

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

**Thursday, September 17, 2020
1:00 p.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 NPCA Strategic Planning Committee meeting dated July 23, 2020
- 4. CORRESPONDENCE**
- 5. DELEGATIONS**
- 6. PRESENTATIONS**
- 7. CONSENT ITEMS**
- 8. DISCUSSION ITEMS**
 - a) Motion to ratify the appointment of Chair and Vice Chair of the Strategic Planning (For Approval)
 - b) Motion Establishing a 2020 Strategic Planning Committee Meeting Calendar (For Approval)
 - c) Report No. SPC-02-20 RE: Strategic Planning Update #1 (For Approval)
- 9. NEW BUSINESS**
- 10. ADJOURNMENT**

**STRATEGIC PLANNING COMMITTEE MEETING
ON-LINE TELECONFERENCE
MEETING MINUTES
Thursday, July 23, 2020
9:30 a.m.**

MEMBERS PRESENT: S. Beattie
D. Bylsma
J. Hellinga
D. Huson
B. Johnson
K. Kawall
B. Mackenzie
W. Rapley
E. Smith
M. Woodhouse
B. Wright

MEMBERS ABSENT R. Brady

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

Niagara Peninsula Conservation Authority Chief Administrative Officer / Secretary - Treasurer
Chandra Sharma called the meeting to order at 9:30 a.m..

1. APPROVAL OF AGENDA

Recommendation No. SPC-01-2020

Moved by Member Beattie

Seconded by Member Smith

THAT the Strategic Planning Committee Meeting agenda dated Thursday, July 23, 2020
BE APPROVED as presented.

CARRIED

2. DECLARATIONS OF CONFLICT OF INTEREST

None declared.

3. APPOINTMENT OF CHAIR AND VICE CHAIR

a) Appointment of Scrutineers

Recommendation No. SPC-02-2020

Moved by Member Johnson

Seconded by Member Bylsma

THAT Grant Bivol and Natalie Green **BE APPOINTED** as scrutineers.

CARRIED

- b) Election of Chair – Ms. Sharma called for nominations for the position of Chair and received the following:

Nomination:

Moved by Member Smith

THAT Member Kawall **BE NOMINATED** as Chair of the Niagara Peninsula Conservation Authority Strategic Planning Committee.

Ms. Sharma called a second time for nominations to the position of Chair with the following received:

Nomination:

Moved by Member Johnson

THAT Member Huson **BE NOMINATED** as Chair of the Niagara Peninsula Conservation Authority Strategic Planning Committee.

With no further nominations coming after a third and final call for nominees, an electronic vote was conducted via email while C.A.O. Sharma presided concurrently over the remaining agenda items. The result of the election of Chair was announced subsequent to agenda item 8. entitled Discussion Items.

4. CORRESPONDENCE

None.

5. DELEGATIONS

None.

6. PRESENTATIONS

- a) Strategic Planning Governance and Approach – Presentation by Natalie Green, Project Manager – Ms. Sharma introduced Ms. Green who presented via PowerPoint with Renee Bisson, Manager, Communications and Public Relations. Discussion ensued.

Recommendation No. SPC-03-2020

Moved by Member Bylsma

Seconded by Member Hellinga

THAT the Strategic Planning Committee Kick-off Meeting PowerPoint presentation by Natalie Green dated July 23, 2020 and related documents on the strategic planning and governance approach with suggestions made by Members **BE RECEIVED**.

CARRIED

7. CONSENT ITEMS

None.

8. DISCUSSION ITEMS

- a) Report No. SPC-01-2020 RE: Strategic Planning Committee Terms of Reference and Work Plan – Discussion ensued.

Recommendation No. SPC-04-2020

Moved by Member Huson

Seconded by Member Kawall

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.

CARRIED

- b) Motion Establishing a 2020 Strategic Planning Committee Meeting Calendar – Ms. Sharma spoke to this item.

Recommendation No. SPC-05-2020

Moved by Member Rapley

Seconded by Member Smith

THAT proposed meeting dates based on the workplan be established and circulated to Members for ratification at the next Committee meeting.

CARRIED

3. APPOINTMENT OF CHAIR AND VICE CHAIR (CONTINUED)

With final receipt of votes electronically, Member Kawall was announced as the new Strategic Planning Committee Chair.

- c) Election of Vice Chair– Ms. Sharma called for nominations for the position of Vice Chair and received the following:

Nomination:

Moved by Member Bylsma

THAT Member Huson **BE NOMINATED** as Vice Chair of the Niagara Peninsula Conservation Authority Strategic Planning Committee.

Ms. Sharma called a second time for nominations to the position of Vice Chair with the following received:

Nomination:

Moved by Member Kawall

THAT Member Hellinga **BE NOMINATED** as Vice Chair of the Niagara Peninsula Conservation Authority Strategic Planning Committee

With no further nominations coming after a third and final call for nominees, the Committee voted on the following:

Recommendation No. SPC-06-2020

Moved by Member Bylsma

Seconded by Member Beattie

THAT an electronic vote for Vice Chair **BE CONDUCTED** via email with formal appointment of the Chair and Vice Chair to be ratified subsequently through a motion at the next meeting of the Committee.

CARRIED

9. NEW BUSINESS

None.

10. ADJOURNMENT

Recommendation No. SPC-07-2020

Moved by Member Woodhouse

Seconded by Member Wright

THAT the Strategic Planning Committee meeting of July 23, 2020 be hereby adjourned at 11:11 a.m.

CARRIED

K. Kawall
Committee Chair

C. Sharma
C.A.O. / Secretary - Treasurer



DATE: September 17, 2020

STRATEGIC PLANNING COMMITTEE MOTION:

Moved By: _____

Seconded By: _____

WHEREAS the Members of the Strategic Planning Committee did, on July 23, 2020 undertake to vote electronically on the appointment of a Chair and Vice Chair of the Committee from amongst its membership;

NOW THEREFORE, IN ACCORDANCE WITH THE RESULTS OF THE POLLING, BE IT HEREBY RESOLVED:

1. **THAT** Ken Kawall **BE APPOINTED** as Chair of the Strategic Planning Committee.
2. **AND THAT** Diana Huson **BE APPOINTED** as Vice Chair of the Strategic Planning Committee.

Chair: _____

CARRIED: ____ - ____

DEFEATED: ____ - ____

No. ____

For Approval
Strategic Planning Committee Meeting Schedule

It is proposed that Strategic Planning Committee meetings are on the same day (in the afternoon) as the NPCA Full Authority Board of Directors meetings. Timing can be flexible based on the F.A. meetings. As of September 2020, the F.A. meetings are being held virtually on the third Thursday of every month; however, these dates may change in 2021. Should the F.A. meetings revert to the third Wednesday of the month, the Strategic Planning Committee meetings will be adjusted accordingly.

October 15, 2020

November 19, 2020

December 17, 2020

January 21, 2021*

February 18, 2021*

March 18, 2021*

April 15, 2021*

May 20, 2021*

June 17, 2021*

* Denotes that schedule is subject to change base on 2021 F.A. meeting schedule.

Report To: Strategic Planning Committee

Subject: Strategic Planning Update #1

Report No: SPC-02-20

Date: September 17, 2020

Recommendation:

1. **THAT** Report No. SPC-02-20 RE: Strategic Planning Update and associated staff presentation **BE RECEIVED**.
2. **THAT** the Strategic Planning budget attached as Appendix 1 to Report No. SP-02-20 **BE RECEIVED**.
3. **THAT** the Scope of Work for procurement of a facilitator/consultant to support the strategic planning process attached as Appendix 2 to Report No. SP-02-20 **BE RECEIVED** for input by the committee.
4. **AND FURTHER THAT** the draft Communication and Engagement Plan: Strategic Planning attached as Appendix 3 to Report No. SP-02-20 **BE RECEIVED** for input.

Purpose:

The purpose of this report is to provide an update on the milestones and progress related to the strategic planning process, provide a high level overview of project budget, and to receive feedback on (1) the statement of work for a facilitator/consultant, and (2) draft Communication and Engagement Plan.

Background:

The Strategic Planning Committee had their kick-off meeting on July 23, 2020. At that first meeting, the committee approved their updated Terms of Reference and the work plan to guide and direct the development of a new NPCA strategic plan. A staff-led approach to implement activities in support of developing the strategic plan was presented and supported by committee members.

