

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

**Friday, May 21, 2021  
Following the Full Authority Meeting (~12 pm)**

**A G E N D A**

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**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 March 19, 2021

Page # 1

**4. CORRESPONDENCE**

**5. DELEGATIONS**

**6. PRESENTATIONS**

- a) Strategic planning progress update incl. survey results & input on goals and actions (For Receipt) – For Members' Input

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**7. CONSENT ITEMS**

**8. DISCUSSION ITEMS**

**9. NEW BUSINESS**

**10. ADJOURNMENT**

**STRATEGIC PLANNING COMMITTEE MEETING  
ON-LINE VIDEO CONFERENCE  
MEETING MINUTES  
Friday, March 19, 2021  
12:20 p.m.**

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**MEMBERS PRESENT:** K. Kawall (Chair)  
S. Beattie  
R. Brady  
J. Hellinga  
D. Huson  
B. Johnson  
B. Mackenzie  
W. Rapley  
M. Woodhouse  
B. Wright

**OTHERS PRESENT:** D. Cridland

**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 12:21 p.m.

## 1. APPROVAL OF AGENDA

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Recommendation No. SPC-05-2021

Moved by Member Huson

Seconded by Member Woodhouse

**THAT** the Strategic Planning Committee Meeting agenda dated Friday March 19, 2021 **BE APPROVED** as presented.

**CARRIED**

## 2. DECLARATIONS OF CONFLICT OF INTEREST

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None declared.

## 3. APPROVAL OF MINUTES

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a) Minutes of the NPCA Strategic Planning Committee meeting dated January 21, 2021.

Recommendation No. SPC-06-2021

Moved by Member Brady

Seconded by Member Huson

**THAT** the minutes of the NPCA Strategic Planning Committee meeting dated January 21, 2021 **BE APPROVED**.

**CARRIED**

#### 4. CORRESPONDENCE

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None.

#### 5. DELEGATIONS

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None.

#### 6. PRESENTATIONS

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None.

#### 7. CONSENT ITEMS

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None.

#### 8. DISCUSSION ITEMS

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Report No. SPC-02-21 RE: Strategic Planning Update March 2021 and Public Survey - Natalie Green, Project Manager presented the report. Discussion ensued.

Recommendation No. SPC-07-2021

Moved by Member Woodhouse

Seconded by Member Rapley

**THAT** Report No. SPC-02-21 RE: Strategic Planning Update March 2021 and Public Survey **BE RECEIVED.**

**CARRIED**

#### 9. NEW BUSINESS

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None.

#### 10. ADJOURNMENT

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By consensus of the membership, the Strategic Planning Committee meeting of March 19, 2021 adjourned at 1:10 p.m.

