



**BOARD OF DIRECTORS MEETING
FND-BOD-06-20**

Thursday October 8, 2020

10:00 a.m. to 12:00 p.m.

Teams Video Meeting

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Conference ID: 779 554 934#

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

AGENDA

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.

Board of Directors:

Tom Insinna, Chair

Robert Foster, Vice Chair

Gayle Wood, Managing Director/Secretary-Treasurer

Mickey Difruscio, Director

Chandra Sharma, Director

Mary Sergenese, Director

NPCA Staff/NPCF Staff

Andrea Crosby-DiCenso, NPCF Executive Coordinator

Adam Christie, NPCA Director, Strategic Initiatives and Operations

Gina Shaule, NPCA Administrative Assistant

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 October 8, 2020 be approved as printed.

2. DECLARATION OF CONFLICTS OF INTEREST

3. APPROVAL OF FOUNDATION MINUTES

- 3.1 Minutes of the NPCF Special Board of Directors dated September 10, 2020 (attached) Pg.1
- 3.2 Closed Session Minutes of the Special Board of Directors dated September 10, 2020 (to be discussed in closed session)

Recommended:

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

4. UPDATE FROM THE CHAIR

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

5. CORRESPONDENCE

There is no correspondence to be considered during this meeting.

6. DEPUTATIONS AND PRESENTATIONS

There are no deputations or presentations scheduled for the meeting.

7. ITEMS FOR APPROVAL

7.1 Draft NPCF Fundraising Strategy – 2020 – 2021

Attached is a Draft Fundraising Strategy for the Board's consideration. Andrea Crosby-DiCenso, Executive Co-Ordinator and Gayle Wood will outline the Draft Strategy for the Board's input. Pg. 8

Recommended:

That the Draft NPCF Fundraising Strategy dated October 8, 2020 be received; and

Further that staff be directed to complete the Strategy for approval at the Foundation's December 10, 2020 meeting.

7.2 Draft NPCF Board Recruitment Process

Attached is a Draft Board Recruitment Process, which will be presented by Gayle Wood for the Board's consideration and input. Pg.15

Recommended:

That the Draft NPCF Board Recruitment Process, dated October 8, 2020 be received; and

Further That the Managing Director/Secretary-Treasurer be requested to input recommendations from the Board of Director s and present a final document to the December 10, 2020 meeting for approval.

8. BUSINESS FOR INFORMATION

8.1 Update from the NPCF Executive Coordinator (verbal report)

Andrea Crosby-DiCenso, NPCF Executive Coordinator will provide a verbal update regarding her activities since the September 10, 2020 Board Meeting.

Recommended:

That the verbal report from Andrea Crosby-DiCenso, NPCF Executive Coordinator regarding her activities be received for information.

8.2 Discussion Regarding the 2021 Budget

Attached to the agenda is a copy of the 2020 approved NPCF Budget. The Board will consider the 2020 Budget and will discuss requirements for the preparation of the 2021 Budget for approval at the December 10, 2020 meeting.

Pg. 31

9. NEW BUSINESS

10. CLOSED SESSION

Recommended:

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

10.1 Consideration of the Closed Session minutes from September 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 September 10, 2020 be approved as printed.

11. ADJOURNMENT

Recommended:

That the October 8, 2020 NPCF Board of Directors' Meeting be adjourned at _____ to be reconvened on December 10, 2020 at 10:00 a.m. or at the call of the Chair.



**SPECIAL BOARD OF DIRECTORS
MEETING – FND – BOD-05-20
Thursday September 10, 2020
10:00 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 (Details to follow)

MINUTES

The Chair called the meeting to order at 10:02 a.m., declared a quorum, welcomed everyone to the meeting and acknowledged the Indigenous Territory on which the meeting was taking place.

“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.”

The Chair introduced the Board Members as well as NPCA and Foundation Staff Members:

Board Members:

Robert Foster, Vice Chair
Gayle Wood, Managing Director/Secretary-Treasurer
Chandra Sharma, Board Member and NPCA CAO/ST
Mickey DiFruscio, Board Member

Conservation Authority Staff Members:

Gina Shaule, Administrative Assistant
Adam Christie, Director Strategic Initiatives and Operations

Foundation Staff Member:

Andrea Crosby-DiCenso, Executive Coordinator

The Chair extended a warm welcome to Andrea Crosby-DiCenso, Executive Coordinator, to her first Foundation meeting since 2019. Further the Chair thanked the NPCA staff members for their contributions to the meeting.

The Chair advised that the meeting was authorized by Ontario Regulation 107/20 under The Emergency Management and Civil Protection Act and outlined procedures for the meeting.

1. ADOPTION OF AGENDA

1.1 Addition of Items

The Chair requested to add the correspondence from Member DiFruscio, which was circulated September 9, 2020, as item 5.2 of the agenda.

1.2 Change in Order of Items

There were no requests to change the order of the agenda.

1.3 Motion to approve Agenda

Moved by: Member Foster

Seconded by: Member Sharma

Recommendation No. FND-BOD- 48-20

That the Agenda for the NPCF Special Board of Directors' Meeting held September 10, 2020 be approved, as amended, to include correspondence from Member DiFruscio as item 5.2.

CARRIED

2. DECLARATION OF CONFLICTS OF INTEREST

There were no declarations of interest at the meeting.

3. APPROVAL OF FOUNDATION MINUTES

Moved by: Member Sharma

Seconded by Member DiFruscio

Recommendation No. FND-BOD-49-20

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

CARRIED

4. UPDATE FROM THE CHAIR AND EXECUTIVE COMMITTEE

Chair Insinna indicated how important it is that the Executive Coordinator has returned to the Foundation in order to focus on grants and fundraising. He indicated that, thanks to the dedicated work of the Board and staff, the Foundation has turned a significant corner. With a new Strategic Plan, By-Laws, Annual Report and Audit we are ready to expend Foundation funds on important conservation projects and move forward. Our focus now will be on fundraising for salaries, administrative support and projects.

5. CORRESPONDENCE

Member Wood reviewed the correspondence. Member DiFruscio thanked the Board for their well wishes on his birthday and for their continued support in his recovery. In addition to his donation in the memory of Margaret Reed, Member DiFruscio also advised that he donated 75 milkweed pods to Pollinator Gardens.

Moved by: Member Wood

Seconded by: Member Sharma

Recommendation No. FND-BOD-50-20

That the correspondence listed in the September 10th meeting agenda, and that added to the agenda of the NPCF, be received for information.

CARRIED

6. DEPUTATIONS AND PRESENTATIONS

There were no deputations or presentations for this meeting.

7. ITEMS FOR APPROVAL

7.1 Foundation 2020 Budget

Lise Gagnon presented the Foundation's 2020 Budget. She advised that she will be reviewing auditors for the upcoming year. Member Sharma indicated that she will investigate who covers insurance for the Foundation.

**Moved by: Member Sharma
Seconded by Member Wood**

Recommendation No-FND-BOD-51-20

That the Board of Directors approve the NPCF 2020 Budget as presented by Ms. Lise Gagnon at the September 10, 2020 Special Meeting.

CARRIED

7.2 Proposed Nevada Funded Projects

Adam Christie overviewed a presentation regarding proposed Nevada funded projects. The Board of Directors complimented Adam and the staff team on an excellent presentation and indicated their support for moving forward with the projects.

**Moved by Member DiFruscio
Seconded by: Member Foster**

Recommendation No. FND-BOD-52-20

That the Board of Directors approve the proposed Nevada funded projects as outlined in the presentation by Adam Christie at the September 10, 2020 Special Board Meeting.

CARRIED

8. BUSINESS FOR INFORMATION

8.1 Update from the NPCF Executive Coordinator

Andrea Crosby-DiCenso provided the Board with an update of her work over the last month (28 hours in accordance with her part-time contract) which included:

- Taking two courses – one on grant writing and the other on strategies for not-for-profits.
- Focusing on having at least one small 3rd party event before the end of the year, such as WomEnchant.
- Delivering a Draft Fundraising Strategy for 2020-2021 to the October 8th Foundation Meeting.
- Working on a coordinated donor's list and identifying past, large sponsors for potential re-engagement.

She thanked Adam, Lise and Member Wood for their assistance over the past month.

