From: Conte, Lisa [mailto:lconte@npca.ca]
Sent: November 5, 2013 1:38 PM
To: PORT COLBORNE City Clerk; St. Catharines City Clerk; FORT ERIE-Town Clerk; Welland City Clerk; Niagara Falls City Clerk; Haldimand County Clerk; Grimsby Town Clerk; NOTL Town Clerk; Bain, Kevin; clerk@hamilton.ca; Pelham Town Clerk; Thorold City Clerk; Wainfleet Clerk; West Lincoln Town Clerk; Town Clerk; Pilon, Janet
Cc: Stack, Mary
Subject: DRAFT Strategic Plan

To all City Clerks;

NPCA requests the following notice and attachments be posted on your municipal website.
With much thanks.

Kindest Regards,
Lisa Conte
Administrative Assistant
Corporate Services

The NPCA is pleased to announce that the DRAFT Strategic Plan, an organizational strategy to guide the Conservation Authority’s future, is available for public review. For your convenience the files are attached. You are invited to attend one of the planned Public Open House sessions to provide comment. See the attached file for details of location and time. If you are unable to attend a session, please feel free to submit any comments you might have directly to Mr. Todd MacDonald of Performance Concepts. We welcome comments by December 6th, 2013. Todd’s email is performance.concepts@sympatico.com; if you wish to speak with him directly his number is 416-407-0695.

Your voice is important and we thank you for taking the time to participate and provide input into this important process.

Mary Stack
Niagara Peninsula Conservation Authority
250 Thorold Road W.; 3rd Floor
Welland, ON L3C 3W2
Phone: 905-788-3135 Ext. 242
Fax: 905-788-1121
Mobile: 289-213-2420
Email: mstack@npca.ca
The Niagara Peninsula Conservation Authority (NPCA) is inviting our watershed residents to attend a public session to review the DRAFT STRATEGIC PLAN, an organizational strategy to guide the Conservation Authority's future.

A key part of this process is to gain input from our public and community stakeholders. Your voice is important. We recognize that your time is valuable, but we hope that you will take the time to attend one of the sessions to provide your feedback. The DRAFT STRATEGIC PLAN may be viewed online on the Conservation Authority website at www.npca.ca

If you are unable to attend a meeting and wish to provide comments please send these to the consultant Todd MacDonald by Friday, December 6, to: performance.concepts@sympatico.com

Sessions will take place from 6:30 pm to 9:00 pm as follows:

<table>
<thead>
<tr>
<th>Tuesday, November 12, 2013</th>
<th>Wednesday, November 13, 2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>6:30 pm to 9:00 pm</td>
<td>6:30 pm to 9:00 pm</td>
</tr>
<tr>
<td>Four Points by Sheraton</td>
<td>Casablanca Winery Inn</td>
</tr>
<tr>
<td>Newman Room</td>
<td>Vintages Room</td>
</tr>
<tr>
<td>3530 Schmon Parkway</td>
<td>4 Windward Drive</td>
</tr>
<tr>
<td>Thorold, ON L2V 4Y6</td>
<td>Grimsby, ON L3M 4E8</td>
</tr>
</tbody>
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FOR FURTHER INFORMATION CONTACT:
Mr. Tony D'Amario P.Eng., CAO
Niagara Peninsula Conservation Authority
250 Thorold Road West; 3rd Floor
Welland, ON L3C 3W2
Phone: 905-788-3135 Ext. 251
EMAIL: tdamario@npca.ca
SUSTAINABILITY. ACCOUNTABILITY. CHANGE.

NIAGARA PENINSULA
CONSERVATION AUTHORITY

2014 - 2017
FOUR YEAR STRATEGIC PLAN
STRATEGIC PLAN
2014-2017
TABLE OF CONTENTS

NPCA'S STRATEGIC CHALLENGE .................................................... 3
DRAFT OF VISION, MISSION & VALUE STATEMENTS ..................... 4
THE NPCA STRATEGIC PLAN PROCESS ....................................... 5
WHO WE ARE ................................................................................ 6
WATERSHED AREA OF JURISDICTION ............................................ 7
ENVIRONMENTAL SCAN ................................................................ 8-9
DRIVING STRATEGIC CHANGE ..................................................... 10-11
STRATEGIC CHANGE CONSULTATION ......................................... 12
EFFECTIVE NPCA MODEL............................................................ 13
TO SET POLICIES & PRIORITIES .................................................. 13
STREAMLINED EFFICIENT DELIVERY OF DEVELPMENT APPROVALS PROCESS .................................................. 14-15
IMPROVED CAPACITY FOR MANAGING ASSETS & LAND PROGRAM ..................................................................... 16
TRANSPARENT GOVERNANCE & ENHANCED ACCOUNTABILITY ................................................................. 17
EFFECTIVE COMMUNICATION WITH STAKEHOLDERS & PUBLIC ............................................................... 18-19