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K. Kawall  
Committee Chair

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

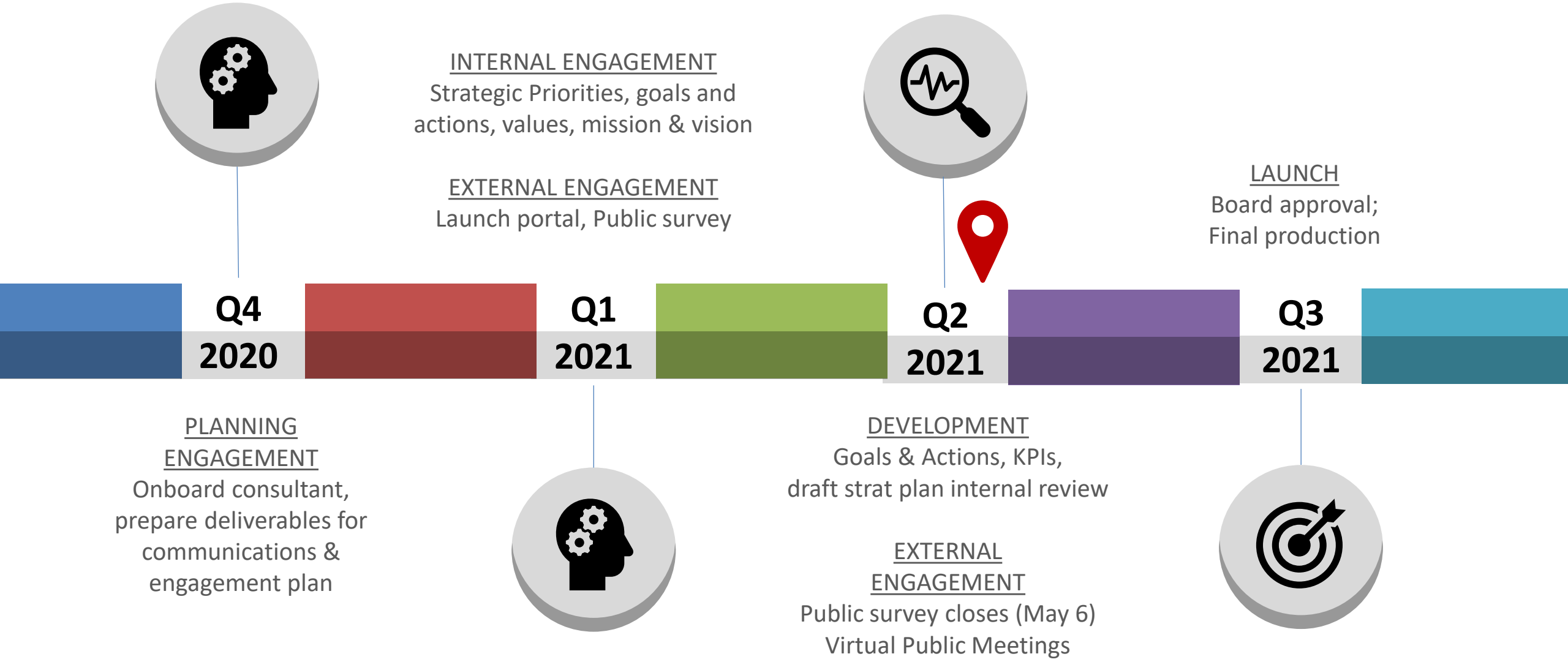


# Strategic Planning Update

## Summary of public survey results & input on strategic goals

Strategic Planning Committee Meeting  
May 21, 2021

Natalie Green, M.Sc., PMP  
Project Manager



# Help Shape the Next Ten Years of Conservation

## Public Engagement

- Inform and collect feedback on draft strategic priorities
- Get Involved portal (information, video, tools)
- Outreach/Marketing campaign (digital ads, newspaper ads, earned media, social media channels)
- Public survey launched on March 30 until May 6
- Total of 501 surveys completed; comments being synthesized



# Analytics indicate many people aware and engaged in the NPCA Strategic Planning process

**Campaigns had 917,000 impressions**

*(# time combined ads were seen/heard)*

Social media ads reached **90,923**

unique users

**1,541 engagements**

*(clicks, reactions, comments, shares)*

Top digital ad clicks: Kijiji (65k), The Weather Network (69k)