According to the Strategic Planning Committee Terms of Reference, the roles and responsibilities of this committee (relevant to this report) are to:

- Ensure that the planning process and deliverables are on time and budget;

- 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.
- Advise staff on any third-party services such as the hiring of a facilitator and public relations consultant;

Discussion:

The strategic planning process was immediately initiated upon adoption of the Terms of Reference at the July 23rd meeting. The following day, staff began the process of forming a staff working group to implement activities that support the development of a new strategic plan, as presented to the Strategic Planning Committee at the July 23rd meeting. The Staff Strategic Planning Working Group had their kick-off meeting on August 7. Since then, NPCA staff have been working collaboratively on several key deliverables as part of the initial information gathering, including:

- Statement of Work to procure a facilitator/consultant
- Communication & Engagement Plan (includes a thorough stakeholder analysis)

As staff continue to complete milestones, updates and recommendations will be brought forward to the Committee for information and/or approval, as needed. The anticipated next steps are to present the draft Communication & Engagement Plan to the Public Advisory Committee on Sept. 24 and to conduct the strengths/weaknesses analysis and opportunities/trends analysis. Progress is being made as expected according to the terms of reference and work plan.

Financial Implications:

The NPCA Staff have prepared a detailed budget with respect to anticipated costs 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 2020 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 project budget

Appendix 2: Scope of Work for procurement of a facilitator/consultant

Appendix 3: Draft Communication and Engagement Plan

Authored by:

Original Signed by:

Natalie Green, M.Sc., PMP
Project Manager

Submitted by:

Original Signed by:

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

2020 STRATEGIC PLAN - BUDGET

EXPENSES

PROJECT MANAGEMENT	\$ 26,000.00
PROFESSIONAL FEES	\$ 50,000.00
MARKETING AND OUTREACH	\$ 50,000.00

TOTAL EXPENSES	126,000
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CONTINGENCY (10%)	12,600
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TOTAL PROJECT COSTS	138,600
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STATEMENT OF WORK FOR FACILITATOR/CONSULTANT

- NPCA STRATEGIC PLAN –

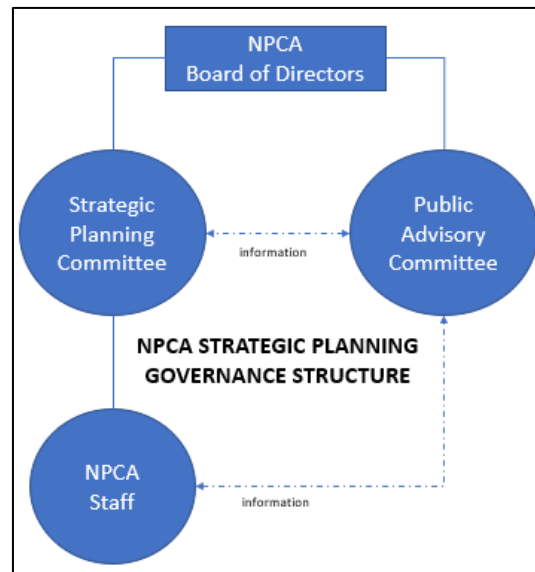
BACKGROUND

The Niagara Peninsula Conservation Authority (NPCA) is a community-based natural resource management agency that works to protect, enhance, and sustain healthy watersheds. With 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. Managing 41 Conservation Areas within the Niagara Peninsula watershed, the NPCA owns lands that are held in public trust for recreation, heritage preservation, conservation, and education. These natural and shared greenspaces marry nature, culture and adventure to create limitless opportunities for discovery.

The current NPCA Strategic Plan, *Partners In Conservation – A Shared Responsibility*, ends in 2021. The NPCA Board of Directors determined that a new Strategic Plan should be developed and, in July 2020, the NPCA launched the process to develop a new NPCA Strategic Plan that will guide the organization's priorities and operations for the next 10 years (2021-2031).

Detailed Strategic Plan project planning and implementation activities are being led by a staff working group under the leadership of a Project Manager and the CAO (with support from the Senior Leadership Team). The NPCA Board of Directors provide approval authority for the Strategic Plan with guidance and oversight provided by an ad-hoc committee of the Board. The NPCA Public Advisory Committee helps provide guidance on the outreach/engagement components through information exchange with the Strategic Planning Committee and staff.

The purpose of this RFP is to procure a facilitator/consultant to provide professional services to support the staff-led approach to develop a new NPCA Strategic Plan.



SCOPE OF SERVICES & DELIVERABLES

The successful proponent will work closely with the NPCA staff and Board Strategic Planning Committee to support the strategic planning processes including implementing components of the Communications and Engagement Plan and synthesizing information into a draft strategic plan. Staff are preparing the inputs/background information (see resources available section). The following are the services and deliverables for this project:

- Project Meetings: up to 3 meetings: one meeting for kick off with staff, one meeting with Strategic Planning Committee (present engagement approach), follow-up meeting with staff after consultations/engagement sessions.

- Consultation sessions (4):
 - Staff engagement session (full day): Mission, Vision & Core Values, broad strategic directions and associated key performance indicators
 - Public engagement session #1 (virtual): input on broad strategic directions and associated key performance indicators
 - Public engagement session #2 (different day than session #1; virtual): input on broad strategic directions and associated key performance indicators
 - Board engagement session (full day): Mission, Vision & Core Values, broad strategic directions and associated key performance indicators based on staff & public input.
Note: consultant will synthesize information from staff and public session prior to Board engagement.
- Provide input on materials/tools/techniques to facilitate online and web-based consultations
 - For example, surveys, polls, and feedback tools developed and implemented by NPCA staff using engagement software [[NPCA Get Involved](#)]
- Document and synthesize information from consultation sessions and staff-produced research for input into the draft Strategic Plan including:
 - background work done by staff
 - results of consultation sessions
 - mission, vision, core values
 - summary of key strategic objective and actions
 - Detailed list of key performance indicators for each strategic objective
- Performance indicators
- Final Strategic Plan

RESOURCES AVAILABLE

- Background research
 - Annual Report 2019
 - SWOT Analysis
 - Stakeholder Analysis
- Draft Communications & Engagement Plan
- Tools: engagement software, ZoomPro subscription, WebEx software

TIMELINE & KEY MILESTONES

Sept 21	RFP distributed
Oct. 5	RFP submission deadline
Oct. 6-9	Selection process
Oct.	Award
Oct.	Meet with Project Manager & working group/comms; onboarding
Late Oct.	Board of Directors Engagement session
Nov.	Staff and Stakeholder Engagement session
Dec.	Briefing presentation to synthesize key findings of engagement sessions
Jan.	Preparation of draft Strategic Plan
Feb./Mar	Follow-up (online/web-based) engagements
April/May	Draft Strategic Plan
June	Final Strategic Plan and Launch

**Add timelines disclaimer here (note for Eric G.)*

SELECTION CRITERIA

The NPCA will use multiple criteria to select the most appropriate consultant. In consideration of the scope of services and deliverables described in this document, the evaluation of proposals will be based on the criteria outlined below:

- Related experience in Strategic Planning exercises, including mission/vision/core values consultation, leading facilitated discussions and engagement sessions;
- Experience in similar work regionally or locally;
- Experience in the environmental field (e.g., natural resources, sustainability, climate change);
- Facilitation skills working with a Board of Directors, staff, and various stakeholders;
- Experience using a variety of communication and engagement tools & techniques including virtual and in-person (e.g., surveys, short polls, brainstorming activities, town hall meetings, virtual consultation sessions);
- Overall quality of the proposal;
- Project approach;
- Quality and relevance of references;
- Fees and pricing.

APPENDICES

- NPCA Strategic Planning Work Plan
- Draft Communications and Engagement Plan

COMMUNICATION AND ENGAGEMENT PLAN

- 2020/21 STRATEGIC PLANNING -

Overview

A Strategic Plan is an organizational document that establishes an organization's direction, gives purpose and priority, guides activities and operations, and helps measure progress against specific objectives. In July 2020, the NPCA Board of Directors launched the process to develop a new NPCA Strategic Plan to guide the organization's priorities and operations for the next 10 years (2021-2031). Through this process, there is an opportunity to bring the NPCA community, Board of Directors, and staff together towards a common inspirational vision in alignment with future strategic priorities. The very nature of the constantly changing environment found within the Niagara Peninsula watershed will demand action and solutions for many variables such as climate change, land use, and community interests. The new Strategic Plan should be bold and visionary with a sound business case and feasible, measurable performance targets.

