



BOARD OF DIRECTORS MEETING FND – BOD-01-21
Thursday February 11, 2021
10:00 a.m. to 12:00
Video Meeting

**In accordance with Ontario Regulation 107/20 made under
*The Emergency Management and Civil Protection Act***

A G E N D A

The Niagara Peninsula Watershed is located on the traditional territory of indigenous peoples dating back countless of generations. We want to show our respect for their contributions and recognize their role in treaty-making in what is now Ontario.

ROLL CALL

Board of Directors:

Tom Insinna, Chair
Robert Foster, Vice Chair
Mickey DiFruscio, Board Member
Mary Sergenese, Board Member
Chandra Sharma, Board Member
Gayle Wood, Managing Director/Secretary-Treasurer

NPCA/NPCF Staff

Lise Gagnon, NPCA Director, Corporate Services, NPCF Assistant Treasurer
Andrea Crosby-DiCenso, NPCA Executive Coordinator

1.ADOPTION OF AGENDA

- 1.1 **Addition of Items**
- 1.2 **Change in Order of Items**
- 1.3 **Motion to approve Agenda**

Recommended:

That the Agenda for the NPCF Board of Directors' Meeting held February 11, 2021 be approved as printed.

2. DECLARATION OF CONFLICT OF INTEREST

3. APPROVAL OF FOUNDATION MINUTES

3.1 Minutes of the NPCF Board of Directors Meeting dated December 10, 2020
(attached) Pg.1

3.2 Closed Session Minutes of the Board of Directors Meeting dated December 10, 2020 (to be discussed in closed session) Pg. 37

Recommended:

That the minutes of the NPCF Board of Directors meeting held December 10, 2020 be approved as printed.

4. COMMENTS FROM THE CHAIR

Foundation Chair Insinna will provide comments to the Board of Directors.

5. CORRESPONDENCE

5.1 Letter from Ms. Elizabeth Turner, November 8, 2020 (attached)

Recommended:

That the correspondence listed in the February 11, 2021 meeting agenda of the NPCF be received for information. Pg. 9

6. DEPUTATIONS AND PRESENTATIONS

There are no deputations or presentations scheduled for this meeting.

7. ITEMS FOR APPROVAL

7.1 Review – Greater Toronto Authority Conservation Foundations

At the December 10, 2021 meeting, the Board requested a review of other GTA Conservation Foundations. This review is attached to the agenda as Report No. FND-BOD-01-2021.

Recommended:

That Report FND-BOD-01-2021 on the *Review of Greater Toronto Area Conservation Foundations* dated February 11, 2021 be received; and

Further that the Board of Directors approve the recommendations in Report No. FND-BOD-01-2021.

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7.2 Education Bursary – Terms of Reference

Further to the report discussed at the December 10, 2020 meeting regarding Foundation education program support, attached is Report No. FND-BOD-02-2021 regarding Terms of Reference for the Education Bursary.

Recommended:

That Report No. FND-BOD-02-2021 on the Education Bursary Terms of Reference be approved; and

Further that the Chair, Board Member Sergenese, the NPCF Executive Coordinator and the Manager, Conservation Area Services form the Education Bursary Committee.

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8. BUSINESS FOR INFORMATION

8.1 Executive Coordinator's 2021 Workplan

Attached is the Executive Coordinator's 2021 Workplan, based on the budget and fundraising strategy approved by the Board in 2020.

Recommended:

That the Board of Directors receive the Executive Coordinator's 2021 Workplan.

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8.2 Executive Coordinator's Report

The Executive Coordinator's 2020 review and update on activities is attached to the agenda as Report No. FND-BOD-03-2021.

Recommended:

That the Executive Coordinator's Report FND-02-2021 on activities and upcoming events dated February 11, 2021 be received for information.

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9. NEW BUSINESS

9.1 April 8, 2021 Board of Directors Meeting

The April 8, 2021 meeting will be an Annual Meeting followed by a Board of Directors' Meeting. Prior to the Board Meeting. Members will be requested to provide a list of potential names for Board recruitment as well as a list of potential corporate sponsors prior to the April meeting. The Executive Coordinator will prepare an amalgamated list for discussion at the next meeting.

10. CLOSED SESSION

Recommended:

That the NPCF Board move into Closed Session for the purpose of:

10.1 Consideration of the Closed Session minutes from December 10, 2020.

Recommended:

That the Board of Directors reconvene in Open Session and report progress.

Recommended:

That the minutes of the NPCF Closed Session Meeting held December 10, 2020 be approved as printed.

11. ADJOURNMENT

Recommended:

**That the February 11, 2020 NPCF Board of Directors' Meeting be adjourned at ____;
and**

Further that the Board reconvene at 10:00 a.m. on April 8, 2021 for the Annual Meeting, followed by a Board of Directors' Meeting, or at the call of the Chair.



**BOARD OF DIRECTORS MEETING
FND-BOD-08-20
Thursday December 10, 2020
9:00 a.m. to 12:00 p.m.
Video Meeting**

**In accordance with Ontario Regulation 107/20
made under
*The Emergency Management and Civil Protection Act***

MINUTES

Chair Insinna called the December 10th meeting of the Niagara Peninsula Conservation Foundation to order at 9:04 a.m. with an indigenous acknowledgement.

The Niagara Peninsula Watershed is located on the traditional territory of indigenous peoples dating back countless of generations. We want to show our respect for their contributions and recognize their role in treaty-making in what is now Ontario.

ROLL CALL

The Chair welcomed the Board and staff to the meeting and conducted a roll call. He advised that Member DiFruscio was having technical issues and would join the meeting shortly. Members and staff at the meeting were:

Board of Directors:

Mickey DiFruscio
Robert Foster
Mary Sergene se
Chandra Sharma
Gayle Wood

NPCA/NPCF Staff

Lise Gagnon, NPCA Director, Corporate Services, NPCF Assistant Treasurer
Andrea Crosby-DiCenso, NPCA Executive Coordinator

1. ADOPTION OF AGENDA

The Chair indicated that there was a request to discuss the Budget in Closed Session as it contains human resource matters. Further there was a request to add an update regarding the *Ball's Falls Holiday Trail* to New Business.

Moved by: Member Sergenese
Seconded by: Member Foster
Resolution No. FND-BOD-72-20

That the Agenda for the NPCF Board of Directors' Meeting held December 10, 2020 be approved, as amended to include an update on *The Ball's Falls Holiday Trail* under New Business as well as a Closed Session discussion regarding the Budget, which will be moved ahead of Item 7.1 on the agenda.

CARRIED

2. DECLARATION OF CONFLICTS OF INTEREST

There were no declarations of conflicts at this meeting.

3. APPROVAL OF FOUNDATION MINUTES

The Chair advised that the Closed Session Minutes of the October 8, 2020 meeting would be discussed in Closed Session at the December 10th meeting.

- 3.1 Minutes of the NPCF Board of Directors Meeting dated October 8, 2020
- 3.2 Minutes of the Special Board of Directors Meeting dated November 13, 2020

Moved by: Member Wood
Seconded by: Member Sharma
Resolution No. FND-BOD-73-20

That the minutes of the NPCF Board of Directors' meeting held October 8, 2020 be approved as printed.