All media outlets covered story



231 video views



2,777 sent  
1,149 opens



204 sent

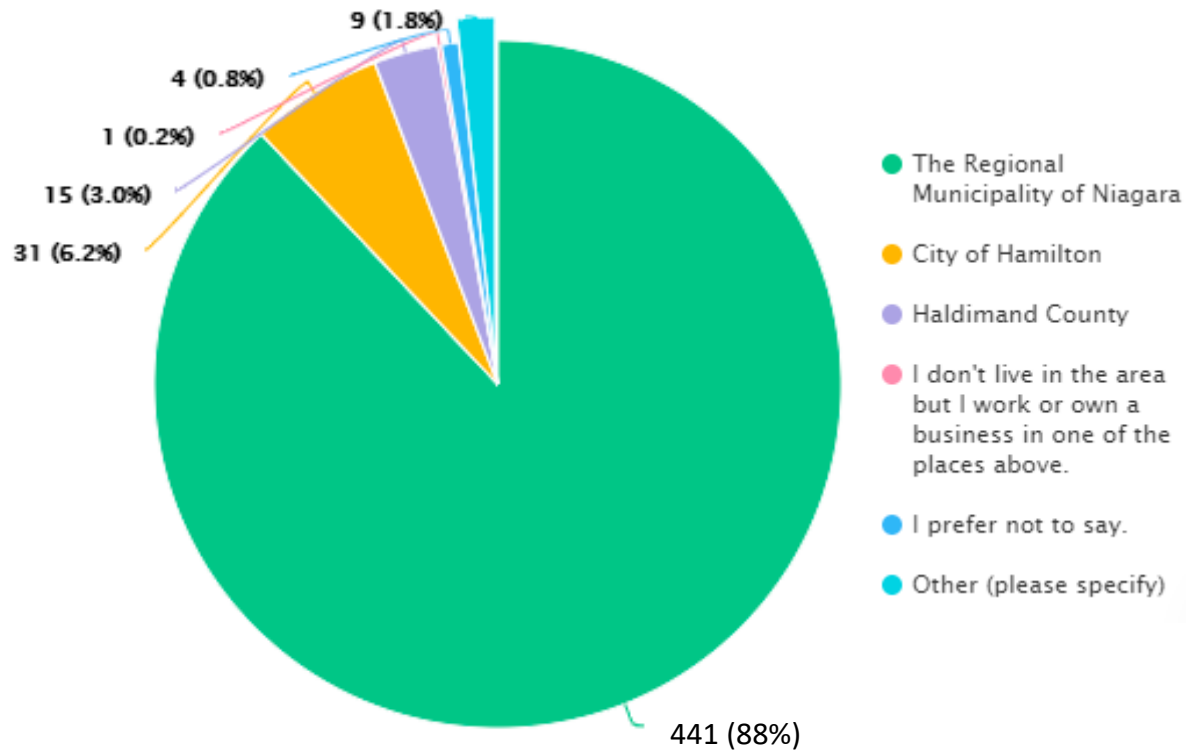
## Get Involved Portal

- Over **4,300 visits** to the project page
- **500 visitors engaged** (participated in survey and/or ideas)
- **757 visitors informed** (contributed to a tool or viewed multiple pages)
- **3,609 visitors aware** (visited at least one page)

# Survey Participation Demographics

- Total **501** surveys received (paper & online)

In which watershed municipality do you live?



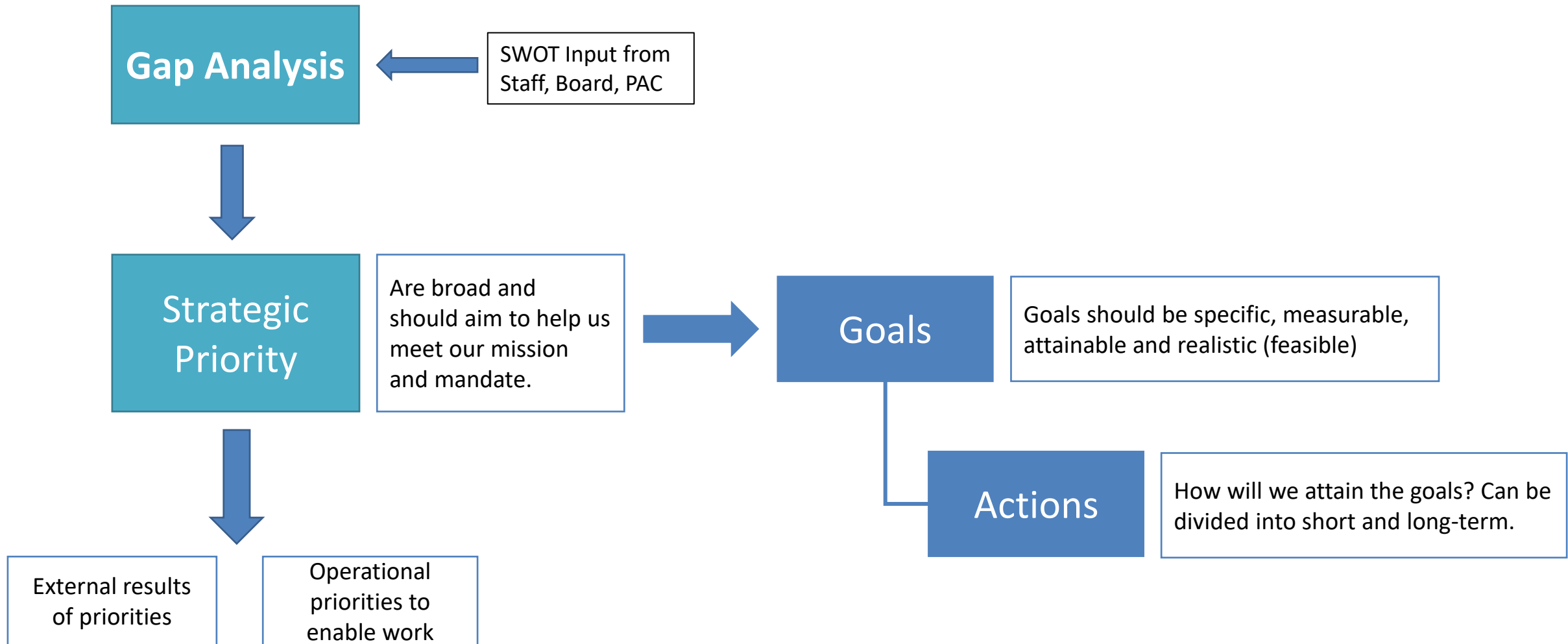
Sector/Group	%
Academic Institutions	3.1
Agricultural Sector	3.4
Business Sector	1.2
Conservation Area User	30.3
Development Sector	1.0
First Nations Member	1.0
<b>General Public</b>	<b>43.5</b>
Government Agency (staff/rep)	4.6
Metis	0
Non-Government Organization	5.4
Tourism Sector	1.6
Prefer not to say	1.6
Other	3.1