An important component of successfully developing a Strategic Plan is planning how to communicate effectively, identifying who to communicate and involve in the process, and selecting the most appropriate methods to do so.

Through the strategic planning process, the NPCA aims to:

- ✓ Build and maintain momentum for NPCA work
- ✓ Engage staff and partners in the development of a strong shared vision
- ✓ Engender a sense of ownership, pride and stewardship of the watershed
- ✓ Foster involvement and support for NPCA activities
- ✓ Create strong relationships between NPCA and the community
- ✓ Engage youth to become active participants in conservation
- ✓ Achieve broader and deeper engagement, long-term relationships and local action.

PURPOSE

The Communication and Engagement Plan establishes a framework for involvement and information sharing with NPCA Staff and our watershed community. This document will guide how we plan to inform the community, our partners, and stakeholders about the initiation of the strategic planning process and to encourage participation and collaboration in developing a new Strategic Plan that will guide the next ten years of conservation in our watershed.

WHY ARE WE COMMUNICATING AND ENGAGING?

Various communication and engagement strategies and mediums are required to effectively share information, collect feedback, and involve diverse internal and external audiences.

Authentic community engagement combined with communication best practices fosters effective collaboration, deeper understanding, and stronger relationships.

WHO ARE WE COMMUNICATING AND ENGAGING WITH?

The term stakeholder is used to define any group, individual, or organization that can impact or be impacted by a project such as, the development and implementation of a new NPCA Strategic Plan.

A thorough stakeholder analysis was conducted by the Staff Strategic Planning Working Group in collaboration with NPCA Communications staff. Refer to Appendix 1 for details on how the stakeholder analysis was conducted as well as the identification of audiences and sub-groups, their perceived level of interest, communication/engagement goals (inform, collect feedback, involve), known and perceived communication/engagement needs, and key challenges and issues.

The stakeholder analysis informed the development of the Communication and Engagement Plan. Given the scope of the strategic planning process, the list of stakeholder audiences was tailored to include key stakeholder groups. Further, where there are similar tools and tactics used for several audiences/groups these were combined.

Through the stakeholder analysis exercise, the following overarching challenges were identified:

- Managing perceptions;
- Virtual engagement only (due to restrictions related to pandemic);
- Time constraints;
- Managing expectations and competing interests;
- Accessibility (e.g., access to internet/computer, physical locations);
- Limited staff capacity at NPCA and other organizations we seek to engage with;
- Interests may be related to specific programs/services and geographic locations.

There are several opportunities through communicating and engaging during the strategic planning process that may transcend into future activities. For example:

- Building awareness about the NPCA's roles and responsibilities;
- Changing perceptions about the NPCA;
- New or enhanced collaboration with partners;
- Shared resources towards projects or joint funding;
- Improved understanding of mutual goals.

HOW & WHEN DO WE PLAN TO COMMUNICATE AND ENGAGE?

The NPCA is committed to communicating frequently and creating opportunities for meaningful, respectful dialogue with the watershed community throughout the entire strategic planning process.

Table 1 provides a description of the different levels of communication and engagement actions, including their respective purpose and intent. All three levels are incorporated throughout the strategic planning process with an overall goal of growing or creating collaborative relationships with stakeholders in the future.

The preference is for traditional (in-person) engagement opportunities; however, given the restrictions due to the COVID-19 pandemic, we may have to rely on virtual engagement tools and techniques to involve stakeholders in the strategic planning process. It is understood that there may be limitations for involvement due to lack of internet/computer access; therefore, accommodations can be made for requests to participate via hardcopy surveys or other traditional methods. NPCA staff are in the process of procuring a facilitator/consultant that will provide support and input on the engagement tools and techniques and will lead the consultation sessions.

Table 1. Levels of communication and engagement goals, their purpose and intent/meaning.

C & E Goal	Purpose	What does it mean?
Inform	Sharing of information to help audiences understand issues, opportunities, or options.	Keep audience informed, ensure all relevant documents are easily accessible, act in full transparency, provide timelines, answer questions in a timely manner.
Collect Feedback	Obtain feedback on analyses, options, and/or decisions related to the Strategic Planning process.	Keep audience informed, listen to views/opinions, act responsibly/ethically with the collected data, populate records of commentary, and share results publicly.
Involve	Work directly with groups to ensure concerns and views are understood and considered.	Ensure audience views and concerns are reflected in analyses and provide feedback on how inputs influenced the final Strategic Plan

Communication and engagement goals and activities are tailored for four separate phases toward the development of a final NPCA strategic plan:

Phase One: Initiate & Launch Process

Robust communications and marketing campaigns to build awareness and participation from stakeholder groups to help foster meaningful engagement.

Phase Two: Collect Feedback & Involve in the Development of the Strategic Plan

Continue to build awareness about the strategic planning process, collect feedback, and involve stakeholder groups in discussions that will support the development of a draft Strategic Plan.

Phase Three: Check-in & Validate

Check-in with stakeholder groups and collect feedback to validate the draft Strategic Plan.

Phase Four: Launch & Release

Release the completed NPCA Strategic Plan.

DID WE SUCCESSFULLY COMMUNICATE AND ENGAGE WITH GROUPS?

The NPCA wants to ensure that it has successfully reached and engaged the identified key groups (as per the stakeholder analysis). NPCA staff and the consultant will work together to document and synthesize the results of the communication and engagement efforts. This information will be shared with stakeholders. Below is a list of proposed metrics to understand and report on the success of the Communication and Engagement Plan:

- Number of surveys completed (online and hardcopy)
- Number of submissions per levy municipality
- Number of visitors who visited the Engagement Portal/Project Tile
- Compare reach vs engagement metrics on paid digital marketing campaigns
- Organic social media reach and engagement (not paid)
- Calculate how long visitors stayed and informed themselves using the engagement portal (clicked, opened and read)

- Reach and audience statistics for all radio and print marketing markets
- Number of attendees at virtual engagement sessions
- Compilation of feedback and comments during engagement sessions
- Media take-up (# of inquiries, articles, PR value, estimated number of impressions)
- Anecdotal feedback (comments about methods i.e. positive, negative, neutral tonality)

Phase One: Initiate & Launch Strategic Plan Process (Mid-October - Nov)

Goal: Inform internal and external stakeholders that the NPCA has begun the process of developing a new strategic plan and encourage them to get involved.

Options for Key Messages

- The NPCA is pleased to begin the process of our next strategic plan.
- This strategic plan will guide the organization's priorities and operations for the next 10 years.
- We welcome members of our communities in Niagara, Haldimand, and Hamilton, to join us in this exciting process.
- Stay tuned for more information on how to get involved.

Communication and Marketing Mediums

- Strategic Plan Project Tile on the 'Get Involved' portal with timelines, important dates, documents, digital engagement tools.
- Development of marketing collaterals (Post cards, handouts, social media graphics, website banners etc.)
- Direct emailing to stakeholder lists
- Traditional earned media (radio interviews, radio ad campaign, and print feature stories)
- Traditional media (print advertisements)
- Social Media (Including NPCA corporate pages and partners/stakeholders)
- Online and Digital Marketing (Google Ads, Digital Screens at focused locations)
- Direct email marketing (email blasts via local organizations such as Greater Niagara Chamber of Commerce, Business Link, Agriculture Association Newsletters, etc.
- Direct Mail (for hardcopy survey requests)
- Presentations

Engagement tools and techniques

Internal:

- Virtual meetings (staff)
- Lunch and Learn presentations
- Presentations (i.e., Public Advisory Committee and Strategic Planning Committee, NPCF)
- NPCA *GetInvolved* engagement portal & SharePoint
- Staff Working Group and input from all staff of project documents

External:

- NPCA *GetInvolved* engagement portal (launch)
- Presentations (e.g., municipal councils or other groups)
- Non-virtual methods, upon request

Refer to details on Pages 5-7.

PHASE 1: Initiate & Launch Strategic Plan Process

Goal: Inform internal and external stakeholders that the NPCA has begun the process of developing a new strategic plan and encourage them to get involved.

Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Staff, Board of Directors, and NPCF	Direct Email <ul style="list-style-type: none"> • Emails to staff from PM • CAO to Committee Chair, Board of Directors, and Foundation 	Content	Ongoing as required	Project Manager CAO Comms Staff (as needed)
	Get Involved Portal <ul style="list-style-type: none"> • A project tile specific to information meant for staff, widgets on how they will be engaged 	Design and incorporate content for Get Involved Portal	By Oct. 17	Comms Staff Project Manager
	Project SharePoint Site (staff) <ul style="list-style-type: none"> • Internal site created for staff to access internal project-related information • Working Group uses site for collaboration on documents 	Content for site: meeting notes, agendas, presentations, project documents.	Ongoing as needed	Project Manager
	Email signatures <ul style="list-style-type: none"> • Encourage staff to add tag line to email signatures linking to social media, NPCA website, and portal. 	Text or graphic for signature	Sept – Oct 2020	Comms Staff
	Presentation(s)	Presentation content	As needed	Project Manager
Conservation Area Users General Public	NPCA Website and Get Involved Portal <ul style="list-style-type: none"> • Information to be displayed about upcoming strategic plan (i.e., timeline, important dates, documents, digital engagement opportunities) 	Content for site and portal Launch video	Portal by Oct. 17 Website by Oct. 19 Updated as needed	Comms staff Project Manager
	MailChimp Email Campaign: <ul style="list-style-type: none"> • Emails tailored with key messages sent to NPCA master list which includes volunteers, passive users, anglers/hunters, campers, educational program/camp users, lease holders, festival and special event vendors, community groups, restoration landowners, and more. 	Email template Launch video	Mid-Oct. <i>Ongoing as needed at key milestones</i>	Comms Staff
	Social media channels <ul style="list-style-type: none"> • Digital communications to inform about upcoming engagement opportunities • Can be tailored to areas of interests (e.g., hikers, anglers, hunters, campers, etc.) 	Branded graphics Content/Key messages	Oct. – Nov 2020	Comms Staff
	Printed Collateral: <ul style="list-style-type: none"> • Posters at NPCA properties where there is a building informing about how to get involved in the strategic plan process. 	Postcard Poster	Mid-Oct.	Comms Staff
	Media Release & Traditional Media: <ul style="list-style-type: none"> • earned radio and print feature opportunities as well as paid advertising 	Media release PSA Community notices	Oct. – Nov 2020	Comms Staff

PHASE 1: Initiate & Launch Strategic Plan Process

Goal: Inform internal and external stakeholders that the NPCA has begun the process of developing a new strategic plan and encourage them to get involved.

Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Government Agencies Municipal Partners Community Organizations (NGOs)	Letter from Board Chair <ul style="list-style-type: none"> To support all efforts and gain further involvement/support, a letter sent to appropriate reps on behalf of BOD and CAO. 	Letter from Board Chair	Mid-Oct.	Comms Staff, CAO, Board Chair
	NPCA Website and Get Involved Portal <ul style="list-style-type: none"> Information to be displayed about upcoming strategic plan (i.e., timeline, important dates, documents, digital engagement opportunities) 	Content for site and portal	Portal by Oct. 17 Website by Oct. 19 Updated as needed	Comms staff Project Manager
	MailChimp Email Campaign <ul style="list-style-type: none"> Compile a list of government agencies and municipal partners; consistent information but tailored to roles/responsibilities, as appropriate. Include link to general media release 	List of agency reps. Content for emails	Mid-Oct. <i>Ongoing as needed at key milestones</i>	Comms Staff
	Printed Collateral <ul style="list-style-type: none"> General postcard and/or poster sent with letter with request to share with their audience (direct mailing, graphic on their website, share on social media. 	Postcard Poster	Mid-Oct.	Comms Staff
	Presentation(s) <ul style="list-style-type: none"> Oral presentation about the strategic planning process to municipal councils and others (as requested). 	Presentation content	As needed	Project Manager
Indigenous Communities	Emails to existing contacts <ul style="list-style-type: none"> Reach out to existing contacts at local First Nations, Métis Nation of Ontario, local Friendship Centre contacts, Public Advisory Committee Indigenous representative to ask for their input on preferred communication and engagement needs <i>This entire section may be further tailored depending on responses</i> 	Email	Sept.	Project Manager Comms Staff
	Letter from Board Chair <ul style="list-style-type: none"> A letter to be sent to the appropriate representatives (e.g., Band representative, elected council rep., Friendship Centre Director, Department of Consultation and Accommodation, etc.). 	Letter from Board Chair	Mid-Oct.	Project Manager Comms Staff, CAO, Board Chair
	Printed Collateral <ul style="list-style-type: none"> General postcard and/or poster sent with letter with request to share with their community members/citizen. 	Postcard Poster	Oct 2020	Comms Staff
	Other opportunities (if permitted and desired) <ul style="list-style-type: none"> Notification/ads in the MCFN EaglePress Newsletter, MNO Métis Voyageur Newsletter 	Graphic/ad content for newsletter	TENTATIVE	Comms Staff

PHASE 1: Initiate & Launch Strategic Plan Process

Goal: Inform internal and external stakeholders that the NPCA has begun the process of developing a new strategic plan and encourage them to get involved.

Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
PAC Sectors: Agricultural, Development, Environmental, Planning, Tourism/Business, Educational	Letter from Board Chair <ul style="list-style-type: none"> A letter to be sent on behalf of Board of Directors & CAO to each group (see stakeholder analysis); letter customized to each group. 	Letter from Board Chair	Mid-Oct.	Project Manager Comms Staff, CAO, Board Chair
	Printed Collateral: <ul style="list-style-type: none"> General postcard and/or poster sent with letter with request to share with their memberships and audiences. Upon request, more materials can be provided. 	Postcard Poster	Oct 2020	Comms Staff
	NPCA Website and Get Involved Portal <ul style="list-style-type: none"> Information to be displayed about upcoming strategic plan (i.e., timeline, important dates, documents, digital engagement opportunities) 	Content for site and portal	Portal by Oct. 17 Website by Oct. 19 Updated as needed	Comms staff Project Manager
	MailChimp Email Campaign <ul style="list-style-type: none"> Using a separate master list for each sector, emails sent at the same time with general information but separately if information needs to be tailored Ensure input from staff in other departments so list includes appropriate contacts/ reps Leveraging existing relations with the Greater Niagara Chamber of Commerce and local associations and groups, staff can also use these direct marketing mediums. 	Tailored lists Email template	Mid-Oct.	Comms Staff Working Group (input)
	Social media channels <ul style="list-style-type: none"> Digital communications to inform about upcoming engagement opportunities Posts will be tagged using close relationships/partnerships for further promotion with call to action (please share, retweet). Where pages or groups are available (e.g., specific NPCA property pages, nature club Facebook pages, etc.) information may be posted there as well. 	Branded graphics Content/Key messages	Oct. – Nov 2020	Comms Staff
	Presentation(s) Oral presentation about the strategic planning process to municipal councils and others (as requested).	Presentation content	As needed	Project Manager
Members of the Media	Media Release & Interviews Media release about beginning the strategic planning process (include key messages) with links to website, social media and Get Involved portal.	Media release	Mid-Oct. (media release) Media interviews same week as release.	Comms Staff
	Social media channels <ul style="list-style-type: none"> Graphics and branded print materials sent for promotion and further distribution 	Branded graphics	Oct. – Nov 2020	Comms Staff

Phase Two: Collect Feedback & Involve in the Development of the Strategic Plan (Oct – Dec 2020)

Goals

- Continue to build awareness about the NPCA and its strategic planning process;
- Collect feedback and involve stakeholders in the initial themes and strategic directions determined by staff and the Board of Directors toward the development of a draft Strategic Plan.

Options for Key Messages

- Everyone has a role to play in protecting and conserving our healthy watersheds. The NPCA welcomes you to get involved in its next Strategic Plan that will guide the organization's priorities and operations for the next 10 years.
- Participate in this exciting process and help shape our commitment to healthy watersheds today and into the future. Submit your comments, ideas, and feedback through a variety of traditional and non-traditional methods of engagement and virtual consultation.
- Be a part of the NPCA's future! We are seeking to develop a common inspirational vision aligned with strategic priorities for the health of Niagara Peninsula watershed.
- All of the above will be tied to calls to actions (i.e., visit link, participate in virtual town hall, submit your survey, get involved, follow us, share the word, etc.)