CARRIED

Moved by: Member Foster
Seconded by: Member Sergenese
Resolution No. FND-BOD-74-20

That the minutes of the NPCF Special Board of Directors' meeting held November 13, 2020 be approved as printed.

CARRIED

4. UPDATE FROM THE CHAIR

Chair Insinna reflected on 2020 and the Foundation's accomplishments during the past year. He indicated that if we continue to work together, the Foundation will be successful as we move forward. He wished everyone a happy holiday season with their families and thanked the Board and staff for their hard work over the past year.

5. CORRESPONDENCE

51. Letter from Auditor – Roots Bissonette Walker LLP, Chartered Professional Accountants regarding 2019 Corporate Filing

5.2 Niagara Filed Naturalists

Moved by: Member Foster

Seconded by: Members Sharma

Resolution No. FND-BOD-75-20

That the correspondence listed in the December 10, 2020 meeting agenda of the NPCF be received for information.

CARRIED

6. DEPUTATIONS AND PRESENTATIONS

There were no deputations or presentations scheduled for this meeting.

7. ITEMS FOR APPROVAL

7.1 Draft 2021 NPCF Budget

Prior to discussion of Item 7.1, the Chair excused himself from the meeting and turned the chair over to Vice Chair Foster. Member DiFruscio joined the meeting during Closed Session.

Moved by: Member Wood

Seconded by: Member Sergenese

Resolution No. FND-BOD-76-20

That the Board move into Closed Session at 9:40 a.m. to discuss the 2021 Draft NPCF Budget given that it contains human resource information.

CARRIED

**Moved by: Member DiFruscio
Seconded by: Member Sergenese
Resolution No. FND-BOD-77-20**

That the Board rise from Closed Session at 10:55 a.m. and report progress.

CARRIED

**Moved by: Member Wood
Seconded by: Member Sergenese
Resolution No. FND-BOD-78-20**

That the NPCF Board approve the extension of the Executive Coordinator's contract for the period of January 1, 2021 to December 31, 2021 on a five day per week basis.

CARRIED

**Moved by: Member Sergenese
Seconded by: Member DiFruscio
Resolution No. FND-BOD-79-20**

That the Managing Director/Secretary-Treasurer prepare a report for the February 11, 2021 Meeting regarding the operation of other GTA Foundations.

CARRIED

**Moved by: Member Sergenese
Seconded by: Member DiFruscio
Resolution No. FND-BOD-80-20**

That the 2021 NPCF Budget, dated December 10, 2020 be approved with the removal of Authority funding in the amount of \$18,414.

CARRIED

7.2 Board Recruitment Process

Moved by: Member Wood

Seconded by: Member Sharma

Resolution No. FND-BOD-81-20

That the Board of Directors approve the Board Recruitment Process document dated December 10, 2020; and

Further that the document be placed on the NPCF website; and

Further that the Board Profile Assessment Report be forwarded to a 2021 Board Meeting for consideration when recruiting new Board Members.

CARRIED

7.3 NPCF Fundraising Strategy - 2021

Moved by: Member Wood

Seconded by: Member Sharma

Resolution No. FND-BOD-82-20

That the Board of Directors approve the NPCF 2021 Fundraising Strategy dated December 10, 2020, with the inclusion of a Bench Brewery and Wineries fundraising initiative.

CARRIED

7.4 Customer Relations Management and Grant Search Software

The Executive Coordinator reviewed options for fundraising and donor management software as outlined in her report.

Moved by: Member Wood

Seconded by: Member Sergenese

Resolution No. BOD-FND-83-20

That the Executive Coordinator's report on donor management software and a grant search database be received and the recommendations contained therein approved.

CARRIED

7.5 NPCF Education Program Funding Report

The Chair returned to the meeting at 11:25 a.m. and requested Member Wood to review the Education Program Report.

Moved by: Member Sergenese
Seconded by: Member Sharma
Resolution No. FND-BOD-84-20

That the NPCF Education Program Funding Report be received and the recommendations contained therein approved.

CARRIED

8. BUSINESS FOR INFORMATION

8.1 Statement of Operations and Fund Balances – Q3

The NPCA Director, Corporate Services/NPCF Assistant Treasurer reviewed the Foundation's Q3 Report on Finances.

Moved by: Member Wood
Seconded by: Member Sergenese
Resolution No. FND-BOD-85-20

That the Board of Directors receive the Foundation's third quarter Financial Report.

CARRIED

8.2 Executive Coordinator's Report

The Executive Coordinator provided a verbal update to the Board of Directors on her activities since the last meeting.

Moved by: Member Foster
Seconded by: Member Sergenese
Resolution No. FND-BOD-86-20

That the Executive Coordinator's verbal report dated December 10, 2020 be received for information.

CARRIED

8.3 2021 Meeting Schedule

The following schedule of meetings was proposed for 2021, generally from 10:00 a.m. to 12:00 noon:

February 11, 2021 – Board of Directors' Meeting
April 8, 2021 – Annual Meeting followed by a Board of Directors
June 10, 2021 – Board of Directors
August 12, 2020 – Board of Directors
October 14, 2021 – Board of Directors
December 9, 2021 – Holiday Celebration and Board of Directors

Moved by: Member DiFruscio
Seconded by Member Foster
Resolution No. FND-BOD-87-20

That the Meeting Schedule for 2021 be received, acknowledging that additional meetings can be called by the Chair.

CARRIED

9. NEW BUSINESS

Member Wood indicated that the Executive Coordinator's update under Item 8.2 resulted in no further discussion required under New Business regarding the ***Holiday Trail***.

Member DiFruscio recommended that the Directors' Donation Challenge become an Annual Fundraising Event.

Member DiFruscio also reiterated the importance of requesting the Region to develop the landfill site into a Pollinator Garden and that he would donate \$200. toward this initiative. Chair Insinna reiterated that he would discuss this with the Region.

10. CLOSED SESSION

The Closed Session agenda had been moved to Item 7.1.

Moved by: Member Foster
Seconded by: Member Sharma
Resolution No. FND-BOD-88-20

That the minutes of the NPCF Closed Session Meeting held October 8, 2020 be approved as printed.

CARRIED

11. ADJOURNMENT

**Moved by: Member DiFruscio
Resolution No. FND-BOD-89-20**

That the December 10, 2020 NPCF Board of Directors' Meeting be adjourned at 11:57 a.m. to be reconvened on February 11, 2021 at 10:00 a.m. or at the Call of the Chair.

Tom Insinna, Chair

D. Gayle Wood, Managing Director/
Secretary-Treasurer



NOV19 '20 AM11:00

Rt. Hon. John N. Turner P.C., C.C., Q.C. (1929-2020)

November 8, 2020

Ms. Genevieve-Renee Bisson
Manager, Communications & Public Relations
Niagara Peninsula Conservation Authority
250 Thorold Road West, 3rd Floor
Welland Ontario
L3C 3W2

Dear Ms. Bisson,

As I reflect on my father's death, I am touched by the extraordinary outpouring of affection for John Turner from so many people across Canada.