# Summary of Public Survey Results

Healthy and Climate Resilient Watersheds	4.6	
Sustainable Growth	4.1	
Connecting People to Nature	4.5	
Organizational Excellence	4.1	
Financial Sustainability and Innovative Business Models	3.9	
Partner of Choice	3.9	
Marketing as a Destination of Choice	3.4	

# From SWOT to Strategic Priorities and onward



# Healthy & Climate Resilient Watersheds

*This strategic priority is aimed at understanding, conserving, and improving the natural heritage features of the landscape using an integrated watershed management approach to achieve healthy and climate resilient watersheds.*

1

Improve water quality, habitat, and forest cover in the Niagara Peninsula watersheds.

2

Manage NPCA lands for conservation, increased biodiversity, and habitat connectivity.

3

Protect people and properties from natural hazards and the related impacts of climate change.

4

Collect and share up-to-date scientific data and information about the watershed to support evidence-based decision making.

5

Continue to protect drinking water sources through our leadership as the Source Water Protection Authority.

# Support Sustainable Growth

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

1

Support the implementation of sustainable growth principles in watershed municipalities.

2

Lead the implementation of green infrastructure best practices to minimize impacts of population growth and development.

# Connecting People to Nature

*This strategic priority is about strengthening conservation through creating opportunities for people to learn, appreciate, and enjoy nature.*

1

Increase access to conservation areas to support the health and well-being of all people across the watershed.

2

Lead nature education to help create the next generation of environmental stewards.

3

Expand environmental stewardship and volunteer opportunities.

4

Improve cultural connections and heritage education at Conservation Areas.

5

Promote the watershed as a destination of choice for adventure, culture, and ecological (ACE) tourism.

# Organizational Excellence

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

1

Invest in staff to build capacity and deliver on priorities and goals.

2

Enhance the use of digital technology to improve internal operations and processes.

3

Improve governance and adopt high standards of service delivery through accountability and transparency.

4

Demonstrate leadership in corporate greening initiatives and sustainable practices at our properties.

5

Enhance communication and engagement strategies that build awareness while involving the community in initiatives and decision-making.



# Financial Sustainability & Innovative Business Models

*This strategic priority is aimed at ensuring we are a financially responsible, stable and sustainable organization.*

1

Ensure responsible, sustainable, and stable fiscal practices.

2

Diversify funding sources and explore new opportunities for revenue through existing assets.

3

Use innovative approaches to explore self-generating revenue sources.

# Partner of Choice

*This strategic priority recognizes that we will best achieve our collective goals by working together with partners and stakeholders.*

1

Enhance relations with local municipalities, provincial and federal government to further watershed-based programs and services.

