

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

**Thursday, July 23, 2020
9:30 a.m.**

A G E N D A

Chaired by Chandra Sharma, C.A.O. / Secretary - Treasurer

- 1. APPROVAL OF AGENDA**
- 2. DECLARATIONS OF CONFLICT OF INTEREST**
- 3. APPOINTMENT OF CHAIR AND VICE CHAIR**
 - a) Appointment of Scrutineers
 - b) Election of Chair (For Approval)
 - c) Election of Vice Chair (For Approval)
 - d) Newly Appointed Chair Assumes Seat
- 4. CORRESPONDENCE**
- 5. DELEGATIONS**
- 6. PRESENTATIONS**
 - a) Strategic Planning Governance and Approach – Presentation by Natalie Green, Project Manager (For Input and Approval)
- 7. CONSENT ITEMS**
- 8. DISCUSSION ITEMS**
 - a) Report No. SPC-01-2020 RE: Strategic Planning Committee Terms of Reference and Work Plan (For Approval)
 - b) Motion Establishing a 2020 Strategic Planning Committee Meeting Calendar (For Approval)
- 8. NEW BUSINESS**
- 9. ADJOURNMENT**

Report To: Strategic Planning Committee

Subject: Strategic Planning Committee Terms of Reference and Work Plan

Report No: SPC-01-20

Date: July 23, 2020

Recommendation:

1. **THAT** Report No. SPC-01-20 RE: Strategic Planning Committee Terms of Reference and Work Plan **BE RECEIVED**.
2. **THAT** the revised Strategic Planning Committee Terms of Reference attached as Appendix 1 to Report No. SPC-01-20 **BE APPROVED**.
3. **THAT** the Strategic Planning 2020 Work Plan attached as Appendix 2 to Report No. SP-01-20 **BE APPROVED**.
4. **THAT** the final Strategic Planning Committee Terms of Reference **BE APPENDED** to the updated NPCA Administrative By-Law to be presented for Board approval in 2020;
5. **AND FURTHER THAT** the Strategic Planning Committee **INITIATE** the strategic planning process immediately upon adoption of their Terms of Reference and Workplan dated July 23, 2020.

Purpose:

The purpose of this report is to: (1) present an update and refinement to the Strategic Planning Committee's Terms of Reference for approval and inclusion within the revised Administrative By-law to be presented to Board in the Fall of 2020, and (2) to present the draft Work Plan to the Strategic Planning Committee for adoption by the Committee.

Background:

Terms of Reference

The existing Terms of Reference were approved on November 20, 2019. With an expanded Committee appointed in January of 2020 and the creation of a detailed workplan, it has become prudent to further refine the Terms of Reference and to adjust the roles and responsibilities of the Committee. The document has also been reformatted to reflect the updated corporate template for Terms of Reference.

Further to this, the Terms of Reference for all NPCA Committees need to be integrated with the Administrative By law scheduled to be updated in the Fall of 2020. This has offered an opportunity to revisit and update all Standing and Ad-Hoc Committees to ensure consistency.

The suggested updates to the Strategic Planning Committee Terms of Reference are provided in Appendix 1, the highlights of which are noted as follows:

- A standard format and structure is now proposed for any future Ad-Hoc Committees established by the Board under the updated Administrative By-Law;
- More clarity and details have been provided around scope and responsibilities of the committee;
- A clear governance structure has been provided with regards to the reporting and communication of the SPC as related to the Board, staff and the Public Advisory Committee;
- More structure around number of meetings and critical deliverables aligned with a robust work plan.

Discussion:

The Strategic Planning Work Plan is intended to guide and direct the development of a new strategic plan. The draft work plan is an outline that identifies key priority deliverables and associated actions required in the year ahead. It will be further refined and updated by staff as activities are implemented during the information gathering stage.

Financial Implications:

Refining the Terms of Reference and outlining the Work Plan have no costs to the organization prior to implementation of the strategic planning process. The NPCA has set aside an approved 2020 budget for the strategic planning process. Delays due to the COVID pandemic required staff to consider cost containment initially. However, at this point staff do not anticipate any negative impacts to the assigned budget. The project has been planned accordingly.