Despite these strange times, we are grateful to have been able to celebrate John Turner's life, even if it was a scaled down version of a state funeral. Due to the government's restrictions, we were not able to invite all of whom we would like to have included. I think that JNT would have been pleased with the event nonetheless!

I know that your organization held special meaning for my father and he was proud to support the efforts of the NPCA. He enjoyed working with you on the John Turner Water Leadership Award Gala and appreciated being honoured as part of a scholarship program to assist university students seeking to study water conservation. John Turner was passionate about Canada's waterways and their preservation.

On behalf of the Turner family, thank you so very much for your expression of condolence. Please keep doing the great work that you do at the NPCA!

Sincerely,

Elizabeth Turner

TO: Foundation Chair and Board of Directors

FROM: D. Gayle Wood, Managing Director/
Secretary-Treasurer

REPORT NO. FND-BOD-01-2021

DATE: February 11, 2021

SUBJECT: Review - Greater Toronto Area (GTA) Conservation Foundations

RECOMMENDATION: That Report No. FND-BOD-01-2021 entitled Review – Greater Toronto Area Conservation Foundations dated February 11, 2021 be received; and

Further that the Board of Directors approve the recommendations outlined in Report No. FND-BOD-01-2021.

Purpose of the Report:

The purpose of this Report is to provide the Board of Directors with an overview of selected GTA Conservation Foundations in order to:

- provide the Board with recommendations on enhancements to the NPCF; and
- enable the Board to discuss actions for further alignment with the Niagara Peninsula Conservation Authority (NPCA) to enhance effectiveness and efficiency of the NPCF.

1. Background:

At the December 10, 2020 meeting of the Foundation’s Board of Directors, Resolution No. FND-BOD-79-20 was approved as follows:

“That the Managing Director/Secretary-Treasurer prepare a report for the February 11, 2021 meeting regarding the operations of other GTA Foundations.”

2. History of NPCF Staffing:

The Niagara Peninsula Conservation Foundation was created at the request for the Niagara



Peninsula Conservation Authority in 1969 under *The Corporations Act*. The objects outlined in its Letter's Patent are to aid the Authority in the cultivation and advancement of conservation by serving as a permanent custodian of the endowment funds for the NPCA.

From 1969 to around 2017, Foundation staff were integrated into the operations of the NPCA. During this time, the Foundation also relied on Authority staff for financial, administration, communications, and project support. The Foundation's Executive Director's (ED) salary was covered, in full, by the Authority and the ED reported to the Authority CAO, operationally, and to the Chair and Board of Directors of the Foundation regarding policies, budget, audit, etc.

Around September 2017, funding support for the ED's salary was withdrawn and the NPCF was required to raise salary dollars for their [now] Executive Coordinator. This scenario was ultimately unsuccessful, which led to the departure of the Coordinator in March 2019. From then until August 2020, Foundation operations were managed by the volunteer Board Members. In August of 2020, the Foundation was successful in re-hiring the Executive Coordinator on a part time basis (2 days per week). During this time, the Foundation was effective with programs such as The Holiday Trail and the Directors' Donation Challenge; however, the Board realized to reach a higher potential a full-time staff member was required.

As a result of the 2021 budget discussions, the EC was hired on a full-time basis (5 days per week); however, the Board was again faced with a lack of funding to cover the salary costs. Having to raise the EC's salary requires the NPCF to obtain donations of around \$50,000 before the Foundation can consider disbursement of funds to the Authority. While rebuilding the Foundation, this target is not attainable.

3. Review of Selected GTA Conservation Foundations:

At the December 2020 Board of Director's meeting, approval was provided for a review of other GTA based Conservation Foundations and their relationship to their Conservation Authorities to determine how their successes are achieved.

The following Foundations were selected given similarities in geographic location (within the GTA), Authority operational budgets (except TRCF) and staff compensation rates.

- a) **Credit Valley Conservation Foundation (Mississauga)**
- b) **Lake Simcoe Conservation Foundation (Newmarket)**
- c) **Toronto and Region Conservation Foundation (Toronto)**
- d) **Hamilton Conservation Foundation (Hamilton)**
- e) **Conservation Halton Foundation (Burlington).**

The Managing Director completed phone interviews with the Executive Directors, or designates, from each of the above noted organizations as well as obtained information from their websites. The following questions were posed to the Conservation Foundation staff:

1. When were you incorporated?
2. What is your staff compliment? Does the Authority support any of these staff salaries?
3. Which Authority staff does the Foundation rely on for support? Does the Foundation compensate the Authority for support staff?
4. What were your 2018, 2019 or 2020 revenues? How much was transferred to the CA? What was your operational overhead (staff salaries and expenses)?
5. Can you briefly overview your programs and projects that support the CA?
6. What is your organizational alignment with the Conservation Authority and who do you report to?

The following provides a summary of the five Conservation Foundations reviewed, followed by a table which summarizes the results of this consultation.

(a) Credit Valley Conservation Foundation (CVCF)

The Credit Valley Conservation Foundation was founded in 1964. The Foundation has four full-time (FT) staff members:

- Executive Director (FT)
- Specialist, Corporate Engagement (FT)
- Coordinator, Community Fundraising (FT)
- Grants Coordinator (FT).

The Conservation Authority pays for the Executive Director's salary (\$94,488 to \$112,486) through their general levy. The Foundation's revenues cover the remainder of the three staffing salary positions and expenses. The Grants Coordinator serves the entire Conservation Authority /Foundation organizations and coordinates all grants with a few exceptions.

The Foundation's revenue in 2019 was around \$1.8 million; \$1.6 million of which was transferred to the Authority that year. Their operating salaries and expenses, (excluding the Executive Director, were \$166,000.

The Authority's CAO is an ex officio, non-voting member of the Foundation's Board and serves as its Secretary-Treasurer. The Authority appoints two other voting members to the Foundation – the Chair and one other Board Member.

(b) Lake Simcoe Conservation Foundation (LSCF)

The Lake Simcoe Conservation Foundation was created in 1973. This Foundation has four staff members:

- Executive Director (FT)
- Development Officer (FT)
- Annual Fund Coordinator (Part time – PT in 2020 due to retirement)
- Campaign Manager (FT Contract – not retained in 2021)

The Executive Director's salary (\$118,000 to \$122,000 annually) is supported 50% by the Lake Simcoe Region Conservation Authority. The Authority also funds \$13,000 as part of the salary of the Annual Fund Coordinator which is a part-time position.

The Foundation raised around \$1.3 million in 2019; of which \$568,127 was transferred to the Authority. The remaining revenue was retained for the Nature Centre Capital Campaign and staff salaries and expenses of around \$192,585.

The Authority's CAO is not member of the Foundation's Board but is an advisor to it. The LSRCA/CF has moved toward the "Advancement Model" of fundraising, where the ED is part of the Authority's Senior Leadership Team and reports operationally to the Authority's CAO as well the Foundation Chair and Board. The Authority's Chair or designate and Vice Chair serve on the Foundation's Board as voting members.