2

Strengthen and leverage relationships with the watershed community to reduce redundancy and build capacity for new and emerging areas of interest.

3

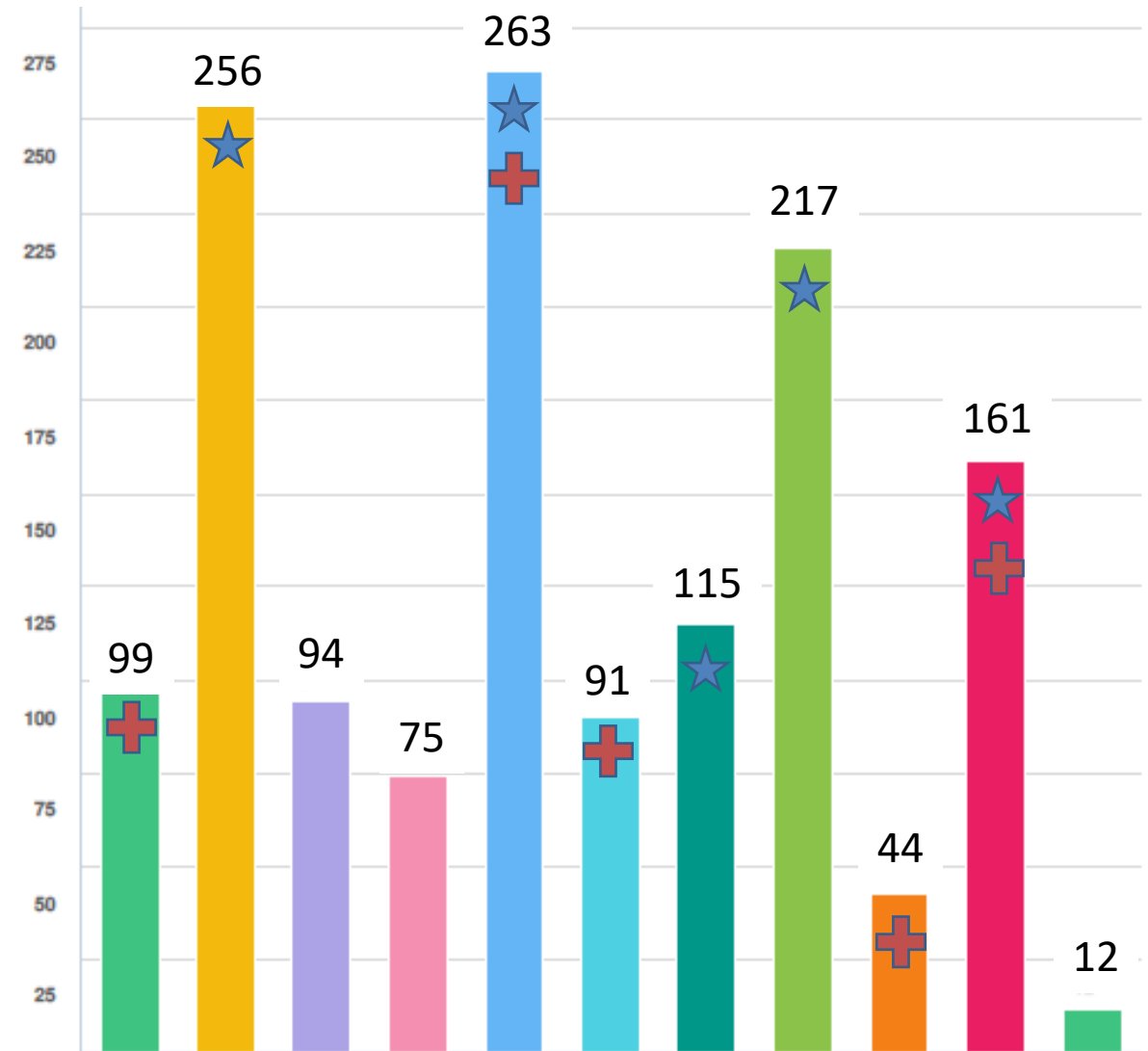
Improve engagement with local First Nations, Métis, and Inuit peoples that supports reconciliation and decolonization.

