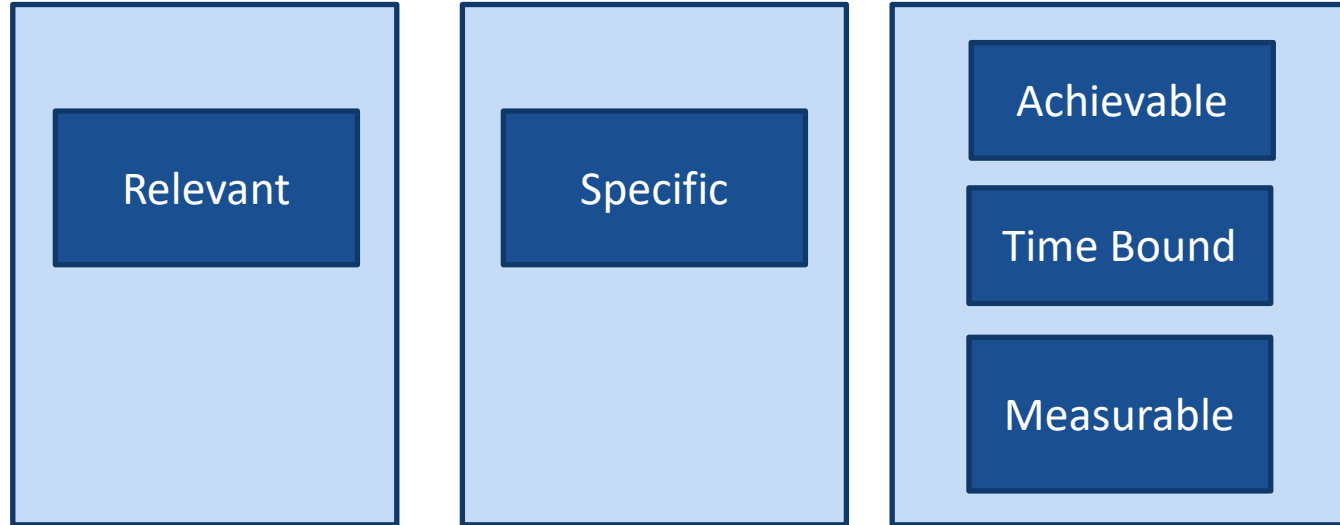
- KPIs can be qualitative or quantitative
- **Qualitative examples:** “increased level of customer satisfaction” “land management strategy implemented in 5 years”
- **Quantitative examples:** % of revenue increase over 5 years, targeted number of visitors

Output vs Outcome KPIs

- **Output KPIs** measure what is created at the end of a process ie. Training offered, people served, grants funded
- **Outcome KPIs** are a level of performance or achievement that occurred as a result of the activities or services provided ie. Public perception of service, increased revenues through new partnerships

“SMART” KPIs

Specific, Measurable, Achievable, Relevant, and Time-bound.



Healthy and Climate Resilient Watersheds

Goal 1: Support evidence-based decision making for climate resilient watersheds and shorelines.

Goal 2: Protect people and properties from natural hazards and climate impacts.

Goal 3: Restore and enhance natural habitat, water resources, and forest cover.

Goal 4: Manage NPCA lands for increased biodiversity, habitat connectivity, and natural cover.

- 100% of data collection gaps filled by 2031
- Watershed-based Resource Management Strategy by year X.
 - % implementation of the Watershed-based Resource Management Strategy.
- Increase X ha of restored and protected habitat by 2031
- Management Plans for 100% of NPCA Conservation Areas by X date.

Support Sustainable Growth

Goal 1: Improve and streamline client services for planning review and permits.

Goal 2: Lead proactive sub-watershed planning, mapping, and research for sustainable growth and municipal policy development

Goal 3: Lead implementation of sustainable technologies and green infrastructure best practices for climate resilience.

KPIs

- Year over year improvement of client service metrics
- 100% of sub-watershed plans in growth areas updated by 2031
- Sustainable Technologies Evaluation Program at NPCA.