Communication and Marketing Mediums

- Informational handouts
- Development of marketing collaterals (Postcards, handouts, social media graphics, website banners etc.)
- Direct emailing to stakeholder lists
- Traditional earned media (radio interviews, radio ad campaign, and print feature stories)
- Traditional media (print advertisements)
- Social Media (including NPCA corporate pages and partners/stakeholders)
- Online and Digital Marketing (Google Ads, Digital Screens at focused locations)
- Direct email marketing (email blasts via local organizations such as Greater Niagara Chamber of Commerce, Business Link, Agriculture Association Newsletters, etc.)
- Direct Mail (for hardcopy survey requests)
- Get Involved promotional video

Engagement Tools & Techniques

The preference is for traditional (in-person) engagement opportunities; however, given the restrictions due to the COVID-19 pandemic, we may have to rely on virtual engagement tools and techniques to involve stakeholders in the strategic planning process. It is understood that there may be limitations for involvement due to lack of internet/computer access; therefore, accommodations can be made for requests to participate via hardcopy surveys or other traditional methods (e.g., one-on-one meetings with project team).

We are in the process of procuring a facilitator/consultant that will provide support and input on the engagement tools and techniques and will lead the virtual consultation sessions. This section may be updated based on their recommended approach.

The main tool that will be utilized to engage all stakeholders in the strategic planning process is the NPCA *GetInvolved* online engagement portal which hosts a variety of NPCA projects and initiatives. The purpose of the *GetInvolved* portal is to provide a space where members of the community can get informed and provide feedback to help shape the NPCA's strategic objectives.

Internal:

- Virtual meetings
- 'Lunch and Learn' presentations
- Consultations Sessions (staff & Board)
- NPCA *GetInvolved* Portal & SharePoint access to internal docs
- Staff Working Group and input from all staff of project documents

External:

- NPCA *GetInvolved* engagement portal
- Pre-recorded presentation on the Engagement Portal
- Virtual Town Halls/Public Information Sessions, streamed to YouTube
- Survey on strategic objectives
- Traditional methods, as appropriate

The following is a list of available *GetInvolved* widgets for use during Phase 2:

- Survey (Collection of Opinions)
- Sign up banner to follow the project
- Frequently Asked Questions
- Questions and Answers
- "Who's Listening" Tool (with information about the project team)
- Discussion Forums
- Ideas (Comments on Themes)
- Polls (Voting on Themes)
- Places (Mapping Tool)
- Social Media embedded

Refer to details on Pages 10-11.

PHASE 2: Collect Feedback and Involve in the Development of the Strategic Plan

Goals: continue to build awareness about the NPCA and its strategic planning process, collect feedback and involve stakeholders in the initial themes and strategic directions toward the development of a draft Strategic Plan.

Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Staff, Board of Directors, and NPCF	Direct Email <ul style="list-style-type: none"> • Emails to staff from PM, information sharing from Work Group Members to staff • CAO to Committee Chair, Board of Directors, and Foundation 	Content	Ongoing as required	Project Manager & Work Group CAO Comms Staff (as needed)
	Get Involved Portal <ul style="list-style-type: none"> • A project tile specific to information on how staff will be engaged using staff-specific widgets • Once the portal is up and running, this tool will be used to send friendly reminders as new widgets or information become available. 	Update content for Get Involved Portal	Completed in phase 1 and updates as needed	Comms Staff Project Manager
	Project SharePoint Site (staff) <ul style="list-style-type: none"> • Internal site created for staff to access internal project-related information • Working Group uses site for collaboration on documents 	Content for site: meeting notes, agendas, presentations, project documents.	Ongoing as needed	Project Manager
	Virtual Consultation Sessions: Mission, Vision, Core Values & Strategic Objectives <ul style="list-style-type: none"> • Session with Board of Directors • Session with all staff 	TBD	Oct-Nov.	Consultant (with support from Project Manager and Comms staff)
Indigenous Communities	Details for this group will be determined after reaching out in Phase 1 and will be based on desired level of engagement.	TBD	Nov. - Dec.	Project Manager Comms Staff
Members of the Media	Media Release & Interviews Media release about getting involved in the strategic planning process (include key messages and potential themes) with links to website, social media and Get Involved portal.	Media release	Nov. (when sessions scheduled) Media interviews same week as release.	Comms Staff (with support from Project Manager)

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PHASE 2: Collect Feedback and Involve in the Development of the Strategic Plan

Goals: continue to build awareness about the NPCA and its strategic planning process, collect feedback and involve stakeholders in the initial themes and strategic directions toward the development of a draft Strategic Plan.

Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Conservation Area Users General Public Community Groups Government Agencies Municipal Partners <u>PAC Sectors:</u> Agricultural, Development, Environmental, Planning, Tourism/Business, Educational	NPCA Website and Get Involved Portal Information to be displayed about upcoming opportunities to get involved (e.g., dates for virtual engagement sessions, supporting documents)	Get Involved promo video Content updated for phase 2.	Nov.	Comms staff Project Manager
	MailChimp Email Campaign Continue to use NPCA master list and staff contacts to inform groups about upcoming engagement opportunities, including surveys on potential themes, discussion opportunities, upcoming events.	Email template & content Surveys, themes	Late Oct. – Nov.	Comms Staff
	Social media channels <ul style="list-style-type: none"> Digital communications to promote involvement using the portal and engagement virtual engagement sessions (when scheduled) Design graphics that highlight themes and strategic objectives from the Board/Staff engagement sessions. Create Facebook event(s) when virtual engagement sessions are scheduled. Can target digital ads according to location and/or areas of interest.	Branded graphics with key messages on themes from staff/board sessions	Oct. – Nov 2020	Comms Staff
	Printed Collateral <ul style="list-style-type: none"> Posters at NPCA properties where there is a building informing about how to get involved in the strategic plan process, including upcoming engagement events. 	Postcard Poster	Nov.	Comms Staff
	Media Release & Traditional Media <ul style="list-style-type: none"> earned radio and print feature opportunities as well as paid advertising to announce more details on the process, how to get involved and highlight proposed themes and strategic objectives 	Media release PSA Community notices	Nov.	Comms Staff
	Direct Mail <ul style="list-style-type: none"> provided when member(s) of the community requests hardcopy surveys or supporting materials for involvement using non-virtual means. 	TBD	As needed	Comms Staff Project Manager
	Online and digital marketing <ul style="list-style-type: none"> Targeted Google Ads based on locations Digital advertising at focused locations (e.g., Niagara Health system locations), community notice boards, and online community event calendars. 	Branded graphics with key messages, dates for participation, and/or themes from staff/board sessions	Nov.	Comms Staff
	Virtual Engagement Session(s) & Survey <ul style="list-style-type: none"> Details on approach to be guided by consultant. Survey developed to collect feedback on strategic objectives. 	Presentation Information sheets Survey & polls	Nov. – Dec.	Consultant (with support from Project Manager and Comms staff)

Phase Three: Check-in and Validate (Jan-March 2021)

Goal: Check-in and follow-up with interested stakeholder groups to validate the draft Strategic Plan.

Options for Key Messages

- Thank you for engaging with us. You can now provide feedback on our draft Strategic Plan.
- We heard and listened to you! Come check out the results from our public engagement activities.

Communication and Marketing Mediums

- Draft Strategic Plan, including strategic objectives (themes) and actions
- Development of marketing collaterals (Posters, social media graphics, website banners with updated messaging, if required)
- Direct emailing to stakeholder lists
- Social Media (including NPCA corporate pages and partners/stakeholders)
- Direct Mail (for hardcopy requests to accommodate involvement with non-virtual means)

Engagement Tools & Techniques

Engagement in this phase should be more targeted (e.g., through a question in the phase 2 survey, we can find out who wants to receive follow-up information). The main tool that will be utilized to engage stakeholders in the strategic planning process is the NPCA *GetInvolved* online engagement portal which hosts a variety of projects and initiatives. It is understood that there may be limitations for involvement due to lack of internet/computer access; therefore, accommodations can be made for requests to participate via hardcopy surveys or other traditional methods (e.g., one-on-one meetings with project team).

A facilitator/consultant will synthesize and document information from the previous engagement sessions to support this phase. This section may be updated based on their recommended approach.