# Gathering Input

- Provide feedback/input on the draft goals. **Roundtable feedback.**
  - Are there goals missing?
  - Actions to be considered?
  - Is anything there that shouldn't be?

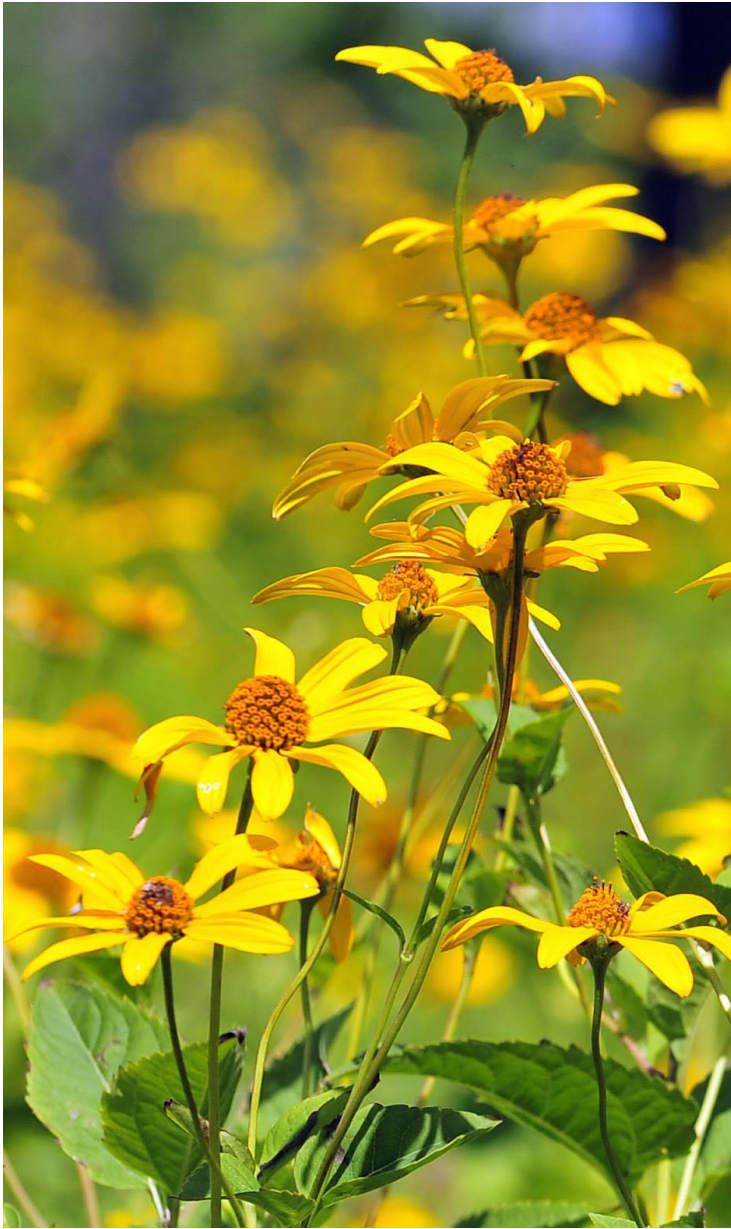
# Toward a Shared Vision

- These results include paper survey responses.
- Input from Board of Directors (star) and Public Advisory Committee members (plus).
- Top statement shared by all:  
A healthy landscape now and for future generations.
- Followed by:  
Healthy and resilient watersheds



## Question options

- Champions of environmental leadership
- Healthy and resilient watersheds
- Connected and climate resilient landscape
- A thriving and vibrant landscape for all
- A healthy landscape now and for future generations
- Watersheds for everyone to work, live and play
- Stewardship toward a healthy environment
- Conservation of natural features
- Watersheds to live and grow
- Sustainable management of natural resources
- None of the above



## Next Steps

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- Review input and refine strategic priorities, goals, and actions
- Develop key performance indicators / measures
- Draft strategic plan
  - Strategic Planning Committee and Public Advisory Committee for input
- Public outreach / Engagement #2
  - Aiming for the end of June or early July 2021