Links to Policy/Strategic Plan:

Adoption of the Strategic Planning Committee Terms of Reference and Work Plan tie in with the NPCA Mission Statement's objective to:

"To implement our Conservation Authorities Act mandate by remaining a responsive, innovative, accountable and financially sustainable organization."

Related Reports and Appendices:

Appendix 1: Strategic Planning Committee Terms of Reference (Draft)

Appendix 2: Strategic Planning 2020 Work Plan (Draft)

Authored by:

Original Signed by:

Grant Bivol,
Executive Co-ordinator to the C.A.O. / Board

Submitted by:

Original Signed by:

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

Niagara Peninsula Conservation Authority

TERMS OF REFERENCE

STRATEGIC PLANNING COMMITTEE

**Date of Previous Board Approval –
November 20th, 2019**

**Date of Committee Review and Approval -
July 23, 2020.**

Approved by the Board - September

Committee Type: Ad-Hoc Committee (NPCA By-Law Section xxxx)

NPCA Strategic Plan 2021-2025

A critical priority of the NPCA Board is to launch the strategic planning process towards the development of the 2021-2025 Strategic Plan. This process is being launched with a premise that NPCA has an opportunity to engage the community, partners, stakeholders, the Board of Directors and staff toward a common inspirational vision on future priorities. The new Strategic Plan will help align future organizational priorities with the constantly changing environment in our jurisdiction (e.g., climate change), as well as with the strategic goals of partners and stakeholders. The new Strategic Plan should aim to have feasible and measurable performance targets to evaluate NPCA's impact.

Committee Purpose and Role:

The purpose of the Strategic Planning Committee (SPC) is to assist the Board of Directors in the formulation of an updated Strategic Plan. The Committee will provide oversight throughout all phases/milestones/deliverables of the Strategic Plan process led by NPCA staff. Upon completion, the Committee will make a recommendation to the Board of Directors for final approval of the Plan.

The Board of Directors delegates the following specific powers to the Strategic Planning Committee and reserves the right to delegate any other powers as the Board of Directors determines appropriate, such that in keeping with the Board of Directors Administrative By-law and the Conservation Authorities Act.

Should the timing be such that staff is unable to report to the Strategic Planning Committee on the matters listed below, staff may report to the Board of Directors instead.

The Strategic Planning Committee will dissolve upon completion of the Strategic Plan.

Any other Ad-Hoc Committee that the Board May decide to establish in future will work under the same general guiding principles and Terms.

Key roles and responsibilities of the Strategic Planning Committee include:

- 1.0 Review and approve the SPC Terms of Reference and Work Plan as developed by staff;
- 2.0 Approve a strategic plan framework and process for the 2021-2025 Strategic Plan. This may include the following deliverables:
 - Detailed analysis of current trends and opportunities impacting NPCA's work;
 - Analysis of strengths and weaknesses impacting NPCA's work;
 - Engagement and Communications Plan;
 - Mission, Vision and Goals for NPCA;
 - Key strategic objectives and actions;
 - Detailed list of key performance indicators for each strategic objective;
 - Stakeholder Consultation Report (results of engagement);
 - Draft Strategic Plan.

The final deliverable will be the completed NPCA Strategic Plan which will be used to create the draft implementation plan.

- 3.0 Ensure that the planning process and deliverables are on time and budget;
- 4.0 Approve a Stakeholder Engagement Plan developed by staff based on Public Advisory Committee (PAC) recommendations and support with the delivery of stakeholder engagement as needed. The objective of Stakeholder Engagement will be to:
 - Build and maintain momentum for NPCA work by informing and educating the public about the mission/vision/values of NPCA;
 - Engage community members in the development of a strong shared vision;
 - Create excitement around opportunities for the community, youth, government stakeholders and partners;
 - Create strong relationships between NPCA and community by seeking champions and supporters.
- 5.0 Advise staff on any third-party services such as the hiring of a facilitator and public relations consultant;
- 6.0 All other such matters as may be prescribed by regulation, policy or NPCA's Chief Administrative Officer.

Committee Authority and Decision Making:

The Committee will be governed by the NPCA Administrative By-Law and Code of Conduct. The Committee will provide oversight to the overall process, review project reports/deliverables, and make recommendations to the CAO.

The Committee will also accept advice from the Public Advisory Committee on the stakeholder engagement aspects of the Strategic Plan.