Internal:

- Virtual staff meetings
- ‘Lunch and Learn’ presentations
- Presentations to Board & its Sub-Committees
- NPCA *GetInvolved* engagement portal
- Staff Working Group and input from all staff of project documents

External:

- NPCA *GetInvolved* engagement portal
- Poll(s)
- Virtual presentation posted to portal
- Non-virtual methods, upon request

The following is a list of available widgets for engagement use Phase 3:

- Survey and/or Polls
- Frequently Asked Questions
- Questions and Answers
- Discussion Forums
- “Who’s Listening” Tool (with information about the project team)
- Social Media embedded

Refer to details on Pages 13-14.

PHASE 3: Check-in and Validate

Goal: Check-in with stakeholder groups and collect feedback to validate the draft Strategic Plan

Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Staff, Board of Directors, and NPCF	Direct Email <ul style="list-style-type: none"> • Emails to staff from PM, information sharing from Work Group Members to staff • CAO to Committee Chair, Board of Directors, and Foundation 	Content	Ongoing as required	Project Manager & Work Group CAO Comms Staff (as needed)
	Get Involved Portal <ul style="list-style-type: none"> • A project tile specific to information on how to get engaged • Once the portal is up and running, this tool will be used to send friendly reminders as new widgets or information become available. • Surveys/polls • Finalized project documents 	Update content for Get Involved Portal	Completed in phase 1 and updated as needed	Comms Staff Project Manager Consultant (input on survey/poll)
	Project SharePoint Site (staff) <ul style="list-style-type: none"> • Internal site created for staff to access internal project-related information • Working Group uses site for collaboration on documents 	Content for site: meeting notes, agendas, presentations, project documents.	Ongoing as needed	Project Manager
Indigenous Communities	Details for this group will be determined after reaching out in Phase 1 and will be based on desired level of engagement.	TBD		
Members of the Media	Media Advisory/Corporate Statement Media advisory about this phase of the strategic planning process (include key messages and potential themes) with links to website, social media and Get Involved portal.	Media release or Corporate Statement on Website	When draft plan is ready for release	Comms Staff (with support from Project Manager)

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PHASE 3: Check-in and Validate

Goal: Check-in with stakeholder groups and collect feedback to validate the draft Strategic Plan

Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Conservation Area Users General Public	MailChimp Email Campaign <ul style="list-style-type: none"> Continue to use a targeted NPCA master list to inform groups about the Check-in and Validate Phase. 	Email template & content, Surveys.	Jan-March	Comms Staff
Community Groups Government Agencies Municipal Partners	NPCA Website and Get Involved Portal <ul style="list-style-type: none"> Information available on the draft Strategic Plan and how to participate in Phase Three. Once the portal is up and running, this tool will be used to send friendly reminders as new widgets or information become available. Surveys/polls Finalized project documents 	Update content for Get Involved Portal. Surveys	Jan-March	Comms Staff Project Manager Consultant (input on survey/poll)
<u>PAC Sectors:</u> Agricultural, Development, Environmental, Planning, Tourism/Business, Educational	Social media channels <ul style="list-style-type: none"> Digital communications to promote involvement in using the portal to provide comments. Targeted digital ads according to location and/or areas of interest (if budget permits) 	Branded graphics with key messages on Phase Three.	Jan-March	Comms Staff
	Online and digital marketing <ul style="list-style-type: none"> Targeted Google Ads based on locations (if budget permits) Digital advertising at focused locations (e.g. community notice boards, and online community event calendars.) (if budget permits) 	Branded graphics with key messages on Phase Three.	Jan-March	Comms Staff

Phase Four: Finalize and Launch (April – June 2021)

Goal: Inform stakeholder groups when the NPCA Board of Directors have approved and are launching the final strategic plan and thank them for participating/engaging.

Options for Key Messages

- We've launched our new strategic plan! Thank you for helping us build a framework for the future.
- Sharing successes and thanking the audiences for providing input for the future of the NPCA.

Communication and Marketing Mediums

- Development of marketing collaterals (social media graphics, website banners etc.)
- Direct emailing to stakeholder lists
- Traditional earned media (radio interviews, radio ad campaign, and print feature stories)
- Social Media (including NPCA corporate pages and partners/stakeholders)
- Direct email marketing (email blasts via local organizations such as Greater Niagara Chamber of Commerce, Business Link, Agriculture Association Newsletters, etc.)
- Direct Mail (for hardcopy strategic plans)
- Final Strategic Plan 2021-2031 (printed and online)
- Strategic Plan Promotional video highlighting themes and strategic objectives
- Pull-up banners (for future promotional use at local events)

Engagement Tools & Techniques

This phase does not require as much engagement and will mostly be focused on information sharing/dissemination.

Internal:

- All staff meeting
- Presentations to Board & its Sub-Committees

External:

- NPCA *GetInvolved* engagement portal

Refer to details on Page 16.

PHASE 4: Finalize and Launch

Goal: Inform stakeholder groups when the NPCA Board of Directors have approved and are launching the final strategic plan and thank them for participating/engaging.

Audience(s)	Tools & Tactics	Tangibles Required	Timing	Lead
Staff, Board of Directors, and NPCF	Direct Email <ul style="list-style-type: none"> Emails to staff from PM, information sharing from Work Group Members to staff CAO to Committee Chair, Board of Directors, and Foundation 	Content	Ongoing as required	Project Manager & Work Group CAO Comms Staff (as needed)
	Get Involved Portal <ul style="list-style-type: none"> Friendly reminders as new information becomes available. 	Update content for Get Involved Portal	Completed in phase 1 and updates as needed	Comms Staff Project Manager
	Project SharePoint Site (staff) <ul style="list-style-type: none"> Internal site created for staff to access internal project-related information 	Content for site	Ongoing as needed	Project Manager
Indigenous Communities	Details for this group will be determined after reaching out in Phase 1 and will be based on desired level of engagement.	TBD	TBD	
Conservation Area Users	MailChimp Email Campaign <ul style="list-style-type: none"> Continue to use a targeted NPCA master list to inform groups on how to access the final Strategic Plan. 	Email template & content	June 2021	Comms Staff
General Public	NPCA Website and Get Involved Portal <ul style="list-style-type: none"> Information available on the final Strategic Plan and a thank you for participating in the process. 	Update content and project timelines for Get Involved Portal.	June 2021	Comms Staff
Community Groups	Social media channels <ul style="list-style-type: none"> Digital communications to promote the launch. Targeted digital ads according to location and/or areas of interest. 	Branded graphics with key messages on launch of final Strategic Plan document.	June 2021	Comms Staff
Government Agencies	Online and digital marketing <ul style="list-style-type: none"> Targeted Google Ads based on locations (\$) Digital advertising at focused locations (e.g. community notice boards, and online community event calendars.) (\$) 	Branded graphics with key messages on launch of final Strategic Plan document.	June 2021	Comms Staff
Municipal Partners	Printed Collateral <ul style="list-style-type: none"> Final Strategic Plan, posters at NPCA properties where there is a building. 	Booklets, posters.	June 2021	Comms Staff, Operations Staff
<u>PAC Sectors:</u> Agricultural, Development, Environmental, Planning, Tourism/Business, Educational	Direct Mail <ul style="list-style-type: none"> Provided when member(s) of the community requests hardcopies. 	Booklets.	June 2021	Administrative Staff
Members of the Media	Media Release & Interviews Media release about the launch of the new Strategic Plan with links to website, social media and Get Involved portal.	Media release	June 2021	Comms Staff, Project Manager

- C&E PLAN APPENDIX 1 - STAKEHOLDER ANALYSIS

BACKGROUND

The broad term ‘stakeholder’ is used to define any group, individual, or organization that can impact or be impacted by a project such as, the development and implementation of a new NPCA Strategic Plan.

The goal of this exercise was to identify:

- key stakeholder groups/audiences and sub-groups that may have in interest in the development of the NPCA strategic plan;
- their perceived level of interest;
- communication/engagement goals (inform, collect feedback, involve);
- known and perceived communication/engagement needs; and
- key challenges and issues.

The purpose of this internal document is to serve as an input to help guide the strategic planning process (information gathering) led by a Staff Working Group in collaboration with NPCA Communications Staff. Specifically, the information produced in the stakeholder analysis will be used to help inform the development of a draft Communication and Engagement Plan. From this analysis, a list of overarching challenges, issues, or needs that may be common to several groups will be identified and can be addressed with similar communication/engagement tools and techniques.