"The objects of an authority are to establish and undertake, in the area over which it has jurisdiction, a program designed to further the conservation, development and management of natural resources other than gas, oil, coal and minerals."
R.S.O. 1990, c.C.27 s.20
NPCA'S STRATEGIC CHALLENGE

This document will lay out the Niagara Peninsula Conservation Authority (NPCA) Strategic Direction for the next 4 years. NPCA is committed to organizational transformation. Transformation will be externally focused – involving stakeholders from the development, agriculture and environmental communities, as well as government partners at all levels. Transformation will also be internally focused – generated by the Board, Management, and front line staff.

NPCA's transformation will deliver a pragmatic customer-friendly "feel" in resolving complex regulatory issues, a re-focused conservation/sustainable growth mandate, and an ambitious change agenda moving forward. Concrete change actions will be executed with excellence, accountability and measurable results. The plan will promote a corporate culture that positively benefits the organization and the public at large including all stakeholders.

"The world as we have created it, is a process of our thinking. It cannot be changed without changing our thinking."  
EINSTEIN
DRAFT OF 
MISSION, VISION & 
VALUE STATEMENTS

"The objects of an authority are to establish and undertake, in the area over which it has jurisdiction, a program designed to further the conservation, development and management of natural resources other than gas, oil, coal and minerals."
R.S.O. 1990, c.C.27 s.20

MISSION
To manage our watershed's natural resources by balancing community, economic and environmental needs.

VISION
Balancing conservation and sustainable development for future generations by engaging stakeholder and community collaboration.

VALUES
To the stakeholders and communities affected by our actions, we value:
1. A sustainable balance between environmental conservation, economic growth and agricultural prosperity.
2. Clear and respectful communication.
3. Decisions that reflect integrity, fairness and sensitivity to all impacted by our actions.
4. An organization that delivers services to our clients with creativity and innovation.
5. Quality services with transparency and accountability.
6. Pragmatic solution oriented approaches to decision making.
7. A respectful work environment and professional development.

"We do not inherit the earth from our ancestors, we borrow it from our children."
NATIVE AMERICAN PROVERB
THE NPCA STRATEGIC PLAN PROCESS

THE CHANGE PROCESS HAS INVOLVED EXTENSIVE CONSULTATION WITH STAKEHOLDERS, GOVERNMENT PARTNERS & THE PUBLIC.

- Public meetings re: NPCA mandate, performance & need for positive change
- "Sleeves Rolled Up" stakeholder working sessions to identify problems & recommend solutions
- Candid stakeholder & government partner interviews
- Five empowered stakeholder "change management" working groups led by NPCA Board members

THE CHANGE PROCESS HAS ALSO INVOLVED RIGOROUS INTERNAL EXAMINATION OF NPCA'S ORGANIZATIONAL CULTURE, WORK PROCESSES AND ACCOUNTABILITY TOOLS.

- Board & Staff Interviews re. challenges & opportunities
- Third party objective assessment of organization performance issues
- Town Hall style front line staff sessions re: strengths & weaknesses

NPCA's Historical Mandate
Creation of the NPCA
NPCA Jurisdiction

Identified Challenges Existing at the NPCA

Strategic Change Consultation
Stakeholder Meetings
Public Consultation
Strategic Plan Sub-Committees

Transparent Governance & Enhanced Accountability
Effective Internal / External Communication
Model to set Policies & Priorities
Streamlined Delivery of Development Process Approvals
Asset Management & Land Programs
WHO WE ARE

OUR STRATEGIC PLAN RECOGNIZES THE CONSERVATION IDEALS THAT THE NPCA WAS FOUNDED ON IN 1959.

The Niagara Peninsula Conservation Authority (NPCA) was established on April 30, 1959 under the Conservation Authorities Act, and serves approximately half a million people in an area known as the Niagara Peninsula Watershed. This area of jurisdiction encompasses the whole of Niagara Region, 21% of the City of Hamilton and 25% of Haldimand County. At its inception, the driving force behind the Conservation Authority movement was its grassroots land stewardship and water protection programs. Today, this vital commitment continues as we strive to manage the impact of human activities, urban growth and rural activities on the watershed.