(c) Toronto and Region Conservation Foundation (TRCF)

The TRCF was created in 1961. The Foundation reorganized in 2019/2020 and their staff are integrated into the Conservation Authority organization. Foundation staff report to the Chief Financial and Operating Officer (head of the Corporate Services Division) organizationally and to the Chair and Board of Directors of the Foundation. Given this, the Foundation does not have an Executive Director but have four positions; three are full time and one is part time:

- Development Officer – Partnerships and Engagement (FT)
- Coordinator – Donor Stewardship (FT)
- Donor Relations Communications Officer (FT)
- Philanthropy Officer (PT)

Similar to NPCF staff salaries are paid by the Authority; however, the Foundation reimburses

4



the Authority 100% for the salaries. This Foundation's annual revenue (2018) was around \$2.6 million; of which around \$1 million was transferred to the Authority. Administrative overhead for salaries and expenses was around \$655,000 which the Foundation covers from its revenues. Grant writing is done through the Authority as opposed to the Foundation.

The Authority's Chair and CEO serve on the Foundation's Board of Directors as voting members.

Hamilton Conservation Foundation (HCF)

The Hamilton Conservation Foundation was incorporated in 1976. The Foundation's staff salaries and expenses are paid by the Authority and the Foundation reimburses the Authority 25% (\$38,250) of those expenses. The Foundation has two staff positions with a shared position with the Authority, as follows:

- Executive Director (FT)
- Administrative Coordinator (FT)
- Grants Officer (FT – shared staff member with Authority).

The Foundation had an annual revenue of around \$688,759 (2020) with an administrative overhead of around \$153,000. From their revenue, they transferred around \$535,000 to the Authority.

The Authority CAO serves on the Foundation Board as a non-voting member. The Authority appoints two members to the Foundation Board as non-voting members, and the Foundation Chair sits on the Authority Board as a non-voting member.

(d) Conservation Halton Foundation

The Conservation Halton Foundation was created in 1974. The ED's salary is supported by the Conservation Authority. The Foundation has three staff as follows:

- Executive Director (FT)
- Administrative Support (PT)
- Grant Writer (PT).

The Foundation's annual revenue was \$620,000 (2020) from which they disbursed \$379,000 to the Authority. Total costs for staff salaries and benefits are around \$200,000 including the ED. The Foundation reimburses the Authority around \$60,000 for the part-time staff annually.

CF	Date	# of staff ED Salary	CA staff support	Budget	Programs/ Projects	Reporting
NPCF	1969	1 EC (around \$50,000)	Finance HR Admin. Marketing Comm.	Rev. \$31,000 To CA \$37,500 Op. \$6,000 (4 months)	-Con. Areas -Education -Events	EC reports to NPCF Man. Director and Board
CVCF	1964	4 FT ED (94,488 to \$112,486)	Finance HR Comm/ Marketing IT/IM	Rev. \$1.8 m To CA \$1.6M Op. \$166,146	-Con Areas -Education -Restoration -CV Trail -Events -Climate	ED member of Senior Managers Leadership Team (SLT). ED reports to both CAO/ST and Foundation.
LSCF	1973	3 FT 1 PT ED (\$118,000 to \$122,000)	Finance Comm. HR	Rev. \$1.3 m ToCA \$424,385 Op. \$192,585	-Education -Restoration -Water Quality -Events	ED part of CA (SLT) - Reports to CF Chair and CA CAO
TRCF	1961	5 FT No ED		Rev. \$2.6 m To CA \$1.1 m Op. \$655,000	-Con. Areas -Education -Restoration -Events	
HCF	1976	2 FT 1 PT ED (\$80,000 to (\$98,000)	Finance Marketing HR	Rev. \$688,759 To CA \$535,068 Op. \$153,000	-Con. Areas -Education -Trails -Restoration --Events	Foundation ED sits on CA SLT but reports to Chair and Foundation
CHF	1974	1 FT 2 PT ED (around \$100,000)	Finance Marketing Events HR	Rev. \$620,000 ToCA \$457,000 Op. around \$200,000	-Con. Areas -Restoration -Education -Heritage	ED part of CA SLT- Reports to CF and CA CAO

4. Summary:

The GTA Conservation Foundations, including Niagara are similar in programming, but vary in the size of their budget, staffing and reporting relationships. The following outlines Conservation Foundation similarities:

- these Foundations have been operating for over 40 years.
- they all operate within the Greater Toronto Area.
- they were created to raise money for the Conservation Authority.
- they generally raise funds for conservation areas, restoration, and education.
- they rely on excellent working relationships with Conservation Authority staff.

The NPCF differs in the following:

- revenues raised by NPCF are significantly lower than its GTA counterparts.
- salary for the Executive Director (Coordinator) is significantly lower; and
- staff salaries are not supported by the Conservation Authority (TRCF is similar in this regard).

5. Conclusions

Other GTA Conservation Foundations have demonstrated effective “cost for dollar raised” metrics (return on investment) with the support of the Authority covering some staff salaries (with the exception of TRCF). Around 2005, when NPCF staff salaries were supported by the NPCA, Foundation donations reached a high of around \$220,000 annually demonstrating that the Foundation can provide a good return on investment.

Based on the findings of this report, it is concluded that:

- The NPCF dramatically underpays its Executive Coordinator.
- Authority salary support for the Executive Coordinator’s position is essential at this time.
- The Foundation will be in jeopardy in 2021 and beyond without Authority salary support for the EC and continued Authority staff support.

6. Recommendations:

Based on external consultations, it is recommended:

- **That the Executive Coordinator’s title be changed effective February 11, 2021 to Foundation Director to reflect the importance of the position when dealing with major sponsors and corporate donors. This would be followed by annual performance reviews and consideration of the title of Senior Director in 2022 and Executive Director in 2023.**
- **That the Board focus on recruiting additional members at the April 8, 2021 meeting, who can provide contacts with the watershed’s private sector and corporate communities.**
- **That the grant writing function be reviewed by NPCA/CF staff on order to achieve effective and efficient delivery of grant applications/implementation for both the Conservation Authority and the Conservation Foundation.**
- **That the Foundation review its By-Laws in relation to Authority appointments to the Foundation to be consistent with Imagine Canada standards.**
- **That the Foundation Chair be directed to discuss the results of the GTA Conservation Foundation Review in February 2021 and report back to the Foundation Board.**
- **That depending on the results of the Chairs’ meeting, the Foundation’s Executive Committee (Chair, Vice Chair and Secretary-Treasurer, the NPCA’s CAO/ST and the NPCA Director Corporate Services (Foundation Assistant Treasurer) form an Ad Hoc Committee in February 2021 to address the issues of EC compensation, as well as required staff resources for the Foundation and provide recommendations to the June 10, 2021 Board of Directors’ Meeting.**

Prepared by and Respectfully Submitted:

Original signed by

D. Gayle Wood
Managing Director/Secretary-Treasurer



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

TO: Foundation Chair and Board of Directors
FROM: A. Crosby-DiCenso, NPCF Executive Coordinator
DATE: February 11, 2021
REPORT NO. FND-BOD-02-2021
SUBJECT: **NPCF Education Bursary (TD Endowment Fund) Terms of Reference**

1. Purpose of the Report

The purpose of this report is:

- To provide an updated Terms of Reference; and
- To recommend that the Education Bursary Committee be formed in accordance with the requirements as stated in the Education Bursary Terms of Reference.