LEGEND FOR STAKEHOLDER ANALYSIS CHART	
Column header	Meaning
Audience	Broad grouping of various ‘stakeholders’.
Sub-group/details	More details on specific groups to reach out to.
Perceived level of interest	Specific interest in the NPCA strategic planning process
Communication & Engagement Goal	Based on perceived interest, this is the goal for communicating/engaging in the strategic planning process. <u>Inform</u> : Sharing of information to help audiences understand issues, opportunities, or options. <u>Feedback</u> : Obtain feedback on analyses, options, and/or decisions related to the Strategic Planning process <u>Involve</u> : Work directly with groups to ensure concerns and views are understood and considered.
Known/Perceived C&E Needs	Needs from the audience perspective (i.e. how various groups might want to receive info or be engaged) and needs for staff to follow-up for more information on how best to engage/communicate.
Key Issues / Challenges	Known key challenges and/or issues that might impact our ability to communicate/engage with groups toward developing a strategic plan.

NOTES: some groups fall under several categories, so the best available fit was used to include one group per audience. Where applicable, associations/committees were identified as a venue for broad information sharing. The ‘inform’ goal will cast a broad net to appropriately determine which groups want to continue to be involved throughout the process.

Audience	Sub-groups / Details	Perceived Level of Interest	C&E Goal	Known or Perceived C&E Needs	Key Issues and/or Challenges
Staff	<ul style="list-style-type: none"> All staff Strategic Planning Working Group Senior Leadership Team 	High	Inform Feedback Involve	<ul style="list-style-type: none"> Frequent information dissemination about overall process/progress Clear, consistent two-way communication Desire to be involved and views taken into account Equal information dissemination to all staff Informed/involved in decisions 	<ul style="list-style-type: none"> Working remotely results in limited or more challenging collaboration Virtual meetings (challenge for engagement) Lack of connectedness between departments Lack of engagement in past Strategic Plan processes Limited capacity (time to participate)
Board of Directors	<ul style="list-style-type: none"> Full Authority Source Protection Authority Strat Plan Committee Public Advisory Committee Source Protection Committee 	High	Inform Feedback Involve	<ul style="list-style-type: none"> Frequent & timely information dissemination about overall process/progress Clear, consistent two-way communication Desire to be involved and views taken into account Information exchange follows a process (e.g., CAO as liaison, Strat Plan Committee recommendations to Board) To fulfill NPCA mandate Final decision-making on key items 	<ul style="list-style-type: none"> Time limitations: <ul style="list-style-type: none"> Board and Committees meet only once per month; Lag in decision-making process/timing Virtual meetings (challenge for engagement)
NPC Foundation	<ul style="list-style-type: none"> NPCF Board 	High	Inform Feedback Involve	<ul style="list-style-type: none"> Ensure frequent information exchange Clear, consistent, frequent two-way communication Desire to be involved and views taken into account Feedback required on programs and services as it relates to relationship/MOU with NPCA 	<ul style="list-style-type: none"> Virtual meetings (challenge for engagement) Limited capacity (1 part-time staff, volunteers) Possible issues with public perception over the relationship between NPCA and NPCF.
Government Agencies	<ul style="list-style-type: none"> Auditor General of Ontario (inform) Niagara Parks Commission Ontario Ministry of Natural Resources & Forestry Ontario Ministry of Environment, Conservation and Parks Ontario Ministry of Heritage, Sport, Tourism and Culture Industries Ontario Ministry of Agriculture, Food and Rural Affairs Environment and Climate Change Canada Ontario Ministry of Transportation Conservation Ontario Ontario Power Generation Niagara Escarpment Commission St. Lawrence Seaway Corporation Fisheries and Oceans Canada 	Medium	Inform Feedback	<ul style="list-style-type: none"> Information needed on their desired level of engagement Feedback required on programs and services as it relates to their partnerships/relationship with NPCA Need to maintain existing relationship/partnership (in some capacity) with each group. Need to find out appropriate contact person and procedure for disseminating information appropriately 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Unsure about desired level of engagement Garnering interest in the strategic planning process Reaching the right contact person(s) in a large organization Virtual meetings (challenge for engagement) Level of engagement desired/required (i.e., how much do we engage?) <ul style="list-style-type: none"> If engagement not adequate, relationships may be impacted. If not engaged appropriately and strategic plan doesn't fulfill expected services, then there could be potential issues (e.g., related to contribution agreements, MOUs).
Indigenous Communities	<ul style="list-style-type: none"> Mississaugas of the Credit First Nation Six Nations of the Grand River Métis Nation of Ontario (Region 9) Haudenosaunee Confederacy Friendship Centres Soaring Eagles School 	High	Inform Feedback Involve	<ul style="list-style-type: none"> Clear, consistent two-way communication Desire to be involved and views taken into account Need to reach out to existing contacts to find out the individual group's desired engagement needs Engagement needs will vary between the different groups and should be tailored to each 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Limited knowledge & experience at NPCA with Indigenous Peoples Limited capacity (on their end) for involvement Reaching the right contact person(s) Time limitations No relationship with Haudenosaunee Confederacy Virtual meetings (challenge for engagement) May not be aware of the various roles/responsibilities of the NPCA Relationship with MCFN and Métis Nation of Ontario is just starting and not yet well-established Limited relationship with Six Nations of the Grand River Interests may be related to specific park usage and Indigenous rights (i.e., hunting, fishing) Limited relationship with the local Friendship Centres Good relationship with Soaring Eagles School staff and students

Audience	Sub-groups / Details	Perceived Level of Interest	C&E Goal	Known or Perceived C & E Needs	Key Issues and/or Challenges
Municipal Partners	<ul style="list-style-type: none"> Niagara Region Watershed municipalities, including City of Hamilton and Haldimand County Municipal Environmental Advisory Committees 	High	Inform Feedback Involve	<ul style="list-style-type: none"> Clear, consistent two-way communication; Desire to be involved and views taken into account; Feedback required on programs and services as it relates to their partnerships and relationship with NPCA (e.g., MOUs) Need to maintain and enhance existing relationship with each group. Need to maintain or enhance existing and potential partnership with groups. Need to find out appropriate contact person and procedure for disseminating information appropriately Need to coordinate with other municipal/regional official plans to ensure clear and defined roles/responsibilities 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Reaching the right contact person(s), consideration for engagement through Board Members Virtual meetings (challenge for engagement) Level of engagement desired/required (i.e., how much do we engage?) If engagement not adequate, relationships may be impacted. If not engaged appropriately and strategic plan doesn't fulfill expected services, then there could be potential issues (e.g., related to contribution agreements, MOUs). Issues: potential overlap of services and/or policies
Agricultural Sector	<ul style="list-style-type: none"> Farmers' Association Niagara Agriculture Federation Tender Fruit Association Grape Growers' Association Ontario Fruit and Vegetable Growers' Association Ontario Soil and Crop Association Drainage Committees Niagara Beekeepers Association 	Medium	Inform Feedback Involve	<ul style="list-style-type: none"> Clear, consistent two-way communication; Desire to be involved and views taken into account; Feedback required on programs and services as it relates to the potential for building a relationship with NPCA 	<ul style="list-style-type: none"> Challenges <ul style="list-style-type: none"> Reaching the right contact person(s) Many groups so challenge may relate to appropriate type of engagements (e.g., small in-person meetings or large group town halls) Large geographic area to reach Virtual meetings (challenge for engagement) May not be aware of the various roles/responsibilities of the NPCA Issues: perceptions about the NPCA's regulatory role and potential impacts to land use or practices
Development Sector	<ul style="list-style-type: none"> Homebuilders' Association Niagara Landowner's Association Realtors' Association(s) 	Medium-High	Inform Feedback Involve	<ul style="list-style-type: none"> Clear, consistent, frequent two-way communication Desire to be involved and views taken into account; Need to find out appropriate contact person(s) for disseminating information appropriately Feedback required on programs and services as it relates to their relationship with NPCA (e.g., permitting and regulations) 	<ul style="list-style-type: none"> Challenges <ul style="list-style-type: none"> Reaching the right contact person(s) May not be aware of the various roles/responsibilities of the NPCA Understanding perceived expectations and balancing competing interests Issues: their perceptions about the NPCA's regulatory role and potential impacts to land use or practices
Environmental Sector (ENGOS)	<ul style="list-style-type: none"> Niagara Falls Nature Club Hamilton Naturalists Club Peninsula Field Naturalists Bert Miller Nature Club Fort Erie Conservation Club Port Colborne Conservation Club Glanbrook Conservation Club Friends of One Mile Creek Friends of Walker's Creek Bruce Trail Conservancy Land Care Niagara Niagara Restoration Council Trout Unlimited Niagara Chapter Ducks Unlimited Canada Carolinian Canada Save Thundering Waters Links for Greener Learning Niagara Land Trust 	High	Inform Feedback Involve	<ul style="list-style-type: none"> Clear, consistent, frequent two-way communication Strong desire to be involved and views taken into account Need to re-build trust, need to have transparent engagement Need to show how input will be incorporated into strategic planning process Feedback required on programs and services as it relates to the potential for building relationship with NPCA (e.g., MOUs) Need to maintain and enhance existing relationships and work to establish better relationships with certain groups. Need to find out appropriate contact person(s) for disseminating information appropriately Need to acknowledge that groups are made up of well-educated, technical experts in the environmental field; can be a great resource for information and input on related strategic directions 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Many groups so challenge may relate to appropriate type of engagements (e.g., small in-person meetings or large group town halls) Reaching the right contact person(s) Time constraints with so many groups to engage with Virtual meetings (challenge for engagement) Relationship with some groups are limited or poor May not be aware of the various roles/responsibilities of the NPCA Understanding and managing expectations, balancing competing interests Issues related to past engagements and interactions (which were perceived as disingenuous) Various levels of trust with the environmental community If not engaged appropriately and strategic plan doesn't fulfill expected services, then there could be potential issues (e.g., related to contribution agreements, MOUs). Interests may be related to only specific issues or responsibilities

