

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

**Friday, March 19, 2021
Following the Full Authority Meeting (~12 pm)**

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 January 21, 2021

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- 4. CORRESPONDENCE**
- 5. DELEGATIONS**
- 6. PRESENTATIONS**
- 7. CONSENT ITEMS**
- 8. DISCUSSION ITEMS**
 - a) Report No. SPC-02-21 RE: Strategic Planning Update March 2021 and Public Survey (For Receipt and Input)

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

**STRATEGIC PLANNING COMMITTEE MEETING
ON-LINE VIDEO CONFERENCE
MEETING MINUTES
Thursday, January 21, 2021
12:01 p.m.**

MEMBERS PRESENT: K. Kawall (Chair)
S. Beattie
R. Brady
D. Bylsma
J. Hellinga
D. Huson
W. Rapley
E. Smith
M. Woodhouse
B. Wright

OTHERS PRESENT: D. Cridland
K. Baker, StrategyCorp
J. Matheson, StrategyCorp

STAFF PRESENT: C. Sharma, C.A.O. / Secretary – Treasurer
G. Bivol, Executive Co-ordinator to the C.A.O. / Board
R. Bisson, Manager Communications and Public Relations
N. Green, Project Manager

The Chair called the meeting to order at 12:01 p.m..

1. APPROVAL OF AGENDA

Recommendation No. SPC-1-2021
Moved by Member Brady
Seconded by Member Hellinga

THAT the Strategic Planning Committee Meeting agenda dated Thursday, January 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 December 17, 2020

Recommendation No. SPC-2-2021
Moved by Member Wright
Seconded by Member Woodhouse

THAT the Minutes of the NPCA Strategic Planning Committee meeting dated December 17, 2020 **BE APPROVED**.

CARRIED

4. CORRESPONDENCE

None.

5. DELEGATIONS

None.

6. PRESENTATIONS

- a) SWOT Analysis and Gaps - John Matheson, StrategyCorp presented his analysis via PowerPoint. Lengthy discussion ensued.

Recommendation No. SPC-3-2021

Moved by Member

Seconded by Member

THAT the SWOT Analysis and Gaps PowerPoint presentation by John Matheson, StrategyCorp **BE RECEIVED**.

CARRIED

7. CONSENT ITEMS

None.

8. DISCUSSION ITEMS

- a) Report No. SPC-01-21 RE: Strategic Planning Update & SWOT Analysis Summary

Recommendation No. SPC-4-2021

Moved by Member Huson

Seconded by Member Hellinga

THAT Report No. SPC-01-21 RE: Strategic Planning Update & SWOT Analysis Summary **BE RECEIVED**.

CARRIED

9. NEW BUSINESS

C.A.O. Sharma sought feedback and suggestions from the Committee on next steps in advancing the strategic plan and engaging the Board in the analysis. Discussion ensued. Ms. Sharma indicated that she would review the options with the project manager and consultant and structure an approach for the Board based on the discussions.

10. ADJOURNMENT

By consensus of the membership, the Strategic Planning Committee meeting of January 21, 2021
ADJOURNED at 1:15 p.m..

CARRIED

K. Kawall
Committee Chair

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

Report To: Strategic Planning Committee

Subject: Strategic Planning Update March 2021 and Public Survey

Report No: SPC-02-21

Date: March 19, 2021

Recommendation:

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

Purpose:

To provide an update on the strategic planning process to date and obtain input on the upcoming Board Engagement Session and public survey.

Background:

The Strategic Planning Committee met on January 21, 2021 to receive a summary of the SWOT analysis and provide input into an updated high-level workplan on strategic planning activities that could be advanced. Accordingly, staff updated the project workplan as well as the Communication and Engagement Plan and proceeded with hosting a Staff Strategic Planning Engagement Session on February 26, 2021 to begin developing the NPCA's strategic priorities, goals, core values, vision, and mission to be used as inputs for the following steps of the process.