Moved by: Member Sharma
Seconded by: Member DiFruscio

Recommendation No. FND-BOD-53-20

That the verbal report from Andrea Crosby-DiCenso, NPCF Executive Coordinator, regarding her activities be received for information.

CARRIED

8.2 Board Discussion Regarding Fundraising for 2020/ 2021

The Chair asked Member Wood to start the discussion by reminding the board and staff of fundraisers that we have committed to for 2020.

The Chair then asked the Members and staff for their ideas for fundraising which were recorded to incorporate into a Draft Fundraising Strategy for consideration at the October Board Meeting. The following ideas were offered:

2020 Ideas:

WomEnchant
Bench Brewery Event
Breakfast with the Chair
Director's Donation Challenge
Thanksgiving Festival 50/50 Raffle

2021 Ideas:

Calamus Winery partnership
Re-approach previous sponsors
Wild Pig Roast (after pandemic)
Regional Chair's Outdoor Education Fund
Memorial Benches
Drive In concert at Ball's Falls (plus food drive)
Staff Monthly Payroll Deduction
Christmas at Ball's Falls – Drive through with lighting
Capital Campaign for The Gallery
Camping for Conservation
Drive Through Classic Car Show
Bounty of Niagara's Farmers Market.

9. NEW BUSINESS

Member DiFruscio requested that a discussion be scheduled with the Chair, Vice Chair, Managing Director and himself to review a project idea.

10. CLOSED SESSION

Moved by: Member Wood
Seconded by: Member Foster

Recommendation No. FND-BOD-54-20

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

9.1 Consideration of the Closed Session minutes from August 13, 2020

9.2 Human Resource matters.

CARRIED

Moved by: Member DiFruscio
Seconded by: Member Wood

Recommendation No. FND-BOD-55-20

That the meeting reconvene in Open Session and report progress.

CARRIED

Moved by Member Wood
Seconded by Member Foster

Recommendation No. FND-BOD-56-20

That the minutes of the NPCF Closed Session Meeting held August 13, 2020 be approved as printed.

CARRIED

**Moved by Member Wood
Seconded by Member Sharma**

Recommendation No. FND-BOD-57-20

That the Human Resource discussion and actions discussed in Closed Session be approved.

CARRIED

11. ADJOURNMENT

The Chair thanked the Board members and staff for their participation and preparation for the meeting and requested a motion to adjourn.

Moved by Member Foster

Recommendation No. FND-BOD-57-20

That the September 10, 2020 NPCF Special Board of Directors' Meeting be adjourned at 11:57 a.m. to be reconvened on October 8, 2020 at 10:00 a.m. or at the call of the Chair.

CARRIED

**Tom Insinna
Chair**

**D. Gayle Wood
Managing Director/
Secretary-Treasurer**

Fundraising Strategy – Living Document for Discussion

October 8, 2020

1. Introduction

It is important to understand that raising money takes time, a participatory team and a strong, well thought out strategy. The challenge is that there are thousands of organizations fighting for a very limited pot of money. Given the current evolution of the Niagara Peninsula Conservation Foundation (NPCF), the Board of Directors has agreed to develop a short-term Fundraising Strategy for 2020 and 2021.

With the development of this strategy Board members and staff will be assigned to various fundraising initiatives. With limited staff capacity, Board Members will need to take an active role in fundraising. With our limited capacity at this time, we need to focus on high priorities for obtaining funds.

2. Setting Our Expectations

Ultimately, our goals, like our strategy, should be long term and highly focused. For 2020 and 2021, while we are building capacity, our goals will be short term and will focus on key questions, such as:

- What do we hope to achieve?
- What fundraising activities have worked? And just as importantly, what hasn't?
- Who is willing to support our organisation – businesses, government departments, individuals, families, philanthropic trusts and foundations?

- Which Board Members and staff will be assigned to activities?
- What activities will we fundraise for in 2020 and 2021?
- When will the fundraising occur?
- Will fundraisers be virtual or on the ground?
- What activities will require a Case for Support?

3. Refining Our Value Proposition

Our "Case for Support" is much grander than a few goals for the end of the year. Donors want to know that our impact, and their money, is going to be used for more than a few incremental changes.

We need to think about how NPCF is going to realistically change the watershed? Each fundraising activity selected will have a "plan" associated with it; however, a major initiative, such as The Gallery Project at Balls Falls will require a Case for Support.

4. Understanding Our Internal Rate of Return (IRR)

One of the most effective selling tools we can develop is to clearly understand and communicate our internal rate of return (IRR).

The IRR is a financial measure that demonstrates how a donor's money is moving the organization toward sustainability. This is especially effective for large donors, who will be more concerned with knowing that their money is going to create a long-term sustainable organization rather than a short-term benefit.

5. Getting Our Systems In Order

We need to make sure we have the right administrative systems in place. We need to be able to record and receipt all of our income, and ensure we can keep track of how, when and by whom it is being spent. In most cases, will have to report on that later.

The NPCF needs to explore the cost of acquiring a donor management software system such as Razor's Edge. In addition, it is important to sustain, at least, part-time staff assistance for 3 days per week annually. The approved Memorandum of Understanding (MOU) with the Niagara Peninsula Conservation Authority (NPCA) also clarifies assistance the Foundation will receive from their Corporate Services, Administration, Communications and Operations' Divisions.

6. Knowing Our Audience

While every non-profit team dreams of securing the support of a large sponsor, we need to understand that most foundations often receive one-time donations. This is because donors often wish to spread their impact.

Individual donors and small organizations such as Rotary Clubs, are also important. The Foundation should always promote and celebrate when we receive a gift which signals that we are meeting goals and satisfying existing donors.

7. Identifying Our Fundraising Methods

The NPCF will focus on the following pillars of fundraising in the short term:

1. Donations
2. Events
3. Community-Business Partnerships (Sponsorships)
4. Grants

Imperatives for each method of fundraising are different:

- **Grantmakers** will each have a specific goal that they want to achieve through their grants and will want NPCF to demonstrate how we can help them achieve those goals.
- **Donors** generally want to contribute to specific projects or activities, rather than the organisation as a whole.
- People attending a **special event** do not always have charitable motives – if they’re paying for entertainment and they expect to be entertained.
- **Businesses** generally enter partnerships with not-for-profits to do the right thing, but they also may want to be *seen* to be doing the right thing. There may be other drivers (e.g. access to markets) at play as well.

The NPCF should set a timeline and a yearly planner for our organisation to raise funds as outlined below.

8. Getting Under Way

The following fundraising ideas were generated at the September 10th Foundation Meeting.

Fundraising Idea	Specifics	Location	Lead	Timeline	KPI
WomEnchant	Event	Virtual	Andrea	Q4 2020	\$2,000
Bench Brewery	Event		Rob	Q4 2020	

Chair's Breakfast	Event		Andrea Tom	Q4 2020	
Directors' Donation	Fundraiser	Letters/E mails	Gayle Mickey	Q3 2020	\$3,000
Thanks. Festival	Fundraiser	Virtual	Andrea	Q4 2020	
Calamus Wine	Fundraiser – Partnerhsip	MOU		Q1 2021	\$1,500
Gallery Capital Campaign	Sponsorship	Case For Support		2021	
Regional Chair	Fundraiser			Q2 2021	
Outdoor Ed. Fund					
Memorial Bench	Fundraiser	4 benches	Gayle Adam	2021	\$4,000

Drive In Concert	Fundraiser	Balls Falls	Gayle Adam	Q3 2021	
Staff Payroll Deduction	Fundraiser	Letter	Chandra Gayle	2021	\$1,200
Christmas at Balls Falls	Drive Through event	Ball's Falls	Gayle Adam	Q4 2021	\$1,000
Camping For Conservation	Fundraiser	Home location or park	Boards Staff	Q2 2021	\$1,000
Drive Through Classic Car Show	Fundraiser	4 large CA's	Gayle Adam	Q3 2021	
Bounty of Niagara Farmer's Market	Fundraiser		Adam		

9. Formalizing and Training our Team

It is important to pair the above roles with individuals in our organization with their relative strengths. These roles include:

- **Engagers:** Individuals who will interact, talk and nurture relationships.
- **Connectors:** Individuals who can leverage networks and make valuable introductions.
- **Askers:** Individuals who understand the skills and timing necessary to ask for the donation.