Connecting People to Nature

Goal 1: Support equitable access to greenspace for the health and well-being of people.

Goal 2: Lead nature education, environmental stewardship, and volunteerism.

Goal 3: Improve cultural connections and heritage appreciation.

Goal 4: Promote the watershed as a destination of choice for adventure, culture, and ecological tourism.

KPIs

- % of greenspace accessible within X KM of an urban centre
- Outreach, Stewardship and Education Strategy by X year.
 - % actions from Outreach, Stewardship and Education Strategy implemented by x date
- Cultural Heritage Strategy by X year.
 - % actions from Cultural Heritage Strategy implemented by x date
- Marketing and Tourism Strategy by X year.
 - % actions from Marketing and Tourism Plan implemented by x date

Organizational Excellence

Goal 1: Attract, retain, and invest in high caliber, diverse talent to deliver on exemplary outcomes.

Goal 2: Improve internal operations and processes.

Goal 3: Provide high standards of customer service.

Goal 4: Demonstrate leadership in corporate greening initiatives and sustainable practices at NPCA properties.

KPIs

- Human Resources Management Strategy by X date
 - % actions from HR Strategy implemented by x date
- Digital Transformation Strategy by X date
 - % actions from Digital Transformation Strategy implemented by x date
- Customer Service guidelines by X year
 - 100% of staff provided with customer service training
- Corporate Greening Strategy by X date
 - % actions from Corporate Greening Strategy implemented by x date

Financial Sustainability

Goal 1: Ensure responsible, sustainable, and stable fiscal practices.

Goal 2: Optimize self-generating revenue sources and cost recovery using innovative approaches.

Goal 3: Deploy a proactive asset management program to close the state of good repair gap.

KPIs

- Healthy revenue-to-expense ratio and positive variance
- Increase in self-generated revenue
- Maintain a low asset condition index



Partner of Choice

Goal 1: Strengthen government relations toward collective outcomes and impact.

Goal 2: Foster relationships with the community, ENGOs, businesses, industry, and academic institutions for collective outcomes and impact.

Goal 3: Improve engagement with local First Nations, Métis, and Inuit peoples that supports shared stewardship.

KPIs:

- Agreements with all 3 upper tier municipalities and X% of lower tier municipalities by 2023
- Stakeholder Engagement Plan by X year
 - Measure stakeholder satisfaction (qualitative)
- Indigenous Engagement Guidelines by 2025.
 - 100% of staff provided with Indigenous awareness training.

Strategic Plan Priority (KPIs)

External Relations	Policy / Core Mandate	Internal Management
<ol style="list-style-type: none"> 1. Indigenous Engagement Guidelines by year X 2. Stakeholder Engagement Plan by 2024. 	<ol style="list-style-type: none"> 1. Bill 229 Transition Plan 2. Agreements with municipalities 3. Watershed-based Resource Management Strategy by year X 4. Management Plans for 100% of NPCA Conservation Areas by X date 	<ol style="list-style-type: none"> 1. Human Resources Management Strategy by X date 2. Digital Transformation Strategy by X date
<ol style="list-style-type: none"> 1. Updated Outreach, Stewardship, and Education Strategy by X year. 2. Cultural Heritage Strategy by X year. 3. Marketing and Tourism Plan by X year. 		<ol style="list-style-type: none"> 1. Corporate Greening Strategy by year X 2. Sustainable Technologies Evaluation Program (STEP) at NPCA by X date

What's missing?

- Internal/external funding strategy



Toronto

145 King Street East, 2nd Floor
Toronto, ON M5C 2Y7
416-864-7112

Ottawa

100 rue Queen Street, Suite 850
Ottawa, ON K1P 1J9
613-231-2630

strategycorp.com

DISCUSSION GUIDE

NPCA Strategic Planning Committee Meeting

July 16, 2021

The purpose of the meeting is to obtain input on Key Performance Indicators (KPI) for each of the Strategic Goals to further the development of the new NPCA Strategic Plan.