2. Background

In April 2019, the Education Bursary Terms of Reference were revised to reflect that \$9,000.00 was withdrawn from the fund to support the Rt. Hon. John Turner Water and Environmental Leadership scholarship and bursary with Brock University and Niagara College for students pursuing environmental post-secondary education. The Terms of Reference have not been updated since.

During the NPCF Board of Directors meeting held December 10, 2020, the following recommendation was made:

That a formal policy governing the Endowment Fund be developed and that the policy include a provision to ‘encroach on the principal’ only to the level of the capital appreciation

Now that the NPCF has a clear understanding and direction of how these funds are to be spent, the Terms of Reference have been updated (attached) to reflect the following changes:

- Applications will be accepted online only; and
- Bursaries will be disbursed to the 12 municipalities in Niagara as well as Hamilton and

Haldimand.

Program Implementation

The following table outlines the tentative timeline and associated tasks for implementation of the bursary program.

<u>TASK</u>	<u>TIMELINE</u>
<ul style="list-style-type: none">• Bursary notice to secondary schools• Applications open	March
<ul style="list-style-type: none">• Monitor incoming applications• Reminder of bursary deadline to secondary schools	April
<ul style="list-style-type: none">• Applications close• Thank-you notice to secondary school students who applied	May
<ul style="list-style-type: none">• Recipients notified• Photo op, cheque presentation arranged• Media release	June
<ul style="list-style-type: none">• Funds disbursed once documentation has been received	September
<ul style="list-style-type: none">• Issuance of a Revenue Canada T4-A form to recipients	December

3. Recommendation

That the Niagara Peninsula Conservation Foundation (NPCF) Board of Directors approve the updated NPCF Education Bursary Terms of Reference.

Submitted by:

Recommended by:

Andrea Crosby-DiCenso, NPCF
Executive Coordinator

D. Gayle Wood, NPCF
Managing Director/Secretary-Treasurer

Att. NPCF Education Bursary Terms of Reference, February 11, 2021



NIAGARA PENINSULA CONSERVATION FOUNDATION

EDUCATION BURSARY PROGRAM

TERMS OF REFERENCE -FEBRUARY 11, 2021

BACKGROUND

The Fort Erie Conservation Women's Auxiliary approached the Niagara Peninsula Conservation Foundation in 1990 inquiring about the possibility of donating monies - which would be restricted to an Education Bursary/Scholarship Fund. Both parties agreed upon establishing a "Niagara Peninsula Conservation Foundation Education Bursary Fund". The terms of the agreement are as follows:

OUTLINE OF BURSARY

Bursaries will be made available to secondary students who reside and attend a secondary school within the twelve (12) municipalities of Niagara as well as Hamilton and Haldimand. These students must be full-time students and must be looking to furthering their post-secondary education in the field(s) of; conservation, environment, forestry, natural resources, and/or wildlife at a Canadian University or College.

APPLICATION FOR BURSARY

Students interested in the Niagara Peninsula Conservation Foundation Education Bursary must submit an application, available through the NPCF website, at:

www.niagaraconservationfoundation.com/educationbursary

Notices of the bursary will be provided to all Secondary Schools in the municipalities of Niagara (12) as well as Hamilton and Haldimand, annually, up to three months prior to the submission deadline, for posting in the school newsletter, guidance offices and/or on the bulletin boards.

SUBMISSION DEADLINE WILL BE LAST FRIDAY IN MAY.

Niagara Peninsula Conservation Foundation
Education Bursary Terms Of Reference

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BURSARY AWARD AND SUB-COMMITTEE

A sub-committee will meet annually which will include four (4) representatives from the Niagara Peninsula Conservation Foundation and Conservation Authority; namely the NPCF Executive Coordinator, one NPCF Board Member the NPCA Manager, Conservation Area Services and the NPCF Chair, ex-officio.

Upon advice from the NPCA's Director, Corporate Services/Assistant Treasurer to the Foundation, the committee of the total dollars available for the bursaries, based on investment yield. It should be mentioned that this amount may vary from year to year depending on investment yield and administrative maintenance costs/fees on the bursary fund - only the investment yield ratio will be expended for the bursary.

The committee will determine the number of bursaries to be offered and the amount of each bursary. Ranges may vary from \$250.00 to \$1,000.00. Both the number and amount of the bursary will be set by the committee based on the information provided by the applicant and the number of applications received.

Bursaries are a one-time award and at the time of this agreement will not be offered to post-secondary students.

The committee will advise the student(s) and their respective school(s) of the selection. A representative(s) of this committee will be elected to present the bursary to the incumbent at the commencement exercises of each school or at the NPCA Conservation Achievement Awards. A press release will be crafted recognizing the bursary award winner(s) and published on the NPCF website.

RECEIPIENT REQUIREMENTS

Bursary recipients will be required to supply their social insurance number for the issuance of a Revenue Canada T4-A Supplementary Statement. The Foundation will issue the required T4-A supplementary statement to each award recipient before December 31 of the year the bursary is awarded.

Bursary recipients will, as a final formality, be requested to forward their post-secondary school acceptance letter in June and a copy of their cancelled tuition payment cheque or paid tuition receipt to the Foundation confirming their enrolment in a post-secondary school and program which meets the requirements of this conservation bursary. Bursary cheques will be forwarded by the Foundation to the students upon receipt of the required documentation. Documentation must be received by the Foundation by the first week of December.

THE DECISION OF THE AWARDS COMMITTEE IS FINAL.

INVESTMENT OF FUNDS

The Niagara Peninsula Conservation Foundation will act as the permanent custodian of the Bursary Fund. As such, the Conservation Foundation has set up an Endowment Fund where funds will be held intact with only the interest income used for the bursary.

Funds for the program will remain in the TD Mutual Investment Account and will be used solely for the purpose of awarding conservation bursaries to eligible applicants as outlined above.

Unused portions of the interest income not used in any one year will be *retained in the bursary fund account* and can be used to top up available interest funds for future years. The principal funds, however, will remain untouched from year-to-year.

OTHER COMMENTS

Due to the disbandment of the Fort Erie Conservation Women's Auxiliary - dollars have remained earmarked for the bursary and the Conservation Foundation will continue to act as permanent custodian of the funds, and as such, will have complete jurisdiction over the administering of the fund.

In the event that both the Niagara Peninsula Conservation Foundation and the Fort Erie Conservation Women's Auxiliary should disband or opt out of this agreement, terms will be negotiated with the Niagara Peninsula Conservation Authority to act as custodian of the bursary funds. Should the Niagara Peninsula Conservation Authority also disband, terms will be negotiated with the school board(s) satisfactory to all three parties and the school board(s) will assume administration responsibilities for the fund.

It should be noted that a total of \$9,000.00 was withdrawn from the TD Mutual Investment Fund in April 2019 for the purpose of supporting the Rt. Hon. John Turner Water & Environmental Leadership scholarship and bursary with Brock University and Niagara College for students pursuing environmental education for the number of years committed. \$1,500 will support the Niagara College bursary until 2021; \$6,000 will support the Brock University Scholarship until 2024; and \$1,500 will be returned to the Foundation General Account to replace the bursary and scholarship given in 2018.