- **Stewards:** Individuals who communicate with and nurture ongoing donors and promote the relationships.

10. Managing Our Strategy

It can be easy to "drift" from our Fundraising Strategy. Ongoing challenges and unexpected emergencies can add variables that can distract from our goals.

It is critical, however, that our organization prioritize fundraising plans, review progress at each meeting and make adjustments regularly.

11. Getting Creative

Like negotiating business deals, there are numerous ways we can engage donors without simply asking for a cheque.

For instance, we can ask donors to pledge their support with smaller amounts spread out over a period of time. Another strategy is asking a donor to create a "matching gift," meaning that our organization needs to raise matching funds in a given amount of time to receive the gift. This signals to the donor that we are serious about raising more money and also creates urgency for new donors.

Anyone who runs a non-profit organization understands the immense challenge with raising money. With the right planning, training, team and expectations, our organization can more effectively raise the funds needed to create sustainability and make a long-term positive impact.

12. Monitoring

The development of a fundraising strategy needs to be an annual exercise and should be evaluated and tweaked throughout the year as well.

We need the flexibility to react to new opportunities or to curtail activities that are either not practical or not profitable.

After every fundraising activity, and at least once a quarter, we need to step back and check how we are doing. If we are not hitting our targets, what could we do to put the situation to rights?

We need to monitor our volunteer workforce as well – if they're already burnt out only a few months into the year we're in trouble.

13. Saying Thanks

One of the main lessons of fundraising is to ensure that we appropriately acknowledge those that have assisted us, either as volunteers, donors or sponsors.

Acknowledgement can be expressed during an event, in our newsletters, on our tickets, in advertising, or in a personal letter from the Chair. If the donation/sponsorship/voluntary contribution is significant, we could consider providing a plaque, framed certificate or some form of permanent acknowledgement (signage, dedication).

14. Reviewing

At the end of each year, we need to review what we said we would do and then compare it to what we've actually done.

Holding an evaluation session to give everyone the opportunity to contribute to the discussions around what worked and what didn't is important.

Celebrating successes regarding what's been achieved and all those who have allowed us to achieve it is essential.



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

BOARD RECRUITMENT PROCESS

DRAFT FOR DISCUSSION

October 8, 2020

Ontario Corporation No. 0222428

Business No. 1190575111 RR 0001

1. Introduction

Why develop a **Board Recruitment Process** document? While the task of recruiting board members might seem a little daunting, it's important to take the time to find candidates with the right values, skills, attitude and commitment. Even though this is a volunteer job, being a board member is a crucial leadership role!

The purpose of the document is to outline the **Board Recruitment Process** for the Niagara Peninsula Conservation Foundation (NPCF).

An effective board recruitment process contains several elements, including:

- Integrating the **Strategic Plan** into the recruitment process,
- **Inventorying** the current board,
- Reviewing current **key documents**, such as bylaws, policies, annual reports, audited financial statements, website to ensure they are up to date,
- **Clarifying expectations** for board members, such as job descriptions, confidentiality, financial commitment, alignment with vision/mission and value statements, commitment to board hours,
- Defining an effective **recruitment process**,
- **Onboarding** effectively through a Board Orientation Meeting, and
- Assessing **Board performance**.

2. Integrating the new Strategic Plan into recruitment

The NPCF approved a new **Strategic Plan – 2020 to 2022 – A Strong Commitment to Conservation** in December 2019. When recruiting board members, it is vital that individuals embrace and align with the Foundation's vision, mission and values:

Vision

A leader in providing resources to support conservation work throughout the Niagara Peninsula watershed.

Mission

It is our mission to raise funds toward environmental endeavors that include increased green space, improving water quality, habitat restoration, and environmental research and education.

Values

- Trustworthy
- Transparent
- Accessible

- Accountable
- Fair
- Professional
- Timely

We deliver our values through a foundation of respect, integrity and honesty.

When having discussions with perspective Board prospects, asking if they support the vision, mission and values is key.

3. Inventorying the Current Board

The Board has developed a skills matrix which enables Directors to outline their skill sets on a scale of 1 to 3, as well as indicate gaps in board skills (see Attachment 1). Individuals with a variety of skills set will be recruited. Other important factors in recruiting include geographic distribution throughout the watershed jurisdiction, sector affiliation, age demographics, ethnic diversity and gender.

In 2020, the Board recruited 6 of its 12 Director seats. The target is to fill the remaining 6 seats by Q4 2021 through an advertisement and interview process.

4. Outlining Key Foundation Documents

Potential board members will want to ensure that Foundation documents are current and align with charitable standards and practices. The following documents will be circulated to perspective members:

- Letters Patent and Supplementary Letters Patent
- Strategic Plan – approved December 2019
- By-Law #8 – approved May 2020
- Audited Financial Statements – 2017 to 2019 are located on the Foundation website
- Agendas and Minutes – 2017 to 2020 are located on the website (hard copy minutes from 1969 on are available at the office)
- Annual Reports – 2017 to 2019 are on the website
- Policies –
 - Gift Acceptance Policy
 - Confidentiality and Privacy
 - Donor Recognition and Stewardship
 - Donor Bill of Rights
 - Code of Conduct
 - Financial Accountability
 - Risk Management
 - Conflict of Interest
 - Role of Officers
 - Board Responsibilities.

5.

6. Clarifying Expectations

When recruiting new Board Members, the Foundation needs to be clear regarding its expectations of new Board Members, which includes:

- Attending and preparing for daytime board meetings 6 times per year;
- Signing an Oath of Confidentiality;
- Providing a financial commitment to the Foundation within the Board Member's capability;
- Committing to the Vision, Mission and Values of the Foundation;
- Adhering to the roles and responsibilities for the board, including providing fiduciary/financial oversight and strategic guidance;
- Providing community connections for fundraising;
- Attending events as schedules permit;
- Supporting fundraising initiatives.

7. Executing the Recruitment Process

Recruiting the right mix of Board Members is essential to the success of the Foundation. Generally, recruitment involves the following steps:

- Ensuring that there is a Job Description for Directors;
- Reviewing the Board Skills Matrix and identifying skill gaps;
- Advertising for Directors
- screening, interviewing and selecting Directors
- orientating new Directors.

As the Board heads into 2021 to recruit new Directors the Job Description, gaps assessment, advertising process, screening/interviewing process and orientation package will be further refined.

8 Effectively Onboarding

All new Directors require approval from the current Board of Directors. Once approve, the new Directors will receive a welcome letter from the Foundation indicating their approval date and an updated Form 1 will be filed with Service Ontario. Effective onboarding includes:

- an orientation session including an organizational overview of both the Niagara Peninsula Conservation Authority and NPC Foundation, a review of pertinent documents through a Board Manual, a list of Board meetings and a contact list of Board Members and staff.

The Orientation Package has been drafted for the Foundation.

9. Assessing Board Performance

The Board is committed to completing annual surveys and assessing Board performance. A draft survey is attached as Appendix 2 and will be further assessment by the Board.