The following information is a synthesis of all input received to date. In June 2021, staff participated in two separate facilitated discussions. The first meeting was to review and provide input into draft Strategic Goals & Actions while the second was focused on developing draft Key Performance Indicators for each Goal. The resulting information is presented here as a reference guide to support gathering input from the Strategic Planning Committee during their July 16th meeting.

This is not a final version of the NPCA draft Strategic Plan and is subject to change.

FOR INPUT: Strategic Directions & KPIs

Healthy and Climate Resilient Watersheds

Goal 1: Support evidence-based decision making for climate resilient watersheds and shorelines.

Example actions:

- Implement robust data collection, analysis, monitoring, and modeling program.
- Develop predictive tools for data management.
- Expand and enhance data collection (e.g., fish, terrestrial) and associated tools to fill information gaps and research needs.
- Lead water quality (i.e., surface and groundwater) and quantity monitoring throughout the NPCA jurisdiction.
- Develop a solid understanding of climate impacts on NPCA watersheds to facilitate awareness and on-the-ground action in collaboration with stakeholders.
- Regularly share scientific data and information through watershed report cards, annual reports, publications, and other digital tools to communicate results to a variety of audiences.
- Update NPCA mapping to keep it relevant and current.

KPI: 100% of data collection gaps filled by 2026.

Goal 2: Protect people and properties from natural hazards and climate impacts.

Example actions:

- Develop a Watershed-based Resource Management Strategy.
- Implement permitting and regulations under section 28 of the Conservation Authorities Act.
- Develop a solid understanding of climate risks on natural hazards
- Complete a Shoreline Resiliency Strategy.
- Complete and maintain updated floodplain mapping within the watershed.
- Support stakeholder to understand risk and vulnerabilities to flood susceptible infrastructure
- Deliver accurate, real-time information for flood forecasting, messaging, and warning.

KPI: Watershed-based Resource Management Strategy by 2023.

% implementation of the Strategy

Goal 3: Restore and enhance natural habitat, water resources, and forest cover.

Example actions:

- Develop programs aimed at urban and rural landowners (e.g., urban stewardship program, agricultural best management practices).
- Understand the carbon potential of NPCA natural systems to examine feasibility of volunteer-offsetting.
- Integrate watershed planning information (i.e., GIS, water quality, biological data) to proactively target restoration efforts.
- Expand restoration program services.

KPI: Increase X ha of restored and protected habitat by 2031.

Goal 4: Manage NPCA lands to increase biodiversity, habitat connectivity, and natural cover.

Example actions:

- Develop Management Plans for all NPCA properties.
- Complete and implement the NPCA Land Acquisition Strategy.
- Implement regulations under section 29 of the Conservation Authorities Act.
- Develop plans to manage invasive species and enhance biodiversity at NPCA properties (e.g., Forest Management Plan)

KPI: Management Plans for 100% of NPCA Conservation Areas by X year.

Support Sustainable Growth

Goal 1: Improve and streamline client services for planning review and permits.

Example actions:

- Continuous improvement in the implementation of NPCA Client Services Standard for Plan and Permit Review protocol to support streamlining, efficiency, and transparency.
- Implement decision-support tools for efficient application management and review.
- Improve customer service feedback mechanisms to support performance evaluation and reporting.
- Communicate the role and responsibilities of NPCA in plan review and permitting.

KPI: Year over year improvement in client service metrics.

Goal 2: Lead proactive sub-watershed planning, mapping and research to support sustainable growth and municipal policy development.

Example actions:

- Implement a proactive sub-watershed planning work program.
- Update NPCA policies and procedures to ensure they are scientifically sound and in conformity with legislative updates.
- Develop proactive research agenda to determine cumulative impacts of climate change on the watersheds.
- Encourage municipalities and development sector to implement smart growth principles (e.g., preserve open space, farmland, natural areas, reduce urban sprawl).
- Update and maintain regulations mapping through open data system for best standard of client services.

KPI: 100% sub-watershed plans in growth areas updated by 2031.

Goal 3: Lead implementation of sustainable technologies and green infrastructure best practices for climate resilience.