Audience	Sub-groups / Details	Perceived Level of Interest	C&E Goal	Known or Perceived C & E Needs	Key Issues and/or Challenges
Planning Sector	<ul style="list-style-type: none"> Niagara Area planners (meeting of high-level planning staff at Region and municipalities) Hamilton planners (joint meeting?) Haldimand planners 	Medium-High	Inform Feedback Involve	<ul style="list-style-type: none"> Information needed on their desired level of engagement Need to find out appropriate contact person(s) for disseminating information appropriately for Niagara, Hamilton, and Haldimand area planners Need to maintain and enhance existing relationships and work to establish better relationships across watershed municipalities. 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Unsure about desired level of engagement Reaching the right contact person(s) Virtual meetings (challenge for engagement) Relationship with some groups need more work May not be aware of the various roles/responsibilities of the NPCA Interests may be related to only specific issues, responsibilities with respect to planning & permitting policies
Tourism/Business Sector	<ul style="list-style-type: none"> Chamber of Commerce/BIA's Venture Niagara Bonjour Niagara (French Tourism) Niagara Peninsula Aspiring Global Geopark Tourism Associations (local) Destination Ontario Empower Niagara Taskforce 	Low-Medium	Inform Feedback Involve	<ul style="list-style-type: none"> Information required on their desired level of engagement Need to find out appropriate contact person(s) for disseminating information appropriately 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> A lack of one Tourism Voice for Niagara/Segmented Agendas Virtual meetings (challenge for engagement) "Dated" tourism tactics vs the new recovery plan post-COVID Engagement with certain tourism groups may be challenging due to competing interests (e.g., related to funding) Interests may be related to specific programs and services or existing older (maybe no longer current) frameworks Tourism trends are in flux; NPCA role in sustainable tourism (through our CAs) is unclear.
Educational/Research Organizations	<ul style="list-style-type: none"> Brock University Niagara College McMaster University Watershed school boards (catholic, public, & private) in Niagara, Hamilton & Haldimand Heartland Forest Niagara Forest School Vineland Centre for Innovation 	Low-Medium	Inform Feedback Involve	<ul style="list-style-type: none"> Information needed on their desired level of engagement Need to find out appropriate contact person(s) for disseminating information appropriately Feedback required on programs and services as it relates to their potential or existing partnerships and relationship with NPCA 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Schools are dealing with other challenges that may take precedence over involvement in our strategic plan (i.e., related to the pandemic) Virtual meetings (challenge for engagement) Issues related to financial challenges with certain groups Interests may be related to specific programs and services
Conservation Area Users	<ul style="list-style-type: none"> Volunteers Passive users (hikers, families) Indigenous Community Members Anglers/hunters Campers (seasonal/transient) Educational program/camp users Lease holders (Treetop Trekking, etc.) Thanksgiving Festival Vendors Recent restoration project landowners Support Services Organizations (e.g., Bethesda) 	Medium to High	Inform Feedback Involve	<ul style="list-style-type: none"> Information needed on their desired level of engagement Information needs to be shared with users using passive methods (e.g., sign/posters at CAs, links to learn more, drive people to engagement portal) Need to know who wants to be involved (individuals) because this group cannot easily be reached as one audience Communication & engagement needs may increase depending on desired level of involvement Feedback required on programs and services as it relates to their specific usage. 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Mainly individuals rather than one group, unsure about desired level of engagement Reaching those that might be interested and directing them to the information Part of the strat plan processes will be in the winter when it's more challenging to reach passive users Thanksgiving festival is moving to a virtual platform this year...less opportunity to reach general public and vendors Camping winding down and will be done by October, less opportunity to reach these users Virtual meetings (challenge for engagement) Issues/interests related to specific park usage (ability to fish, hunt, swim, etc.), changes to access, paid entry, programs and services May not be aware of the various roles/responsibilities of the NPCA outside of their specific usage (hiking, leaseholder)
General Public	<ul style="list-style-type: none"> Members of the public who are not current or past users, or not aware of the NPCA/role/programs/services 	Low-Medium	Inform Feedback	<ul style="list-style-type: none"> Timely information dissemination about overall process/progress Information needs to be shared using passive methods (e.g., social media ad buys with targeted demographics to push links to learn more and drive people to engagement portal) Feedback required on programs and services as it relates to their interests, or future plans to be users (e.g., are there any barriers as to why they have little or no awareness of the NPCA etc.) 	<ul style="list-style-type: none"> Challenges: <ul style="list-style-type: none"> Reaching those that might be interested and directing them to the information Virtual meetings (challenge for engagement) May not be aware of the various roles/responsibilities of the NPCA May be demographics without computer/internet access

Audience	Sub-groups / Details	Perceived Level of Interest	C&E Goal	Known or Perceived C & E Needs	Key Issues and/or Challenges
Community Organizations (NGOs)	<ul style="list-style-type: none"> • Pathstone Mental Health • Pathstone Foundation • Niagara Health System • One Foundation • Rotary Club • Royal Canadian Legions • Local Scouts Canada • Local Girl Guides • Kids Out Fishing • Eco-Defenders • A Better Niagara • Niagara Folk Arts Multicultural Centre 	Low-Medium	Inform Feedback	<ul style="list-style-type: none"> • Information needed on their desired level of engagement • Need to find out appropriate contact person(s) for disseminating information appropriately • Feedback required on programs and services as it relates to the potential for building a relationship with NPCA 	<ul style="list-style-type: none"> • Challenges: <ul style="list-style-type: none"> ○ Many groups, unsure about desired level of engagement ○ Reaching the right contact person(s) ○ Virtual meetings (challenge for engagement) ○ Relationship with some groups may need more work ○ May not be aware of the various roles/responsibilities of the NPCA • Issues/interests related to specific park usage or nature of individual relationship with NPCA
Media contacts	<ul style="list-style-type: none"> • Local media outlets (radio, newspapers) • Farmers Monthly • Seniors Review 	Medium	Inform	<ul style="list-style-type: none"> • Need to continue to build professional relationships based on mutual business needs in order to gain earned media opportunities • Need to build awareness and trust with general public 	<ul style="list-style-type: none"> • Challenges: <ul style="list-style-type: none"> ○ Managing responses/comments both negative and positive on social media and engagement portal platforms ○ May not be aware of the various roles/responsibilities of the NPCA ○ Media may not pick up only on releases/advisories; may need different approaches and personal relationships ○ Audience digests news via social media outlets • Interests may be related to only specific issues or responsibilities