Appendix 1 Board Skills Matrix

Appendix 2 Board Performance Survey

Please rate your level of experience	1	2	3	4	5	6	7	8	9	Term Ending			Committee
	Tom Insinna	Gayle Wood	Robert Foster	Chandra Sharma	Mickey DiFruscio	Mary Sergenese							
1 Basic - 2 Intermediate - 3 Advanced													
Skills, Knowledge and Experience													
Technical													
Fundraising - Strategic		2											
Fundraising - Marketing		1											
Fundraising Plans & Grant Writing		1											
Communications/Public Relations		2											
Human Resources/Personnel Management		3											
Financial Mgmt/Accounting/Planning		1											
Boards & Non Profit Governance		3											
Grassroots Organizing		3											
Land Acquisition		3											
Natural Resources & Stewardship		3											
Group Diplomacy & Negotiations		3											
Meeting Skills & Democratic Process		3											
Legal Issues/Policy		2											
Government Relations and Policy (all levels)		3											
Branding		1											
Educational & Training Programs		2											
Strategic													
Leadership/Strategic Planning		3											
Nonprofit Management		3											
Contacts and Influence													
Government Agencies		2											
Corporate/Business		1											
Conservation Organizations		3											
Foundations/Funders		2											
Media		1											
Demographics													

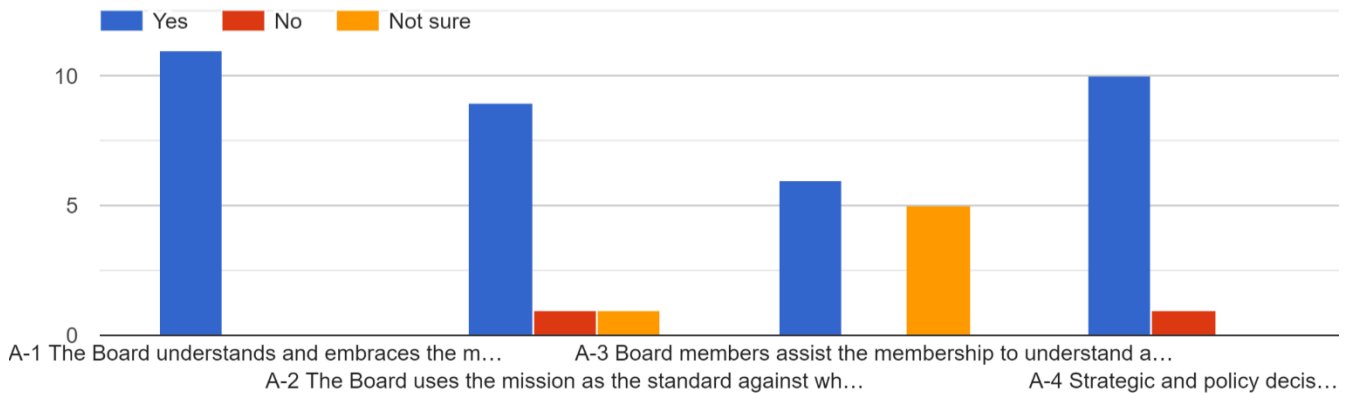
Geographic Representation														
Hamilton														
Haldimand														
Grimsby														
Niagara Falls														
Port Colborne														
Wainfleet														
Welland					X	X								
Thorold														
West Lincoln														
Fort Erie	X													
Lincoln			X											
Niagara-on-the Lake		X												
Pelham				X										
St, Catharines														
Other														
Contribution per month (hours)			56						14					
Ability to financial support foundation	X	X	X	X	X									
Age demograpic ethnicity														

DRAFT EXAMPLE - Board Evaluation Tool and Board Knowledge and Experience Matrix

(Board Members to answer yes, no, not sure to the following questions:)

Board Responsibilities

1. Corporate Mission - The Board is accountable for its mission. A mission has impact when Board members embrace it, are aligned in purpose and we are promoting it.



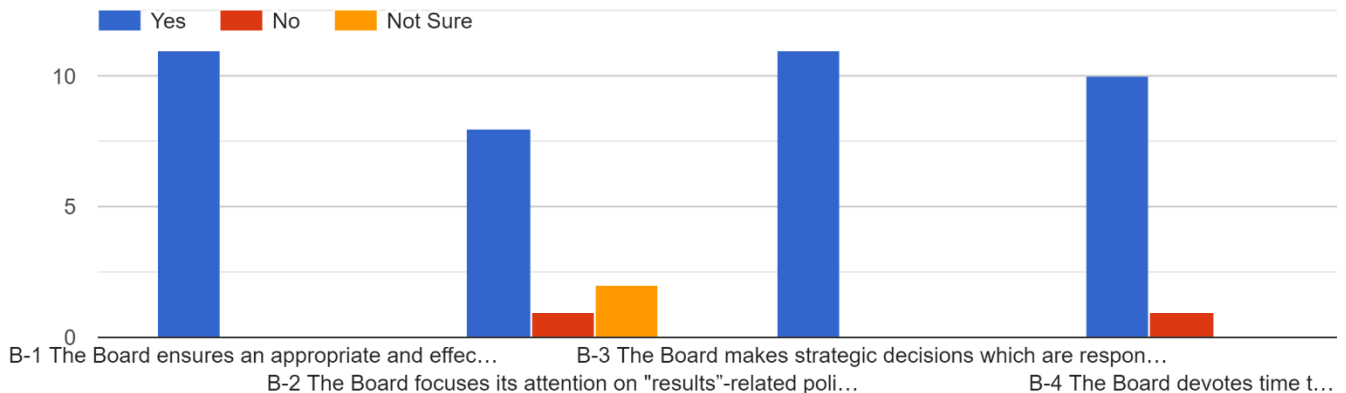
A-1 The Board understands and embraces the mission

A-2 The Board uses the mission as the standard against which decisions are made

A-3 Board members assist the membership to understand and embrace the corporate mission

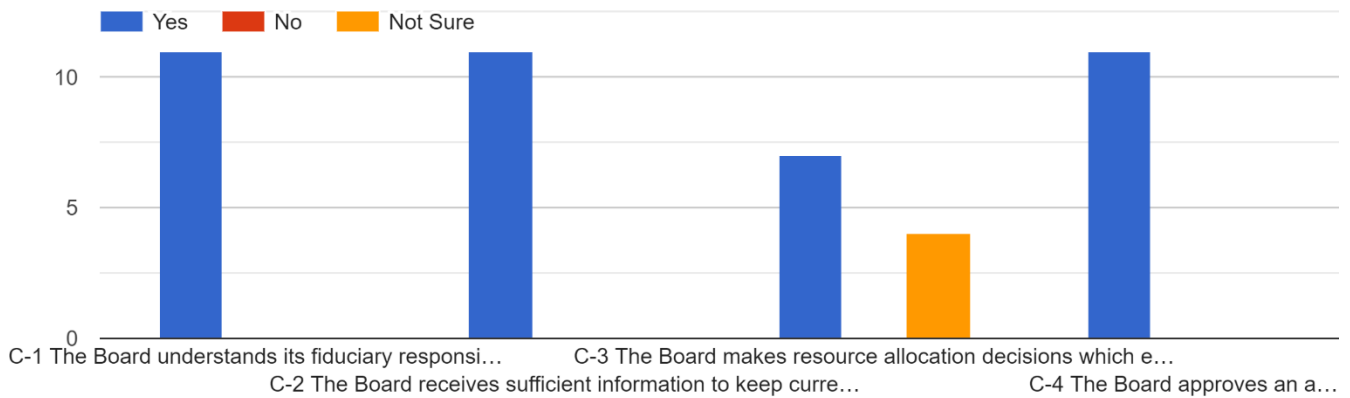
A-4 Strategic and policy decisions by the Board support advancement of the mission

2. Strategic Planning - The Board is responsible for engaging in a planning process that enhances understanding of the changing environment in which...to function more effectively in that environment.



- B-1 The Board ensures an appropriate and effective strategic planning process is in place
- B-2 The Board focuses its attention on "results"-related policy rather than "means"-related issues
- B-3 The Board makes strategic decisions which are responsive to trends, membership needs and other changes in the business environment
- B-4 The Board devotes time to planning and evaluation of short and long term needs for sustainability

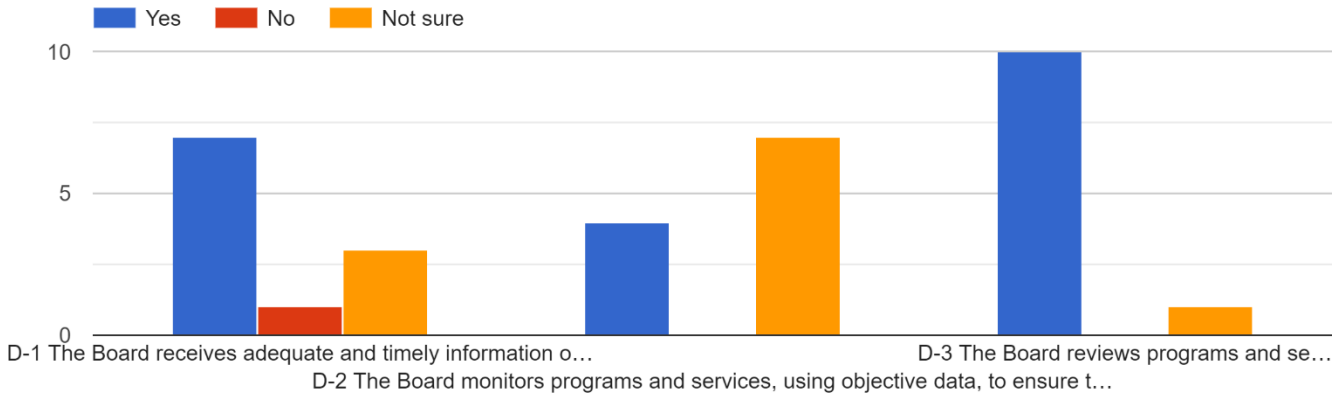
3. Fiscal Management - The Board is responsible for maintaining sound fiscal policy, budget control with periodic oversight, accounting practices and financial records.