Example actions:

- Establish the Sustainable Technologies Evaluation Program to engage municipalities, the development community, and other private landowners in implementing green infrastructure best practices and actions.
- Identify opportunities for brownfields to enhance green infrastructure or innovative planning for in-fill development.
- Support the planning and development of sustainable communities by suggesting green infrastructure best practices in future development proposals to minimize impacts to the watershed.
- Develop education materials/program to inform the public about sustainable best practices.

KPI: Sustainable Technologies Evaluation Program at NPCA.

Connecting People to Nature

Goal 1: Create equitable access to greenspace for the health and well-being of people.

Example actions:

- Identify and remove socio-economic barriers to accessing NPCA properties and programs.
- Highlight and promote recreation (i.e., cycling, hiking, walking, birdwatching, etc.) opportunities at NPCA properties.
- Proactively seek opportunities to enhance trail connections with active transportation routes.
- Acquire urban (or near-urban) lands to increase equitable public access to nature.
- Improve services and visitor experiences at NPCA properties (e.g., buildings, trail maps, wayfinding, and accessibility, where possible).

KPI: % greenspace accessible within X km of an urban centre.

Goal 2: Lead nature education, environmental stewardship, and volunteerism.

Example actions:

- Develop and implement an Outreach, Stewardship, and Education Strategy for nature education and engagement opportunities.
- Strengthen and continue to deliver education programs for various socio-economic and multi-lingual groups.
- Enhance volunteer opportunities for all age groups.
- Expand opportunities for citizen-science monitoring.

KPI: Outreach, Stewardship and Education Strategy by X
% actions from Outreach, Stewardship and Education Strategy implemented

Goal 3: Improve cultural connections and heritage appreciation.

Example actions:

- Maintain and honour heritage buildings at NPCA properties including St. John's, Cave Springs, Ball's Falls, and Rockway Conservation Areas
- Identify and address potential maintenance needs of heritage buildings at NPCA properties.
- Examine opportunities to expand cultural connections and heritage programming at all Conservation Areas.
- Work with municipalities on heritage listing and designation of NPCA buildings and properties.

KPI: Cultural Heritage Strategy by X year
% actions of Cultural Heritage Strategy implemented

Goal 4: Promote the watershed as a destination of choice for adventure, culture, and ecological tourism.

Example actions:

- Optimize visitor experience at NPCA properties.
- Develop a marketing and ecotourism plan to support safe and sustainable visits to NPCA properties.
- Enhance and promote ecotourism opportunities at NPCA properties
- Provide sustainable tourism opportunities across the watershed by working with partners (e.g., DMOs, municipalities, Indigenous groups, etc.).

KPI: Marketing and Ecotourism Plan by X year

Organizational Excellence

Goal 1: Attract, retain, and invest in high caliber, diverse talent to deliver on exemplary outcomes.

Example actions:

- Develop a human resources strategy.
- Ensure adequate staff capacity and resources required to deliver on exemplary outcomes.
- Provide relevant training and advancement opportunities to support staff learning and professional growth
- Encourage a culture of innovation to find new ways of doing NPCA work (e.g., co-locating staff, collaboration, and creative thinking).
- Modernize human resource policies to encourage a healthy work environment (e.g., working remotely, work-life balance, diversity & inclusion).
- Provide work experiences (e.g., co-op placements, internships) that supports the future conservation workforce.
- Implement health & safety and Corporate Wellness programs for staff well-being.

KPI: Human Resources Management Strategy by X date.

% actions from Human Resources Strategy implemented by X year.

Goal 2: Improve internal operations and processes.

Example actions:

- Develop a Digital Transformation Strategy.
- Modernize and invest in digital technology to enhance internal processes (e.g., administrative recordkeeping, customer relationship management system).
- Deploy tools for efficient internal and external information sharing (e.g., online open data hub).
- Provide staff training on new technologies as they are deployed.

KPI: Digital Transformation Strategy by X date

% actions from Digital Transformation Strategy implemented by X.

Goal 3: Provide high standards of customer service.