With its unique resources, the Niagara Peninsula is one of the most complex watersheds in the Province. It includes lands drained by the Niagara River, Twenty Mile Creek, the Welland River, the Welland Canal, Lake Erie and Lake Ontario. Nestled between two Great Lakes and transversed by the Niagara Escarpment, the Niagara Peninsula has truly unique climatic and biotic zones that are unlike anywhere else in North America. Programs focus on watershed management activities that help keep people and their property safe from events such as flooding and erosion.

The legislative mandate of the Conservation Authority, as set out in Section 20 of The Conservation Authorities Act, is to establish and undertake programs designed to further the conservation, restoration, development and management of natural resources. The NPCA fulfills this mandate by advocating and implementing programs that:

- Improve the quality of lands and waters within its jurisdiction
- Contribute to public safety from flooding and erosion
- Provide for the acquisition of conservation and hazard lands
- Enhance the quality of life in its watershed by using its lands for regional recreation, heritage preservation and conservation education

With our history in mind, this document demonstrates our plan to identify current and ongoing challenges. It will demonstrate how we will strive for continuous improvement at all levels of our organization and deliver services that reflect our mandate and benefit the public, affected landowners, government and the development sector.
The Niagara Peninsula Conservation Authority serves approximately 500,000 people and covers an area of 2424 square kilometers, encompassing:

- The entire Niagara Region
- 21% of the City of Hamilton
- 25% of Haldimand County

"You must know where you came from yesterday, know where you are today, to know where you're going tomorrow."

CREE SAYING
ENVIRONMENTAL SCAN: 
THE NEED FOR STRATEGIC PLANNING

The Board of the Niagara Peninsula Conservation Authority committed to engaging in a change process that would identify challenges and create solutions to better service the watershed community.

NPCA CHALLENGES CLEARLY IDENTIFIED

1. NEED TO TRANSFORM NPCA ORGANIZATIONAL CULTURE:
   Through the strategic plan process the NPCA recognized the need to transform NPCA culture to embrace public and stakeholder collaboration and communication.

2. NEED FOR GREATER ACCOUNTABILITY:
   Through the strategic plan process the NPCA recognized the need for greater accountability regarding NPCA Governance and Management.

3. NEED FOR SUSTAINABLE INFRASTRUCTURE MANAGEMENT:
   Through the strategic plan process the NPCA recognized the need for sustainable management of NPCA land and fixed assets.

4. NEED TO IMPROVE PERFORMANCE IN DEVELOPMENT APPROVALS PROCESS:
   Through the strategic plan process the NPCA recognized the need to improve NPCA performance in the development approvals process.

5. NEED EFFECTIVE POLICIES AND PRIORITIES FRAMEWORK:
   Through the strategic plan process the NPCA recognized the need to have an effective framework to refine NPCA Policies and Priorities.

"A powerful idea communicates some of its strength to him who challenges it."
MARCEL PROUST
"When we strive to become better than we are, everything around us becomes better too."

PAULO COELAO, 1988
DRIVING STRATEGIC CHANGE; THE STRATEGIC PLANNING WORKING GROUPS' MANDATE

EFFECTIVE NPCA MODEL TO SET POLICY & PRIORITIES
This group was tasked with the mandate to develop a detailed Board policy review exercise to ensure policy frameworks reflect current perspectives and needs on conservation/economic development.

NPCA ASSETS AND ASSET MANAGEMENT
This group's mandate was to review NPCA land acquisition policies and strategies in order to balance life-cycle responsibilities with the capital budget process. They recommended a best practices review of land program delivery model and processes for implementation.

IMPROVING DEVELOPMENT PROCESS PERFORMANCE
This group's mandate was to conduct 3rd party evidence based business process re-engineering review of the NPCA development and permit approvals process. They also conducted an organizational structure review in order to assess resource adequacy and service delivery.

EFFECTIVE COMMUNICATION WITH STAKEHOLDERS AND PUBLIC
This group's mandate was to engage major stakeholders from throughout the community in order to address customer and community concerns. They investigated the applicability of incorporating online social media to improve NPCA profile.

GOVERNANCE AND ACCOUNTABILITY WORKING GROUP
This group's mandate was to set criteria for measuring the success of business operations, including an accountability dashboard and report card. They recommended the budget process be redesigned to achieve successful results-based performance; and implement programs to help encourage and preserve public use of lands in order to increase revenues used to maintain park facility assets.