- C-1 The Board understands its fiduciary responsibility
- C-2 The Board receives sufficient information to keep current on corporate financial performance and to make informed and prudent fiscal decisions
- C-3 The Board makes resource allocation decisions which enable the organization to progressively advance the mission and achieve its strategic goals

C-4 The Board approves an annual operating budget that is derived from the organization's plans

4. Programs and Services - The Board is responsible for determining programs and services that are offered to advance its strategic goals and to meet program needs.

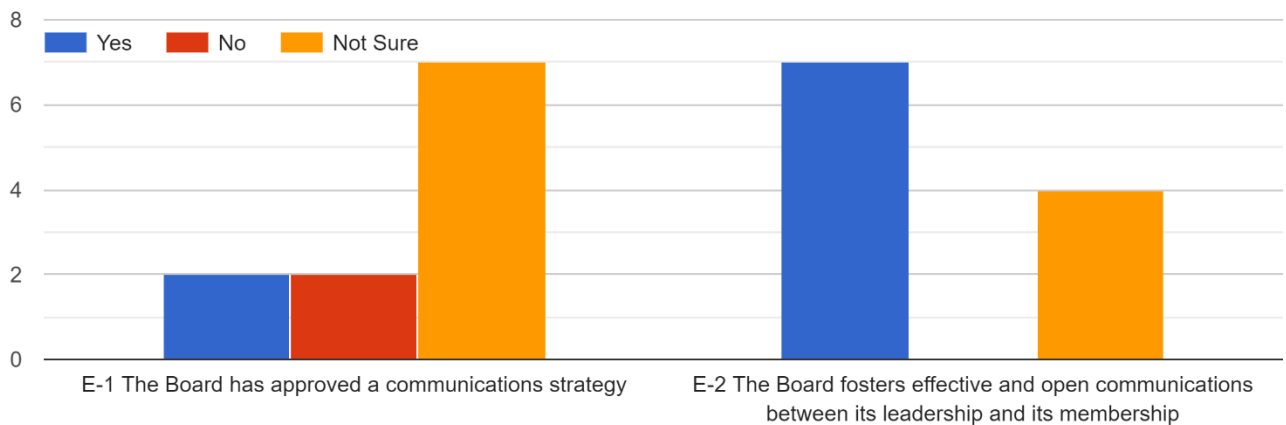


D-1 The Board receives adequate and timely information on stakeholder needs, expectations and satisfaction to make decisions about programs and services

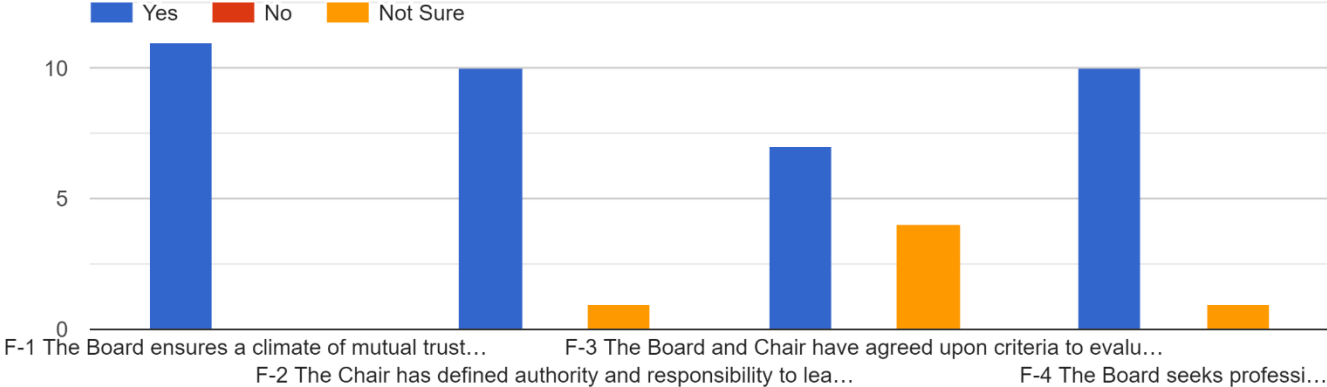
D-2 The Board monitors programs and services, using objective data, to ensure they are consistently of high quality and of good value to its key stakeholders

D-3 The Board reviews programs and services to be certain they support the mission and priorities

5. Advocacy and Promotion - The Board is accountable and responsible for enhancing corporate image and fostering a clear understanding of its...decisions among the membership and stakeholders.



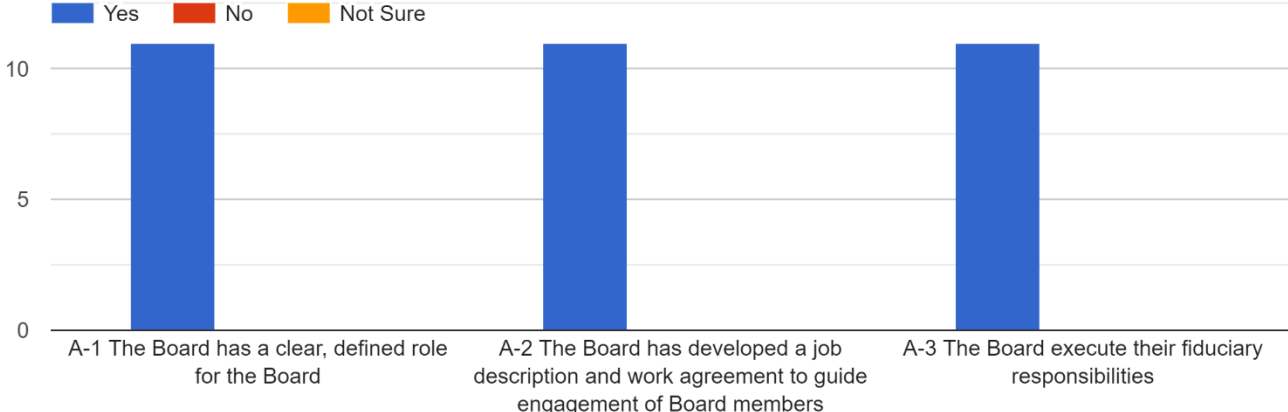
6. Board/Staff Partnership - The Board is responsible for building and nurturing a highly effective working partnership with staff, members, donors, partners and volunteers.