The February 2021 staff engagement session was attended by 93% (52) of total current full-time staff. A follow-up evaluation of the engagement session confirms that feedback from staff was positive. Overall, average satisfaction of the staff session was 4 out of 5-star rating. Staff that completed the evaluation agreed that the meeting was well organized (90%), the virtual platform was easy to use (68%), they were able to ask questions (79%), activities were engaging and appropriate (79%), and that the meeting was a good length (79%). Fewer staff agreed that there was enough time for discussion and that they felt their input was valued (53% and 58%, respectively). Feedback from the staff session was used to guide/improve the structure and format of the Board of Directors session planned for March 30, 2021.

Discussion:

Staff Engagement Session Outcomes

Strategic priorities are broad goals intended to help the NPCA meet its mission and mandate. The strategic priorities considered in the staff engagement session resulted from the gaps identified from the SWOT analysis. The strategic priorities resulting from the staff session are: Healthy & Climate Resilient Watersheds, Sustainable Growth, Connecting People to Nature, Organizational

Report No. SPC-02-21

Excellence, Financial Sustainability & Innovative Business Models, Partner of Choice, and Marketing as a Destination of Choice.

For each strategic priority, a set of goals will be developed that are specific, measurable, attainable, and realistic (feasible). Goals are broken into short-term and long-term actions that will guide the NPCA on how to achieve goals. The February 26th staff session focused on defined strategic priorities and brainstorming potential goals and actions which will be used to stimulate conversation and guide discussion at the Board engagement session.

Core values reflect the core behaviors or principles that guide the actions of employees as they execute plans to achieve the mission and vision. Core values reflect what is important to the organization and provides a moral direction for the organization that guides decision making and establishes a standard for assessing actions. Core values were initially developed by staff in 2019 as part of a corporate culture initiative. In their session, staff were asked to review the core values and further define them. The outcomes of core values were integrity, respect, collaboration, accountability, continuous improvement, and leadership.

The vision statement is a declaration of the organization's future purpose and aspirations. Staff began brainstorming key words and phrases to describe their vision of the NPCA and its watersheds in 10 years. Ideas from the staff session will be combined with those from the board to create a shared vision.

Approach for Board of Directors Engagement Session

The Board engagement session is planned for March 30th, 2021 to validate and seek input to develop the strategic priorities, goals and actions, principles, core values, and vision/mission. Due to the ongoing pandemic, the session will be hosted virtually using the WebEx platform and use its built-in chat feature to support group discussion. All members will be able to participate.

A discussion guide with more details on each strategic priority, examples of goals, staff-developed will be sent to Board members in advance of the engagement session. For the mission and vision statements, Board members will be shown the key words and phrases identified by staff and asked to add words or phrases that are missing. A vision and mission statement will be drafted after the engagement session for consideration at a future meeting.

Further, Board members will be asked to begin developing principles to guide NPCA work.

Public Engagement

Engaging with stakeholders is a key component of the strategic planning process. A project page for the strategic plan is now active on the NPCA's GetInvolved portal whereby visitors can ask questions, see the project timeline, and sign up to receive updates once public engagement activities begin. Robust marketing and communication techniques (as per the updated Communication and Engagement Plan) will be used to involve and get feedback from stakeholders across the watershed. A public survey on NPCA Proposed Strategic Priorities (Appendix 1) to gather stakeholder input on proposed strategic priorities has been drafted for review and input by the Strategic Planning Committee. The survey is the first step of public engagement, with other opportunities planned later in the spring 2021.

Next Steps

- Staff will administer the public survey to begin engaging stakeholders in the strategic planning process and obtain input on the proposed strategic priorities;
- Host the Board engagement session then synthesize all engagement outcomes and further develop goals, actions and identify key performance indicators to begin the strategic plan framework.

Financial Implications:

There are no financial implications.

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: Public Survey on NPCA Strategic Priorities

Authored by:

Natalie Green, M.Sc., PMP
Project Manager

Reviewed & Submitted by:

Chandra Sharma
Chief Administrative Officer/Secretary-Treasurer

Public Survey on NPCA Proposed Strategic Priorities

Background

The Niagara Peninsula Conservation Authority (NPCA) is a community-based natural resource management agency that works to protect, enhance, and sustain healthy watersheds in the Niagara Region, portions of the City of Hamilton and Haldimand County. With 60 years of experience, the NPCA delivers programs and services that focus on environmental conservation, natural hazard management, source water protection, community stewardship, and land management.