We the undersigned, do hereby agree to the terms of reference as outlined in the above Conservation Foundation Bursary Program - Terms of Reference, as revised (02/2021).

We understand that the Niagara Peninsula Conservation Foundation will receive, invest and maintain all bursary monies.

We agree that funds received will be used for the sole purpose of awarding bursaries to secondary school students in the municipalities of Niagara (12) as well as Hamilton and Haldimand who meet the criteria as outlined in the terms of reference.

AGREED UPON THIS 11th **DAY OF** February **2021** .

AS WITNESS the Corporate seal of the Foundation.

Tom Insinna
Chair
Niagara Peninsula Conservation Foundation

D. Gayle Wood
Managing Director/Secretary-Treasurer
Niagara Peninsula Conservation Foundation

Original Contract: (03/91)
Revisions: (06/96), (04/2019), (02/2021)



NIAGARA PENINSULA CONSERVATION FOUNDATION
EXECUTIVE COORDINATOR WORK PLAN 2021

This work plan was developed with assistance from the Managing Director and in accordance with the Executive Coordinator Job Description and 2021 Fundraising Strategy.

As such, work is divided into three categories: Administrative, Grant Writing and Fundraising Initiatives and Events. This work plan breaks down individual tasks associated with each category of work and task specifics to better understand the allocation of time needed for each.

This work plan is intended to be a working document to provide better organization, time efficiency and work effectiveness to the Executive Coordinator position as well as professional accountability to the NPCF Board of Directors.

<u>ADMINISTRATIVE (20%)</u>
<u>HOURS PER DAY: 2/7</u>
<u>HOURS PER WEEK: 10/35</u>

<u>TASK AND SPECIFICS</u>	<u>KEY PERFORMANCE INDICATORS (KPI)</u>
<u>MANAGE EC EMAIL</u> <ul style="list-style-type: none"> - Check daily - Send replies accordingly - Pre-schedule emails as needed - Update calendar as needed - Emails from this account are sent directly from the EC 	N/A
<u>MANAGE FDN EMAIL</u> <ul style="list-style-type: none"> - Check daily - Send replies accordingly 	

<ul style="list-style-type: none"> - Pre-schedule emails as needed - Emails from this account are sent from the EC on behalf of the NPCF - This account is linked with all NPCF social media, webpage, CRM and online donation portals (Benevity and Canada Helps) 	N/A
<p><u>CORRESPONDENCE</u></p> <ul style="list-style-type: none"> - Thank-you letters, general acknowledgements and MISC - Mail/email correspondences accordingly 	N/A
<p><u>REPORTING</u></p> <ul style="list-style-type: none"> - EC Report (6) <i>(a report to the board for information, summarizing all EC activities, as well as CRM and KPI analytics).</i> - Quarterly Reports (4) <i>(a report to the board for consideration, summarizing key quarterly highlights and posted online).</i> - Annual Report - Additional reports as needed <p><u>With assistance on:</u></p> <ul style="list-style-type: none"> - Quarterly Financial Reports - Annual budget 	<ul style="list-style-type: none"> - Timely - Informative - Useful - Engaging
<p><u>BOARD OF DIRECTOR & OTHER MEETINGS</u></p> <ul style="list-style-type: none"> - Send all meeting invites to Board Members <i>(beginning of year)</i> - Post meeting schedule to website - Update Board Member information as necessary - Create Board Recruitment Package for new members - Develop agenda - Send agenda to Chair for approval - Format agenda and include attachments accordingly - Circulate agenda package to Board <i>(10 days prior to meeting date)</i> - Post agenda to website - Send meeting reminder to Board with meeting link <i>(1-2 days prior to meeting date)</i> - Host meeting as needed <i>(via Teams)</i> - Post approved minutes to website <i>(following meeting)</i> <p><u>With assistance on:</u></p> <ul style="list-style-type: none"> - Chair’s annual report and presentation to NPCA and PAC 	N/A
<p><u>WEBSITE/SOCIAL MEDIA MANAGEMENT</u></p> <ul style="list-style-type: none"> - Create weekly posting schedule 	- Impressions

<ul style="list-style-type: none"> - Pre-schedule posts - Send posting schedule to NPCA Communications team - Track and report KPI's and analytical data (<i>included in EC Report</i>) - Mediate and address social commentary and online inquiries - Manage Squarespace website and domain subscription - General updates as necessary 	<ul style="list-style-type: none"> - Reach - Engagement - Followers - Follower demographics - Comments, likes, shares
<p><u>CORPORATE</u></p> <ul style="list-style-type: none"> - Manage NPCF phone extension and voicemail - Manage memberships (<i>AFP, GNCC</i>) - Corporate filing - General filing - Formatting and photocopying of documents - Management of all files (hardcopy, electronic or other) - Submit invoices with appropriate accounting code(s) accordingly - Process debit and credit transactions using Monaris POS machine - Close Monaris POS machine weekly depending on usage - Submit receipts and documentation following POS batch close - Submit cheque donations with appropriate documentation <p><u>With assistance on:</u></p> <ul style="list-style-type: none"> - Annual audit 	<p style="text-align: center;">N/A</p>
<p><u>CRM MANAGEMENT – MICHARITY, BENEVITY AND CANADA HELPS</u></p> <ul style="list-style-type: none"> - Updates as necessary - Management of donor data and important information - Track donations and giving patterns - Tax receipting - Thank-you and other donor correspondence - Mail campaigns and merges - Reporting as necessary (<i>included in EC Report</i>) 	<ul style="list-style-type: none"> - Donors (demographics) - Donations (growth, average size) - Retention rate (monthly, annual) - Satisfaction
<p><u>PROFESSIONAL TRAINING AND DEVELOPMENT</u></p> <ul style="list-style-type: none"> - AFP Young Professionals Membership (<i>renewed October 2021</i>) - AFP Courses (2) - Webinars (12) - Lunch and Learn presentations (4) 	<p style="text-align: center;">N/A</p>

GRANT RESEARCH, DEVELOPMENT AND MANAGEMENT (30%)

HOURS PER DAY: 2/7

HOURS PER WEEK: 10/35

<u>TASK AND SPECIFICS</u>	<u>KEY PERFORMANCE INDICATORS (KPI)</u>
<p><u>RESEARCH</u></p> <ul style="list-style-type: none"> - Identify and establish need - Identify our goals and mission (NPCF and NPCA) - Identify and evaluate potential funding needs - Assess and evaluate organizational preparedness - Search potentially aligned grants and funders - Find funders with matching goals - Create a funder pipeline and profiles and update as needed - Identify funder mission and board of directors - Identify and track funder preferences (KPI's) - Identify successful grant recipients and proposals 	<ul style="list-style-type: none"> - Gift amount - Geographical - Solicited or unsolicited proposals - Preferred areas of giving - Communication preferences
<p><u>DEVELOPMENT</u></p> <ul style="list-style-type: none"> - Establish contact with key funders - Network with other non-profits and successful grant recipients - Seeking help and direction where necessary and in accordance with funder communication preferences - Address grant criteria and guidelines - Have a thorough understanding of requirements - Ensuring alignment and dealing with misalignment - Making appropriate changes and recommendations - Curation of RFP / LOI - Curation of application - Reviewing and checking - Submission and meeting deadlines 	<p>N/A</p>
<p><u>MANAGEMENT</u></p> <ul style="list-style-type: none"> - Curation of Grant Writing group (<i>SharePoint</i>) - Curation of Grant Calendar (<i>working document</i>) that reflects development and deadlines of grant applications 	<ul style="list-style-type: none"> - Number of applications - Amount requested