The Committee, with support from staff, will consult the Board of Directors on key aspects of the Strategic Plan and integrate members input throughout the process.

Recommendations made by the Committee on the final Strategic Plan will be sent to the Board of Directors for review and approval.

Membership:

The Committee will have a minimum of five (5) members, generally appointed by the Board of Directors and will include the Chair and Vice Chair in an ex-officio capacity.

Committee Meetings:

The meeting schedule for the Ad-Hoc Committee will be determined by the process established through the Project Plan and Work Program and will be approved by the Committee at their first meeting.

Agendas will be prepared by staff with the approval of the Committee Chair and circulated five days in advance of the Committee meeting and posted on the NPCA website. Minutes will be prepared by staff and distributed to the Committee members and staff prior to the next meeting.

Meeting Location:

Meetings will be at the NPCA Head Office (250 Thorold Road West, Welland), Ball's Falls Conservation Area, or at a location determined by the Committee Chair or CAO. Meetings will be held in person or on-line.



Niagara Peninsula Conservation Authority

Strategic Planning 2020 Work Plan

DRAFT	Quarter 3			Quarter 4			2021 -Quarter 1			2021 -Quarter 2		
	JUL-2020	AUG-2020	SEP-2020	OCT-2020	NOV-2020	DEC-2020	JAN-2021	FEB-2021	MAR-2021	APR-2021	MAY-2021	JUN-2021
Senior Leadership Team												
Strategic Planning Committee	23-Jul											
Public Advisory Committee												
Full Authority Board	16-Jul		17-Sep	21-Oct	18-Nov	16-Dec						
1. Initiation												
a) Approval of revised terms of reference and proposed work plan	X											
b) Creation of staff working group	X	X?										
c) Preliminary ideas/direction/themes/requirements	X											
2. Information Gathering												
a) Gather lessons learned from previous strategic plans		X										
b) Scope of work for procurment of consultant		X										
c) Trends & opportunities analysis		X	X									
d) Strength & Weaknesses analysis		X	X									
e) Communications and Engagement Plan		X	X									
3. Engagement												
a) Procure a consultant for facilitation, engagement sessions, writing			X									
b) Conduct internal engagement (Board, Committees and staff)	X	X	X	X	X	X	X	X	X	X	x	X
Obtain input on strategic plan development				X								
Mission & Vision consultation, Key Strategic Objectives & Actions development				X								
Obtain input on proposed performance indicators & measure/metrics							X					
c) Conduct external engagement					X			X				
Obtain input on strategic plan development					X							
Feedback on Mission & Vision, Key Strategic Objectives & Actions					X							
Feedback on proposed performance indicators & measures/metrics to assess								X				
d) Stakeholder Consultation Report						X		X				
4. Strategic Plan Development												
a) Compile information from engagements						X	X					
b) Draft Strategic Objectives						X	X					
c) Draft key performance indicators						X	X					
d) Draft measures and metrics (to assess key performance indicators)						X	X					
e) Draft reporting process							X					
f) Strategic Plan draft is prepared & reviewed by working group								X				
5. Draft Strategic Plan												
a) Draft Strategic Plan - staff review and approval								X				
b) Draft Strategic Plan - Committee review and approval									X			
c) Draft Strategic Plan - Board review and approval										X		
6. Launch of Strategic Plan												
a) Approval Strategic Plan											X	
b) Final Strategic Plan production												X

Niagara Peninsula Conservation Authority

Strategic Planning 2020 Work Plan

DRAFT	Quarter 3			Quarter 4			2021 -Quarter 1			2021 -Quarter 2		
	JUL-2020	AUG-2020	SEP-2020	OCT-2020	NOV-2020	DEC-2020	JAN-2021	FEB-2021	MAR-2021	APR-2021	MAY-2021	JUN-2021
Senior Leadership Team												
Strategic Planning Committee	23-Jul											
Public Advisory Committee												
Full Authority Board	16-Jul		17-Sep	21-Oct	18-Nov	16-Dec						
c) Launch with media and communications												
7. Post-Strategic Planning												
a) Evaluation and review of Committee performance (Q3/Q4 2021)												
b) Initiate implementation of Strategic Plan (Q3 - 2021)												
c) Assess and report on performance indicators (annually)												