The NPCA has embarked on developing a new strategic plan to establish our direction and guide our future activities. We are looking for your input on our initial proposed Strategic Priorities. Your input will be used to shape the future of conservation in the watershed.

The purpose of this survey is to obtain input from the watershed community to inform the development of the NPCA's next 10-year strategic plan.

Participation is completely voluntary. No personal information will be collected or linked to your answers. Responses will be reviewed and summarized by NPCA staff and be used to draft the NPCA's new strategic plan. Results of the survey will be shared with the public at future date; subscribe to this project tile to stay informed.

The survey has 19 questions and should take approximately ___ min. to complete (depending on the amount of time taken for the open-ended questions). The survey will be open for 30 days from the date of launch (closing on ____, 2021).

TELL US ABOUT YOU

1. Where do you live or work? *{radio button; required}*

- The Regional Municipality of Niagara (insert a dropdown menu with all the municipalities listed as an option to select if they pick this question)
- City of Hamilton
- Haldimand Country
- Other (please explain)

2. Please select one option that best describes your role in the watershed. *{radio button; required}*

- Member of the general public
- Member of the Agricultural Sector
- Member of the Business Sector
- Member of the Development Sector
- Member of the Tourism Sector
- First Nation member
- Métis member
- Representative or staff of Government Agency (i.e., federal, provincial, regional, municipal)
- Member of a Non-Government Organization (e.g., nature club, environmental group, community group)
- Academia (e.g., school, university, college, or research institution)
- Conservation Area User (e.g., seasonal camper, lease holder, recreational user)
- Other (please explain)

INPUT ON PROPOSED STRATEGIC PRIORITIES

As a community-based natural resource management agency, the NPCA works to protect, enhance, and sustain healthy watersheds in the Niagara Region, portions of the City of Hamilton, and Haldimand County. The NPCA delivers programs and services that focus on environmental conservation, natural hazard management, source water protection, community stewardship, and land management.

Through focused staff and Board of Directors engagement activities, the NPCA has identified the following 7 proposed strategic priorities to guide the NPCA over the next 10 years. **Note that these strategic priorities and the accompanying descriptive text are a work in progress, your input is important!**

Strategic Priority: Healthy and Climate Resilient Watersheds

This Strategic Priority is aimed at understanding, protecting, and improving the natural heritage features of the landscape. It includes preparing for the impacts of climate change, keeping people and properties safe from natural hazards (e.g., floods, shoreline erosion), protecting our drinking water sources, improving water quality in watersheds as well as the adjacent Great Lakes, and the conservation and enhancement of habitat across the landscape.

3. Please tell us about your level of support for the strategic priority: ‘Healthy and Climate Resilient Watersheds’. *{likert scale; required}*

Strongly Disapprove	Disapprove	Neither approve nor disapprove	Approve	Strongly approve
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4. Please elaborate on your answer. Why do you approve or not? Is there anything else to be considered for this strategic priority? *{open-ended, non-required}*

Strategic Priority: Sustainable Growth

This Strategic Priority is aimed at using a coordinated approach and emerging practices to support building resilient communities in the watershed. It includes NPCA’s role in land use planning while protecting natural heritage, leading the use of green infrastructure practices (e.g., low impact development techniques) to solve environmental challenges, and supporting the implementation of “smart growth principles” in watershed municipalities.

5. Please tell us about your level of support for the strategic priority: ‘Sustainable Growth’. *{likert scale; required}*

Strongly Disapprove	Disapprove	Neither approve nor disapprove	Approve	Strongly approve
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6. Please elaborate on your answer. Why do you approve or not? Is there anything else to be considered for this strategic priority? *{open-ended, non-required}*

Strategic Priority: Connecting People to Nature

This Strategic Priority is aimed at strengthening conservation through fostering community connections and creating opportunities for discovery and adventure. It involves acquiring environmentally diverse lands, creating equal access to public greenspaces in the watershed for physical health and mental well-being, connecting trails and greenspaces, promoting active transportation, providing nature-based education to help create the next generation of environmental stewards, enhancing environmental stewardship and volunteer opportunities, and enhancing cultural connections that support diversity, inclusion, and reconciliation.