"You must be the change you wish to see in the world."
MAHATMA GANDHI
"Never believe that a few caring people can’t change the world. For, indeed, that’s all who ever have.”

MARGARET MEAD
STRATEGIC CHANGE CONSULTATION

CONSULTATION PROCESS

1. PUBLIC & STAKEHOLDER CONSULTATION TOOL KIT
   - At the onset of the process a number of public consultation sessions were held. These consultation opportunities with the development industry, the agricultural sector, dedicated environmentalists, and especially the general public generated blunt and powerful feedback. Valuable insights were gained about NPCA strengths, weaknesses and the necessary “change” pathway going forward. It is understood that carefully considered change is necessary.

2. RIGOROUS INTERNAL DIALOGUE AND PERFORMANCE ASSESSMENT
   - The NPCA has turned inwards and taken a hard look at its operations, policy framework and future priorities in an effort to meet customer needs and deliver balanced regulatory services that recognize conservation and economic progress can co-exist.

3. STAKEHOLDER ‘CHANGE’ WORKING GROUPS LED BY BOARD MEMBERS WERE ESTABLISHED TO GENERATE PRAGMATIC, MULTI-YEAR CHANGE ACTION PLANS.
   - With this in mind, working groups consisting of a balanced cross-section of watershed stakeholders, technical experts and the general public were formed to address five performance improvement themes identified in Chart 2. Board Members from the NPCA Strategic Committee chaired these five Working Groups. These Working Groups generated meaningful discussions and recommended the necessary changes needed to create significant performance improvement opportunities for the NPCA. The result is a refocused, re-energized “new” NPCA that is aligned with the conservation and economic priorities of the public, key stakeholders, and the Board.

...greatness is an evolutionary process that changes and evolves era to era.
MICHAEL JORDAN
EFFECTIVE NPCA MODEL TO SET POLICIES & PRIORITIES

PHASE 1:
- Board to establish/endorse draft Mission & Vision Statements (Implementation: Q3-Q4 2013)

PHASE 2:
- Board must confirm NPCA's Line of Business / Program Priorities
- High Level Screening Tool developed/tested by Policy Working Group to be used for this purpose. (Implementation: Q4 2013)

PHASE 3:
- Board to confirm priority list of policies for Review
- NPCA Development Approvals Policies will kick-off Review process. Priority policies will be vetted using decision making tool developed by Policy group. (Implementation: Q4 2013 & ongoing)

“If you don’t like something, change it. If you can’t change it, change your attitude.”
MAYA ANGELOU
STREAMLINED, EFFICIENT DELIVERY OF DEVELOPMENT APPROVALS PROCESS

PHASE 1:
- Board to consider & adopt the 2 development review and permit approval process business rules/flow charts, including the recommended processing time lines, produced by Development Approvals Working Group. (Implementation Q4 2013)
- Board to consider & adopt the dispute resolution process/tool developed by Development Approvals Working Group. (Implementation Q1 2014)

PHASE 2:
- Most development review and permit approval work needs to be done with in-house staff to improve management control and continuity – confirm in 2014 budget. (Implementation: Q1 2014)
- Staff capacity comprised of appropriately experienced personnel needs to be provided via additional resources or realignment of existing resources – confirm in 2014 budget. (Implementation: Q1 2014)
- NPCA should adopt use of the RMON I-DART system for in-house & public monitoring development applications. (Implementation: Q2 2014)

PHASE 3:
- NPCA policy document should clearly distinguish: broader planning guidance vs. Regulatory/Permit requirements. (Implementation: Q4 2014)
- A Development Liaison Group endorsed by the Board will provide specific detailed recommendations beyond the conclusion of this process. (Implementation: Q2 2014)

PHASE 4:
- Education via workshops and public meetings to communicate NPCA planning and permitting policy and objectives. (Implementation: Q3 2014)
- Advise stakeholders about the roles of NPCA permitting procedures. (Implementation Q3 2014)

PHASE 5:
- Design/implement key performance indicators and report them to the NPCA, key stakeholders and the public. (Implementation Q 4 2014)

"To improve is to change; to be perfect is to change often".
WINSTON CHURCHILL
**PHASE 1**
- Board to consider and adopt 2 development approval flow charts and dispute resolution tool
  - Implementation: Q2 2014

**PHASE 2**
- Development review to be done in house. Experienced staff must be provided via additional resources or realignment of current resources. Adopt use of i-DART system for in house and public monitoring
  - Implementation: Q2 2014