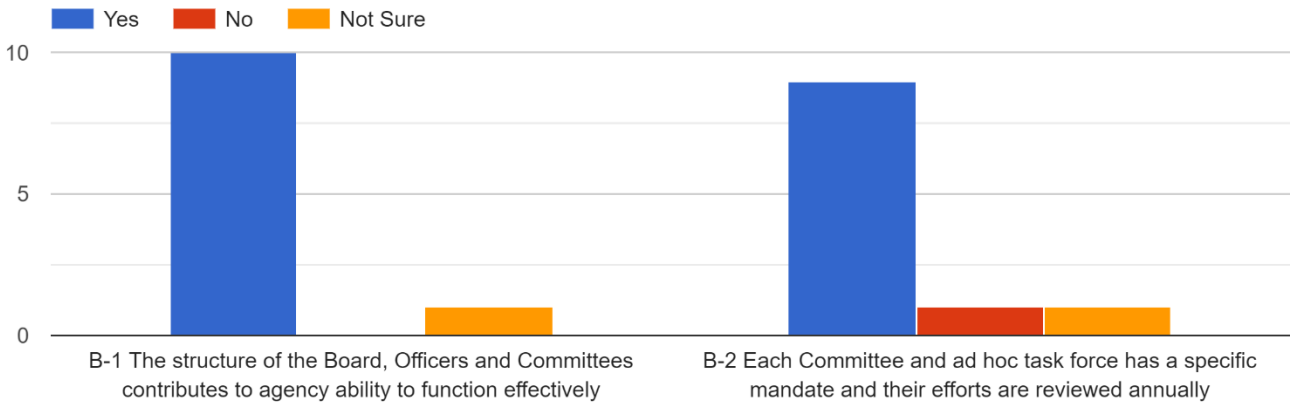
F-1 The Board ensures a climate of mutual trust and respect exists between the Board and the Chair
 F-2 The Chair has defined authority and responsibility to lead, direct and manage in concert with the ED
 F-3 The Board and Chair have agreed upon criteria to evaluate success, and to direct, manage, monitor and assess ED performance in a systematic way
 F-4 The Board seeks professional advice and respects the valued recommendations of the ED and staff

Board Effectiveness

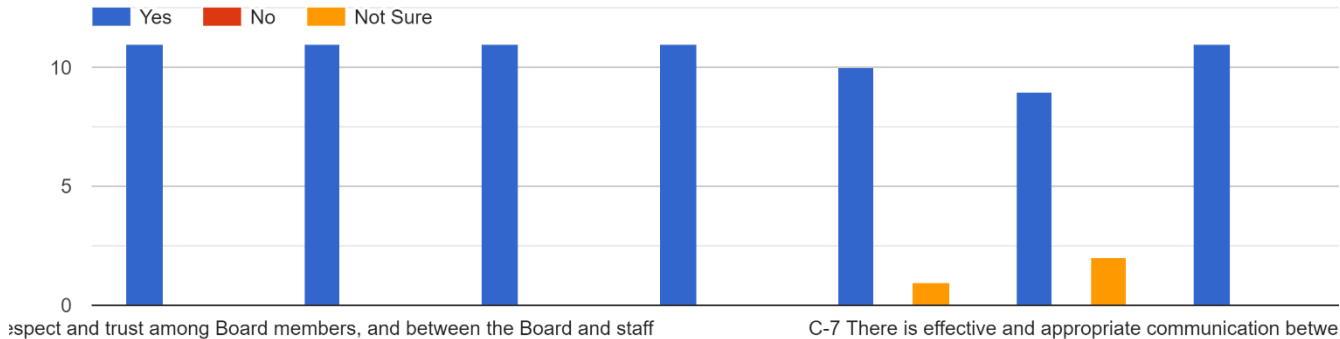
1. Board Responsibilities



2. Governance Structure

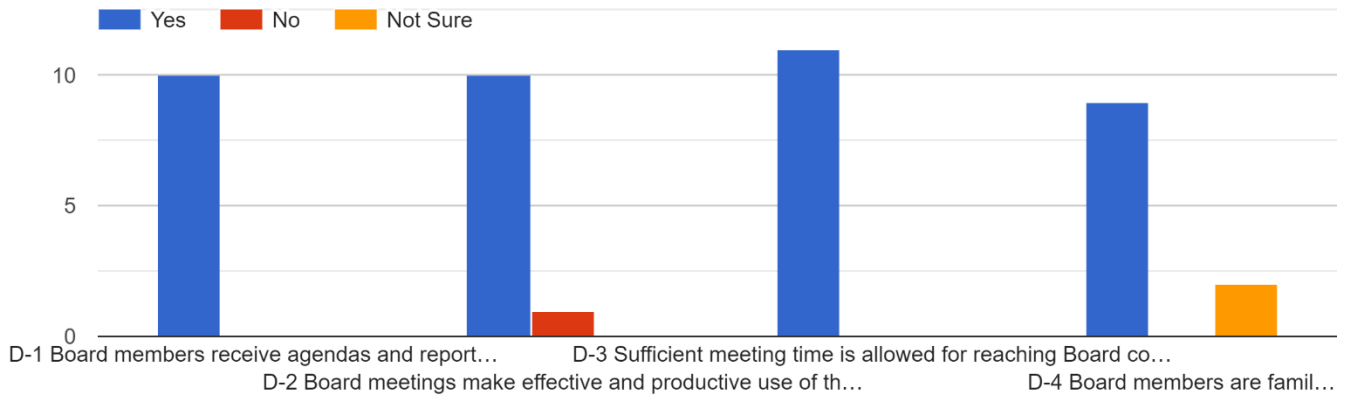


3. Board Dynamics - For the Board to function as a team, and speak with one voice, all the Directors (Board members) must demonstrate willingness to work together...peration relies on consensus from majority decisions.



- C-1 There is a climate of mutual respect and trust among Board members, and between the Board and staff
- C-2 Directors participate fully in Board discussions
- C-3 Directors have sufficient opportunities to express themselves on issues during Board discussions
- C-4 There is strong commitment to finding consensus
- C-5 The Board makes decisions based upon its mission, reliable information and analysis of program needs
- C-6 There is appropriate and timely communication between the Board and its Committee Chairs
- C-7 There is effective and appropriate communication between the Board and the Executive Director

4. Organized Meetings - Board meetings with organized agendas, reports, time-lines and materials circulated well in advance are more effective and productive for all.



D-1 Board members receive agendas and reports for review well in advance of the Board meetings

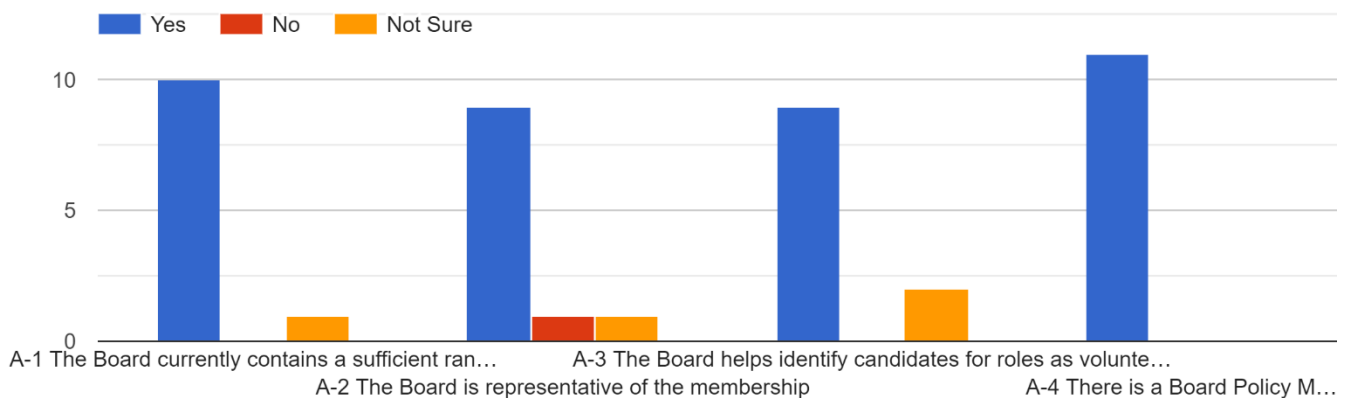
D-2 Board meetings make effective and productive use of the role of Board by focusing agendas and decisions on policies, practices, programs & priorities at a strategic level and not mired in the operational details

D-3 Sufficient meeting time is allowed for reaching Board consensus on complex issues as may be needed

D-4 Board members are familiar with agency by-laws and policy documents (e.g. plans and budgets)