7. Please tell us about your level of support for the strategic priority: ‘Connecting People to Nature’. *{likert scale; required}*

Strongly Disapprove	Disapprove	Neither approve nor disapprove	Approve	Strongly approve
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8. Please elaborate on your answer. Why do you approve or not? Is there anything else to be considered for this strategic priority? *{open-ended, non-required}*

Strategic Priority: 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. It includes investing in our staff to build capacity to deliver on goals, creating a healthy work environment, promoting a culture of innovation, keeping up with new and emerging technologies, improving internal processes, procedures, and policies. This also includes integration of social sustainability, equity and diversity as well reducing our climate footprint through our day-to-day operations.

Please tell us about your level of support for the strategic priority: ‘Organizational Excellence’. *{likert scale; required}*

Strongly Disapprove	Disapprove	Neither approve nor disapprove	Approve	Strongly approve
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9. Please elaborate on your answer. Why do you approve or not? Is there anything else to be considered for this strategic priority? *{open-ended, non-required}*

Strategic Priority: Financial Sustainability and Innovative Business Models

This Strategic Priority is aimed at ensuring we are a financially responsible, stable and sustainable organization. We will diversify our funding sources, create innovative business models and partnerships to achieve our goals and objectives. It includes building capacity in the areas of service offerings to our municipalities and other partners and leveraging the Niagara Peninsula Conservation Foundation to help raise funds.

10. Please tell us about your level of support for the strategic priority: ‘Financial Sustainability and Innovative Business Models’. *{likert scale; required}*

Strongly Disapprove	Disapprove	Neither approve nor disapprove	Approve	Strongly approve
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11. Please elaborate on your answer. Why do you approve or not? Is there anything else to be considered for this strategic priority? *{open-ended, non-required}*

Strategic Priority: Partner of Choice

This Strategic Priority recognizes that we will best achieve our strategic priorities by working together with partners and stakeholders. It is aimed at forming a community-of-practice in the watershed, enhancing government relations, fostering better relationships with our stakeholders, providing expertise to our watershed community, and building capacity in new emerging areas such as climate change.

12. Please tell us about your level of support for the strategic priority: ‘Partner of Choice’. *{likert scale; required}*

Strongly Disapprove	Disapprove	Neither approve nor disapprove	Approve	Strongly approve
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13. Please elaborate on your answer. Why do you approve or not? Is there anything else to be considered for this strategic priority? *{open-ended, not required}*

Strategic Priority: Marketing as a Destination of Choice

This Strategic Priority is about marketing the Niagara Peninsula as a destination of choice due to its distinctive natural heritage features and unique position between two Great Lakes and the Niagara River. It includes attracting more visitors to conservation parks through ecotourism and staycation experiences, contributing to the local economy, and promoting the NPCA's properties as places that marry nature, culture and adventure to create numerous opportunities for discovery.

14. Please tell us about your level of support for the strategic priority: 'Marketing as a Destination of Choice'. {likert scale; required}

Strongly Disapprove	Disapprove	Neither approve nor disapprove	Approve	Strongly approve
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15. Please elaborate on your answer. Why do you approve or not? Is there anything else to be considered for this strategic priority? {open-ended, not required}

CONCLUSION

16. Please share a word or two that describes where you see the NPCA or its watershed in 10 years. {open-ended short answer, required}

17. Is there any other feedback you would like us to consider as we develop this new 10-year strategic plan? {open-ended} {not required}

18. Are you interested in receiving future correspondence from the NPCA? {Y/N} {required}

- Yes

If yes, how do you prefer to be informed?

- Through this portal
- Add me to your email list
- Direct mail
- Other (please

- No

19. Please let us know how you heard about this survey on NPCA Strategic Priorities? {required}

- Social media
- Word of mouth
- Newspaper ad
- NPCA Website
- Get Involved portal
- Poster
- Other (please explain)

Thank you for participating in this survey. Subscribe to the Get Involved portal to get the latest news and updates about this project.