**PHASE 3**
- NPCA policy document should clearly distinguish broader planning guidance vs. regulatory / permit requirements
  - Implementation: Q4 2014

**PHASE 4**
- Education via workshops and public meetings to communicate NPCA planning and permitting policy objectives
  - Implementation: Q3 2014

**PHASE 5**
- Design/implement key performance indicators and report them to the NPCA stakeholders and the public
  - Implementation: Q4 2014

"If there is no struggle, there is no progress."
FREDERICK DOUGLASS
IMPROVED CAPACITY FOR MANAGING ASSETS & LAND PROGRAM

PHASE 1:
- Secure Board approval for recommended new land acquisition criteria. (Implementation: Q3, 2013)

PHASE 2:
- Conduct review of current NPCA land holdings to determine properties that meet/fail to meet new acquisition criteria.
- Properties outside criteria should be flagged for long term management solutions – including disposal. (Implementation: Q1, 2014)

PHASE 3:
- Develop GIS mapping of candidate properties for acquisition/disposal. Appendix for land acquisition strategy & guide for establishing priority sites. (Implementation Q1-2, 2014)

PHASE 4:
- Execute comprehensive condition rating on complete inventory of NPCA assets.
- Establish required reserve contributions based on overall asset replacement plan. (Implementation: Q1, 2014)

PHASE 5:
- Asset management plan based on "first to worst" rankings. Focus on top 5 priorities. Integrate with capital budget. (Implementation: Q2, 2014)

"One must adjust to changing times and still hold to unchanging principles.”
JIMMY CARTER
TRANSPARENT
GOVERNANCE & ENHANCED
ACCOUNTABILITY

PHASE 1:
- Review established governance processes and develop improved public transparency - provide easily accessible information about board appointment process
- Provide board profile page on website to include photograph, conservation training/employment or relevant education, personal interests in conservation
- Implement board member event participation tracking tool for annual reporting.
  (Implementation Q4, 2013)

PHASE 2:
- Expand public participation to support NPCA Governance via establishment of stakeholder liaison groups (development, agriculture, environment, industry, volunteer/user sectors).
- Improve NPCA profile and accountability to municipal governments by providing ongoing quarterly briefings to watershed member municipalities and local councils on activities and key issues being addressed by NPCA.
  (Implementation Q1-2, 2014)

PHASE 3:
- Design and implement Business Planning Based on Core Lines of Business and Key Performance Indicators and vet through Board and newly created community Liaison Groups.
- Create long range Business Plan and redesign NPCA operating and capital budget process and accounting structures to reflect real programming and staffing deployment. Link budgets to Key Performance Indicators.
- PSAB compliant capital project reporting by end of 2015

PHASE 4:
- Implement Code of Conduct to satisfy legislative requirements.
- Develop and implement a Workplace satisfaction survey and publish annual results.
- Develop and Employee Recognition Program and review annually.
- Develop and implement a performance review process for CAO and Directors to include personal growth development.
  (Implementation Q2, 2014 – Q4, 2015)
EFFECTIVE COMMUNICATION WITH STAKEHOLDERS & PUBLIC

PHASE 1:
- Establish a corporate culture of effective two-way communication; encourage employee participation in contributing towards the Board’s aims and objectives. (Implementation Q1, 2014)
- Develop corporate conceptual marketing and communications materials and budget for all NPCA’s programs and initiatives to ensure consistency of messaging priorities. (Implementation: Q2, 2014)
- Create NPCA identity standards manual and provide training to ensure corporate protocol is followed including, style and readability of communications materials. (Implementation: Q3, 2014)

PHASE 2:
- Budget to provide appropriate level of staffing in communications division. (Execute when final budget is approved)
- When needs exceed capacity, budget for appropriate purchase of services. (Begin Q1 execute by Q4, 2014)

PHASE 3:
- Use social media opportunities to strengthen connections and encourage information sharing – use opportunities and look for ways to get more for less. Set clear, realistic and measurable goals. (Implementation Q1, 2014)
- Identify potential new partners, funders and allies. Encourage commitment and involvement. (Begin Q1, 2014 execute continually)
- Develop clear and concise communications strategy and timeline outlining the Board’s objectives as to the roles and services performed by NPCA. (Begin Q1 implement by Q3, 2014)
- Develop staff training opportunities for external communication and media protocols. (Begin Q1 implement Q3, 2014)

"Coming together is a beginning; keeping together is progress; working together is success."
HENRY FORD
"We cannot always build the future for our youth, but we can build our youth for the future."

FRANKLIN DELANO ROOSEVELT