<ul style="list-style-type: none"> - Maintain and update calendar as needed - Addressing winning and losing grants - Funder correspondence - Funder recognition - Application feedback, advice or alternatives - Reporting as required 	<ul style="list-style-type: none"> - Number of winning/losing grants - Funder satisfaction
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FUNDRAISING INITIATIVES AND EVENTS (50%)
<u>HOURS PER DAY: 3/7</u>
<u>HOURS PER WEEK: 15/35</u>

<u>INITIATIVE/EVENT AND SPECIFICS</u>	<u>KEY PERFORMANCE INDICATORS (KPI)</u>
<p><u>BREAKFAST WITH THE CHAIR</u></p> <ul style="list-style-type: none"> - Establish necessary protocols with Public Health (as necessary) - Create initiative implementation plan and add to critical path - Develop roles and responsibilities - Book event location - Create invite - Add initiative to posting schedule - Add initiative under Event's tab on webpage - Prepare formal letter of invite for special guests, key stakeholders, donors or members of the community to be <i>reviewed by the Chair</i> - Send invite to special guests, key stakeholders, donors or members of the community <i>with assistance from Board Members</i> - Manage registration and payments - Send registration receipt to attendees - Update CRM accordingly 	<ul style="list-style-type: none"> - Customer engagement with marketing (website and social media) - Ticket sales - Check in's / attendance - Attendee participation during event - Attendee satisfaction - Revenue

<ul style="list-style-type: none"> - Send tax receipt to attendees - Create guest list with confirmed RSVP's - Order gift box items - Pick up/delivery of gift box items (Calamus Winery, Bench Brewing, Happy Bee's Honey) - Assemble gift boxes <i>with assistance from Board Members</i> - Send invite to gift box partners - Recognition to partners and donors (<i>pre-event</i>) - Order breakfast - Prepare speaking notes for Chair, <i>reviewed by the Chair</i> - Prepare Foundation presentation - Attend event, set up and tear down <i>with assistance from Board Members</i> - Recognition to partners and donors (<i>post-event</i>) 	
<p><u>SPEAKER SERIES (4)</u></p> <ul style="list-style-type: none"> - Create initiative implementation plan and add to critical path - Develop roles and responsibilities - Research streaming software suitable for the initiative - Download/create account for streaming software - Test software compatibility and usability - Solicit potential speakers - Create sponsorship package - Create sponsorship list <i>with assistance from Board Members</i> - Solicit sponsorship for speakers <i>with assistance from Board Members</i> - Book speakers - Create marketing material to promote initiative - Create event platform for registration (Eventbrite) - Add initiative to posting schedule - Speaker and sponsor recognition (<i>pre-event</i>) - Manage registration and payments - Send registration receipt to attendees - Update CRM accordingly - Send reminder to attendees - Test software with speakers prior to session - Mediate speaker session as necessary - Speaker and sponsor recognition (<i>post-event</i>) - Send thank you for attending and tax receipt to attendees 	<ul style="list-style-type: none"> - Customer engagement with marketing (website and social media) - Ticket sales - Check in's / attendance - Attendee satisfaction - Revenue

<p><u>COMFORT MAPLE PENS</u></p> <ul style="list-style-type: none"> - Nurture relationship with Marv Ens, Wood Turner (Fenwick, ON) - Meet with Marv as needed to discuss partnership, stock and future projects - Manage online pen sales and ship accordingly - Update online pen inventory - Update CRM accordingly - Market pens in accordance with weekly posting schedule - Order pen boxes, certificates and brochures as needed - Order batches of pens as needed - Ensure invoices to Marv are submitted accordingly 	<ul style="list-style-type: none"> - Customer engagement with marketing (website and social media) - Pen sales (online/in person) - Customer satisfaction (ordering, processing, shipping and receiving product) - Revenue (monthly, yearly)
<p><u>MEMORIAL PROGRAM</u></p> <ul style="list-style-type: none"> - Create online ordering/inquiry form for website - Market program in accordance with weekly posting schedule - Acknowledge inquiries and requests - Update CRM accordingly - Begin ordering form for customer - Consult with NPCA staff on initial request and bench location - Nurture relationship with donor and be the point of contact for any questions regarding the ordering and installation process - Process customer deposit and full payment - Send receipt of payment to donors - Send tax receipt to donors - Send thank you letter and photo of completed request to donor - Arrange to meet donor on site for photo with the Chair and to pay respects 	<ul style="list-style-type: none"> - Customer engagement with marketing (website and social media) - Number of memorial inquiries - Number of inquiries per Conservation Area - Customer satisfaction (ordering, processing, installation) - Revenue (yearly)
<p><u>EDUCATION BURSARY</u></p> <ul style="list-style-type: none"> - Review and update Terms of Reference - Bring updated TOR to Board for approval - Create Education Bursary Committee - Establish meeting schedule - Create bursary flyer - Create online application form for website - Connect with DSBN for secondary school information - Send bursary flyer to secondary schools - Manage and organize incoming applications 	<ul style="list-style-type: none"> - Student engagement with marketing (website and social media) - Applications received (total, per school/municipality) - Disbursements

<ul style="list-style-type: none"> - Amalgamate applications into PDF/ Excel Spreadsheet - Send received applications package to committee - Arrange meeting with committee to review and approve applicants - Arrange photo op with bursary recipients and Chair - Distribute funds accordingly following confirmation of program enrollment and proof of tuition payment - Update website with bursary winners, their program of study and thank-you to the NPCF 	<ul style="list-style-type: none"> - Number of thank you from recipients received
<p><u>BALL'S FALLS THANKSGIVING FESTIVAL</u></p> <ul style="list-style-type: none"> - Establish necessary protocols with Public Health (as necessary) - Determine desired outcomes of participating (gaining donors, volunteers, establishing a general presence in the community) - Determine how participation will look (table with raffle/game, giveaways, event sponsor) 	<p style="text-align: center;">TBA</p>
<p><u>HOLIDAY TRAIL – NPCF GIVING WEEKEND AND LAUNCH</u></p> <ul style="list-style-type: none"> - Establish Giving Weekend and launch dates - Establish necessary protocols with Public Health (as necessary) - Book Glen Elgin room for Giving Weekend Launch - Create sponsorship package - Solicit sponsors for monetary donations and décor items <i>with assistance from Board Members</i> - Solicit partners for donations of goods or services festive attractions like Santa or carolers - Create Giving Weekend Lunch invitation to special guests - Send Giving Weekend Launch invitation to special guests <i>with assistance from Board Members</i> - Sponsor and Donor recognition (<i>pre-event</i>) - Attend launch event, set up and tear down <i>with assistance from Board Members</i> - Attend Giving Weekend attractions and assist where necessary - Sponsor and Donor recognition (<i>post-event</i>) 	<ul style="list-style-type: none"> - Customer engagement with marketing (website and social media) - Ticket sales (total, per type) - Customer demographics - Customer satisfaction - Revenue
<p><u>DIRECTORS DONATION CHALLENGE</u></p> <ul style="list-style-type: none"> - Initiating requests to NPCF/NPCA boards, and associated committees - Monitoring incoming donations - Follow up emails and reminders - Thank-you correspondence to all directors 	<ul style="list-style-type: none"> - Number of accepted requests - Number of directors donated - Compare to 2020 data