Board Development

1. Governance Capacity



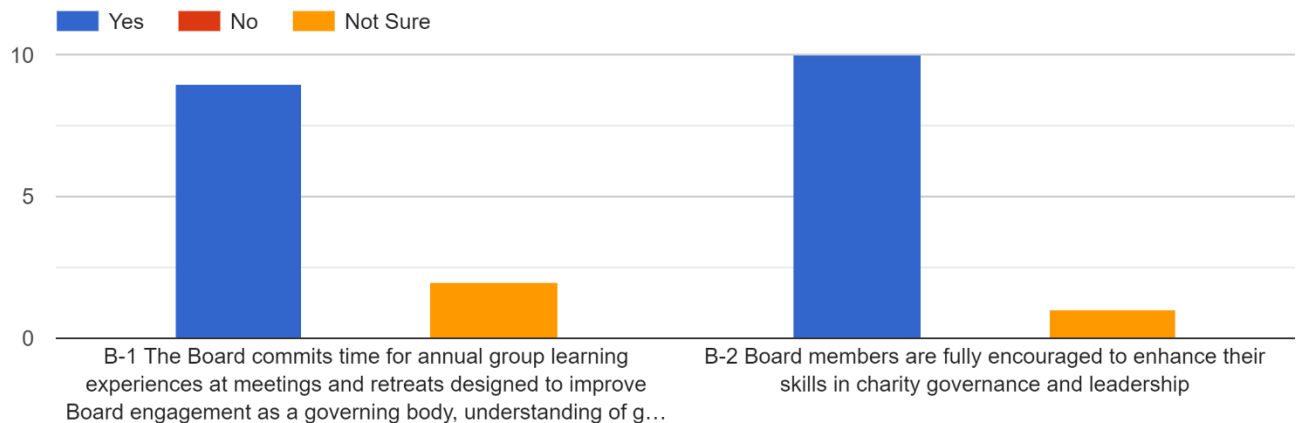
A-1 The Board currently contains a sufficient range of experience to make it an effective governing body

A-2 The Board is representative of the membership

A-3 The Board helps identify candidates for roles as volunteers, Committee or Task members and leaders

A-4 There is a Board Policy Manual and systematic orientation program for the Board and its Staff

2. Board Development



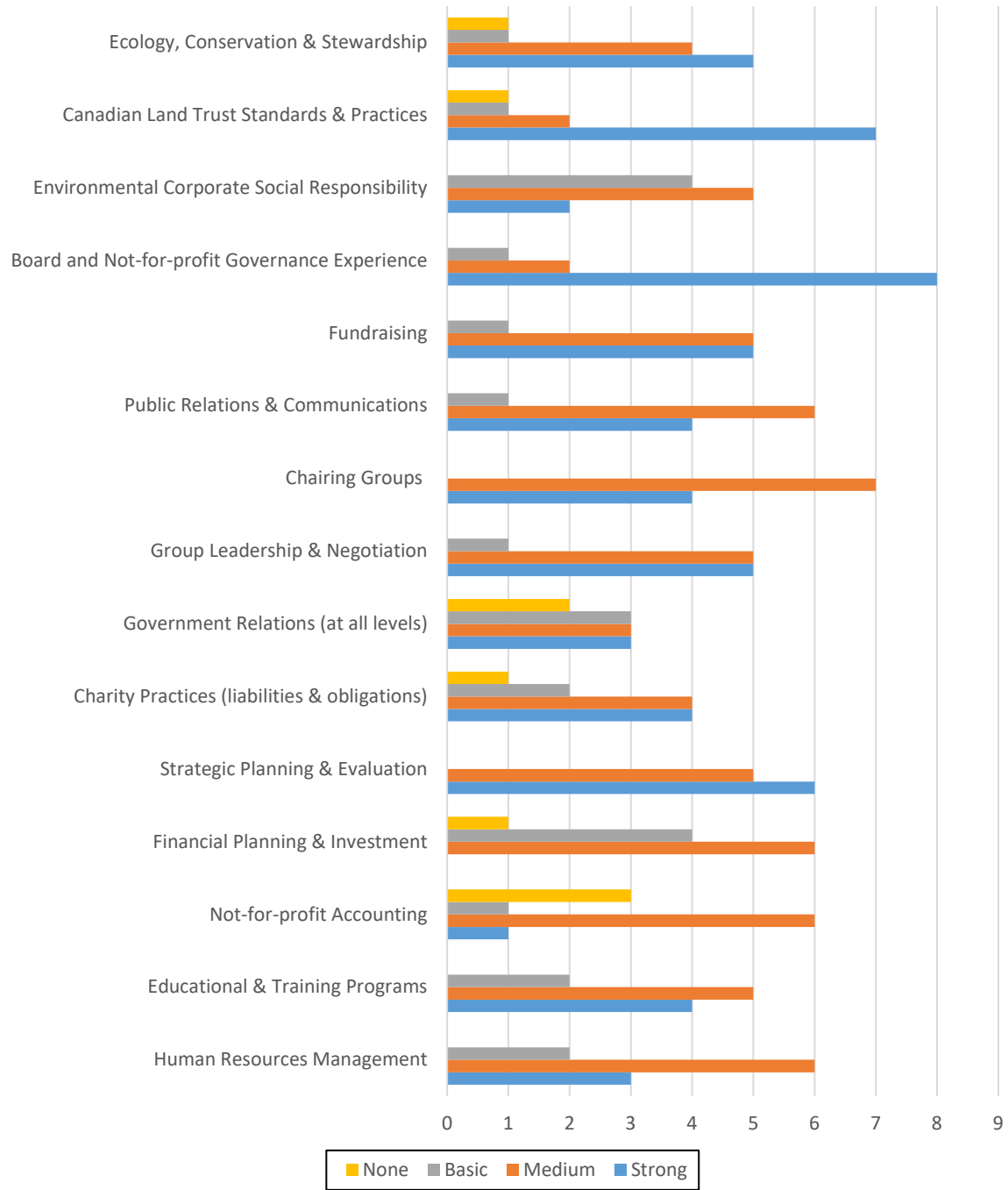
B-1 The Board commits time for annual group learning experiences at meetings and retreats designed to improve Board engagement as a governing body, understanding of good governance & considering action on emerging issues facing the charity and its community of interests

B-2 Board members are fully encouraged to enhance their skills in charity governance and leadership

General Assessment

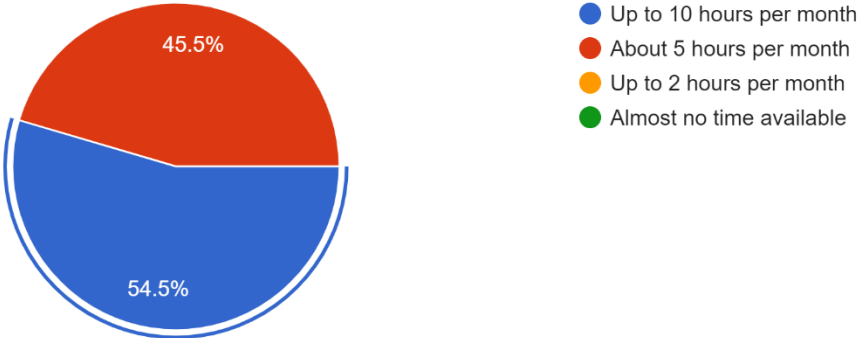
1. What issues or priorities may require the Board's attention or new focus in the next one to three years?
2. How can the Board's organization or performance be routinely improved in the next 6 - 12 months?
3. What change would you make to bring programs of more immediate value to achieve our mission?
4. What other comments, ideas or suggestions would you like to offer to enhance Board performance?

Board Knowledge and Experience Self-Assessment Matrix



Contribution Time (hours per month) - an estimate of your available volunteer days per month for OLTA

11 responses



Niagara Peninsula Conservation Foundation
2020 - Budget
Approved September 10 2020