Example actions:

- Provide equitable access to information (e.g., AODA standards).
- Improve customer service feedback mechanisms.
- Implement a client management system that facilitates overall governance and relevant information sharing.
- Utilize varied communication tools & tactics to facilitate engagement.
- Provide staff with customer service training.

KPI: Customer Service guidelines by X year.

100% staff provided with customer service training

Goal 4: Demonstrate leadership in corporate greening initiatives and sustainable practices at NPCA properties.

Example actions:

- Develop a Corporate Greening Strategy to implement actions that reduce the NPCA's carbon footprint.
- Employ low-impact development techniques at key NPCA properties as demonstration sites.
- Develop a program to support other local organizations to become "green leaders".
- Complete a feasibility study to build a carbon-neutral NPCA headquarters.

KPI: Corporate Greening Strategy by X date

% actions from Corporate Greening Strategy implemented by X.

Financial Sustainability

Goal 1: Ensure responsible, sustainable, and stable fiscal practices.

Example actions:

- Develop a business plan based on Conservation Authority Act direction on programs and services.
- Enhance tools and procedures for program and project management, planning, reporting.
- Consistently review fee schedules to ensure they include overhead and cost-of-living increases.
- Demonstrate value of NPCA programs and services to municipal partners.
- Deploy a full cost recovery model for fee-for-service programs and services.

KPI: Healthy revenue-to-expense ratio and positive variance

Goal 2: Optimize self-generating revenue using innovative approaches.

Example actions:

- Establish guidelines for appropriate revenue-generating activities at NPCA properties.
- Broaden opportunities for potential revenue streams at passive conservation areas (insert examples).
- Explore fee-for-service opportunities through partnership agreements for various expert services.
- Explore varied funding sources and innovative partnerships to diversify funding.
- Leverage the Niagara Peninsula Conservation Foundation to help raise funds towards conservation programs and projects.

KPI: Increase self-generated revenue

Goal 3: Improve asset management and close the state of good repair gap.

Example actions:

- Establish an asset management plan with a proactive asset management program.
- Complete and deploy a natural asset management accounting initiative and support municipalities, as appropriate.
- Implement best practice standards for closing the state of good repair gap.
- Invest in NPCA assets (e.g., trails, buildings, etc.) and ensure they are assessed over their lifecycle.

KPI: Maintain low asset condition index.

Partner of Choice

Goal 1: Strengthen government relations toward collective outcomes and impact.

Example actions:

- Develop a Government Relations Plan
- Partner with government agencies to advance mutual goals.
- Implement the Source Protection Program as mandated by the Conservation Authorities Act and Clean Water Act.
- Lead special projects through relevant service-level agreements with provincial and federal governments (e.g., Niagara River Remedial Action Plan).

KPI:

Agreements with all 3 upper tier municipalities and X% of lower tier municipalities by 2022.

Goal 2: Foster relationships with the community, ENGOs, businesses, industry, and academic institutions for collective outcomes and impact.

Example actions:

- Develop a stakeholder engagement plan.
- Collaborate with local educational institutions (e.g, school boards, college, university) on mutual research interests that enhance knowledge sharing.
- Provide technical expertise to support our partners and their work through agreements.
- Collaborate with ENGOs, businesses, and industry on projects/initiatives that enhance stewardship and advance mutual goals.
- Support Conservation Ontario to achieve collective mandate of Conservation Authorities.

KPI:

Stakeholder Engagement Plan by 2024.

Stakeholder satisfaction (qualitative)

Goal 3: Improve engagement with local First Nations, Métis, and Inuit peoples that supports shared stewardship.

Example actions:

- Develop engagement guidelines with Indigenous peoples for shared stewardship and the cross-cultural exchange of knowledge.
- Ensure there is First Nation and Metis representation on the Public Advisory Committee.
- Expand Indigenous cultural programming at NPCA properties.
- Proactively engage with Indigenous peoples and seek diverse perspectives.
- Provide Indigenous awareness training for NPCA staff.

KPI:

Indigenous Engagement Guidelines by 2026.

100% of staff provided with Indigenous awareness training.