<p><u>OUTDOOR EDUCATION FUND</u></p> <ul style="list-style-type: none"> - Prepare letter of request to Regional Chair for support of the fund - Send request to NPCF Chair for approval - Manage incoming donations to the fund - Manage donations from the Regional Chair to the fund - Reporting to Regional Chair and staff how funds were utilized - Revisiting the idea of a subsidy program 	<ul style="list-style-type: none"> - Number/amount of donations to the fund - Number of children/youth supported by fund (subsidy) - Donor satisfaction in program outcomes - Parent satisfaction in program
<p><u>RT. HON. JOHN TURNER WATER AND ENVIRONMENTAL LEADERSHIP AWARD</u></p> <ul style="list-style-type: none"> - Establish appropriate contacts at Niagara College and Brock University - Manage correspondence with Niagara College and Brock University regarding pre-paid financial commitments - Ensure NPCF receives confirmation on the disbursement of funds and recipient (where applicable) - Arrange photo op and or thank you letter from recipient to NPCF (where applicable) - Develop a plan for these awards moving forward 	<p style="text-align: center;">N/A</p>
<p><u>GENERAL EDUCATION PROGRAM FUNDRAISING</u></p> <ul style="list-style-type: none"> - TBA 	<p style="text-align: center;">TBA</p>
<p><u>BALL'S FALLS GALLERY (CAPITAL PROJECT)</u></p> <ul style="list-style-type: none"> - TBA 	<p style="text-align: center;">TBA</p>
<p><u>NAMING RIGHTS / LARGE SPONSORSHIPS</u></p> <ul style="list-style-type: none"> - TBA 	<p style="text-align: center;">TBA</p>

Submitted by:

Recommended by:

Original Signed by

Original Signed by

 Andrea Crosby-DiCenso, NPCF
 Executive Coordinator

 D. Gayle Wood, NPCF
 Managing Director/Secretary-Treasurer



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

TO: Foundation Chair and Board of Directors
FROM: A. Crosby-DiCenso, NPCF Executive Coordinator
DATE: February 11, 2021
REPORT NO. FND-BOD-03-2021
SUBJECT: Executive Coordinator Activities

1. Purpose of the Report

The purpose of this report is:

- To provide an update on all Executive Coordinator activities since the last board of directors meeting.

2. Administrative

An email was sent to the NPCF's contact with Micharity for an update on getting started with the implementation of the database and data migration. Due to the nature of this particular promotion (free membership for one year), they have been back logged and so set up has been slow. All necessary documentation has been sent, data migration has begun and the Executive Coordinator is awaiting database training demonstrations over the next couple weeks with the hope to have it fully up and running by the end of February.

A storyboard was created for the layout of the 2020 Annual Report and a draft design has been created. A completed draft will be brought to the board for approval at the April 8 meeting.

In an endeavour to spend accumulated Nevada funds, some investigating was done to determine how these funds can be spent. There was a lot of grey area in the AGCO guidelines and lottery clerk interpretations of the guidelines. After a call to Nevadaman, it was understood that because we are the custodians of those funds and currently hold no active licenses, we are fine to spend the funds as outlined in our Nevada applications on environmental projects of the

NPCA. NPCA staff provided the Executive Coordinator with a list of unfunded projects for consideration of Nevada funds. Further details on projects will be needed as available funding is established and approved by the NPCF.

A thorough work plan was created to better understand and organize the tasks associated with the functions of the Executive Coordinator position, those being administrative, grant writing and fundraising events and initiatives.

Two outstanding bench payments were collected this month and two new inquiries were created (St. Johns and Chippawa Creek Conservation Area). A memorial bench page for inquiries and ordering, has been created on the website and will launch in February.

One comfort maple pen was sold in the month of January and the pen stock has been updated online. No new stock is needed at this time.

All outstanding minutes and agendas have been posted to the website as well as board member and staff photos and biographies.

Condolences were sent on of the NPCF to Chair Tom Insinna and his wife, Michele on the passing of her father, and to Mr. Marc Kealey on the passing of his brother.

3. Grant Writing

A monthly membership to Imagine Canada's Grant Connect was purchased in accordance with recommendations made at the December 10, 2020 meeting and a funder pipeline was created.

An email was sent out at the beginning of the month to all management staff outlining the grant writing portion of the Executive Coordinator job position, which received a lot of positive feedback. With the number of emails that followed from staff regarding notifications for upcoming grants, it was clear that a Grant Management Strategy was needed to better clarify roles and responsibilities in the grant writing process.

A Draft Grant Management Strategy and Grant Writing Protocol were then created to better understand the tasks associated with the stages in the grant writing process. The Draft Grant Management Strategy was developed as an aid to better assist the Executive Coordinator with the grant writing function and to ensure all stages of the process are thoroughly considered. This document will be brought to the board for approval at the April 8 meeting. The draft Grant Writing Protocol was developed to determine roles of both the NPCA and NPCF where collaboration on grants is needed and expectations set within.

A grant calendar was created as a working document to provide updates on upcoming grants, deadlines, requirements, applications, and progress. Grants included so far are Honda Canada Foundation, TD Friends of the Environment Foundation, Niagara Community Foundation, RBC, Tree Canada, Environment and Climate Change Canada (ECCC) and Carolinian Canada. In February, a group will be formed on SharePoint where this document will be accessible to all involved in the collaborative grant writing process.

4. Fundraising Events and Initiatives

An email was sent at the beginning of the month to touch base with potential speaker series guests. Mark Zelinski, has been tentatively booked for Wednesday March 24th from 11:00 – 12:00pm and will be speaking about his *Heart of Turtle Island: The Niagara Escarpment* presentation. David Newland has been tentatively booked for Wednesday May 26th from 1:00 – 2:00pm and will be doing a combination of storytelling and song from his travels across the Canadian arctic. A Speaker Series event page has been created on the website and will launch in February.

Depending on rules and regulations surrounding Covid-19, the Breakfast with the Chair initiative has been tentatively booked for Wednesday April 21st in the Glen Elgin room at Ball's Falls Conservation Area. An email was sent to both Bench Brewing Company and Calamus Winery to inform them of the tentative booking and reiterating the nature of their roles in this initiative. A Breakfast with the Chair event page has been created on the website and will launch in February.

A Holiday Trail review meeting was held this month with key staff involved in the initiative. Outcomes, concerns and plans for 2021 were discussed and several opportunities for NPCF involvement were determined including sponsorship and the Giving Weekend.

5. Recommendation(s):

That the Niagara Peninsula Conservation Foundation (NPCF) board of directors approve the Executive Coordinator Report on Activities as presented.

Submitted by:

Original signed by

Andrea Crosby-DiCenso, NPCF
Executive Coordinator