	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 BUDGET												2020 BUDGET
						January	February	March	April	May	June	July	August	September	October	November	December	
102 - Corporate Services =====																		
Revenues =====																		
JT Gala																		
Sponsorship	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Ticket Sales	51,200	38,989	46,499	14,722	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total JT Gala	51,200	38,989	46,499	14,722	-	-	-	-	-	-	-	-	-	-	-	-	-	-
180 - Donations																		
008001 General Donations	1,457	1,812	1,192	1,801	5,541	-	-	-	1	-	24	934	200	-	500	200	250	2,109
008002 Major Donations	112,537	10,232	3,584	6,115	3,500	-	-	-	-	-	2,612	-	-	-	-	-	-	2,612
008003 Donated Services-Auth	-	-	-	-	-	-	-	668	-	-	-	-	-	-	-	-	-	668
008004 Donated Materials	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Donations	113,994	12,044	4,776	7,916	9,041	-	-	668	1	-	2,636	934	200	-	500	200	250	5,389
181 Interest																		
008010 General Account	940	1,209	1,278	922	442	20	20	20	20	20	20	20	20	20	20	20	20	240
008011 Trust Account	1,279	6,937	7,264	-	14,717	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Interest	2,219	8,146	8,543	922	15,159	20	20	20	20	20	20	20	20	20	20	20	20	240
182 Special Events																		
008020 Thanks Giving Festival	-	3,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008021 Golf Tournament	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008022 Elimination Draw	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008023 Wild Game Dinner	-	14,288	19,781	15,206	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008024 Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008025 Comfort Maple Pens	-	9,000	9,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008025 Children's Water Festival	-	-	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Special Events	-	26,288	28,781	17,206	-	-	-	-	-	-	-	-	-	-	-	-	-	-
184 Break Open Lotteries																		
008040 Niagara Falls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008041 Smithville	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008042 Welland	6,649	7,545	10,845	7,263	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008043 Niagara-On-The-Lake	9,268	8,630	3,947	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008044 Fort Erie	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008045 Pelham	3,582	4,030	2,687	448	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008046 Caledonia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008047 Wainfleet	6,649	1,791	5,738	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008048 Port Colborne	7,612	6,269	2,687	1,343	896	-	-	-	-	895	-	895	-	-	-	-	-	1,790
008050 Lincoln	5,373	2,687	4,030	-	5,373	-	-	-	-	-	-	-	-	-	-	-	-	-
008049 Interest - Nevada Bank Account	490	539	821	1,611	2,060	50	50	50	50	50	50	50	50	50	50	50	50	600
Total Break Open Lotteries	39,624	31,490	30,753	13,352	8,328	50	50	50	50	50	945	50	945	50	50	50	50	2,390

Niagara Peninsula Conservation Foundation
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	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 BUDGET												2020 BUDGET
						January	February	March	April	May	June	July	August	September	October	November	December	
185 Special Programs																		
008060 Education Bursary	-	-	-	-	300	-	-	-	-	-	-	-	-	-	-	-	-	-
008061 Commemorative Forests	325	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008062 Memorial Benches	5,475	4,200	-	-	1,500	-	-	-	-	-	-	-	3,500	100	7,000	100	-	10,700
008063 Comfort Maple Pens	-	9,330	17,971	3,550	1,648	-	-	-	-	-	-	-	-	1,000	-	-	-	1,000
008064 Bass Pro BBQ	-	364	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008065 Regional Subsidy - Children's Program	-	-	10,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008066 Capital Contribution - Enbridge	-	-	5,000	3,500	-	-	-	-	-	-	-	-	-	-	-	-	-	-
008035 WomEnchant Concert	-	-	-	-	4,041	-	-	-	-	-	-	-	-	-	-	2,000	-	2,000
0080676 Federal Grants	-	-	54,750	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Special Programs	5,800	13,894	87,721	27,050	7,489	-	-	-	-	-	-	-	3,500	1,100	7,000	2,100	-	13,700
Total Revenue	212,836	130,851	207,073	81,168	40,018	70	70	738	71	70	3,601	1,004	4,665	1,170	7,570	2,370	320	21,719
Expenditures																		
=====																		
009126 Part Time Staffing	-	24,756	23,102	36,175	5,424	-	-	-	-	-	-	-	254	885	708	708	708	3,263
Total Salaries	-	24,756	23,102	36,175	5,424	-	-	-	-	-	-	-	254	885	708	708	708	3,263
JT Gala																		
Food & Beverage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Guest Favours & Awards	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Printing Costs	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Décor	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Sound & Entertainment	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Security	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Parking	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Overnight Hotel Fees for Guest	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Advertising	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Transportation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Administration (Postage)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Misc	29,621	28,787	26,530	19,198	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total JT Galla	29,621	28,787	26,530	19,198	-	-	-	-	-	-	-	-	-	-	-	-	-	-
191 Office/Equipment Supplies																		
009112 Office Supplies/Equipment	6,990	(135)	94	56	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009113 Service Agreements	-	32,737	3,325	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009114 Postage	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009115 Commissions Expense	-	-	6,459	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Office/Equipment Supplies	6,990	32,602	9,878	56	-	-	-	-	-	-	-	-	-	-	-	-	-	-
192 General																		
009120 Bank Charges	6	1,098	1,979	1,830	1,616	90	90	90	90	90	90	90	90	90	90	90	90	1,080
009119 Online Donation Portal Fees	-	-	-	-	85	10	10	10	10	10	10	10	10	10	10	10	10	120
009121 Legal/Audit Fees	3,225	3,288	5,073	3,898	3,898	-	-	-	-	4,185	-	-	3,750	-	-	-	-	7,935
009124 Miscellaneous	-	-	1,242	650	3,989	-	-	-	-	-	-	-	-	-	-	-	-	-
009125 Donated Services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009244-198 Consulting Fees	-	-	27,160	1,299	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total General	3,231	4,386	35,454	7,677	9,588	100	100	100	100	4,285	100	100	3,850	100	100	100	100	9,135

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	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 BUDGET												2020 BUDGET
						January	February	March	April	May	June	July	August	September	October	November	December	
193 Travel & Allowances																		
009130 Meeting Expenses	-	149	62	183	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009133 Staff Travel and Expenses	373	868	1,366	4,187	21	-	-	-	-	-	-	-	90	150	-	-	79	-
Total Travel & Allowances	373	1,017	1,428	4,370	21	-	-	-	-	-	-	-	90	150	-	-	79	-
194 Special Programs																		
009140 Advertising/Marketing	3,011	911	3,388	1,116	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009142 Donor Recognition	-	2,104	2,892	69	150	-	-	-	-	-	-	-	-	-	-	-	-	-
009143 Printing/Graphics/Photo	-	3,029	226	733	245	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Special Programs	3,011	6,043	6,506	1,918	395	-	-	-	-	-	-	-	-	-	-	-	-	-
197 & 199 Special Events/Programs																		
009180 Education Bursary	-	-	500	500	7,500	-	-	-	-	-	-	-	-	7,500	-	-	-	-
009181 Thanks Giving Festival	314	3,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009182 Donor Recognition	-	2,790	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009183 Memorial Programs	156	338	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009317 CA Capital Projects	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009320 Envirothon	-	1,500	-	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-
009321 Children's Water Festival	-	9,000	9,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009184 Miscellaneous	25,035	373	1,755	229	704	-	-	-	-	-	-	-	-	-	-	-	-	-
009186 Bass Pro BBQ	-	292	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009324 Binbrook Accessible Walkway	-	-	22,750	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009325 Balls Falls Projects	-	-	5,000	1,800	-	-	-	-	-	-	-	-	-	1,200	-	-	-	-
009326 St. John's Capital Project	-	-	32,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009327 Aerial Deer Surveys	-	-	-	11,038	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Special Events/Programs	125,505	17,293	71,005	13,567	10,204	-	-	-	-	-	-	-	3,500	8,700	7,000	-	-	-
190 Special Events																		
009175 Elimination Draw	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009176 Golf Tournament	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009177 Wild Game Dinner	-	4,744	15,510	10,220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009178 Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Special Events	-	4,744	15,510	10,220	-	-	-	-	-	-	-	-	-	-	-	-	-	-
196 Break Open Lotteries																		
009160 Retail Commissions	133	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009161 Smithville	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009162 Niagara Falls	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009163 Welland	3,243	3,635	6,222	3,076	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009164 Niagara-On-The-Lake	5,247	4,997	2,378	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009165 Fort Erie	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009166 Pelham	1,643	1,709	1,508	(12)	258	-	-	-	-	-	-	-	-	-	-	-	-	-
009167 Caledonia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009168 Wainfleet	3,699	1,375	3,281	101	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009169 Port Colborne	4,454	3,610	1,618	412	1,123	-	-	-	-	-	-	-	-	-	-	-	-	-
009171 Lincoln	2,474	2,046	2,541	1,512	2,111	-	-	-	-	-	-	-	-	-	-	-	-	-
009170 Other	-	-	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
009173 Regional Subsidy Children's Program	-	-	2,631	7,249	8,427	-	-	-	-	-	-	-	-	-	-	-	-	-
009174 Comfort Maple Pen	-	-	5,372	3,169	1,259	-	-	-	-	-	-	-	-	1,000	-	-	-	-
009175 Nevada Grant Program	-	-	2,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Break Open Lotteries	20,892	17,372	28,051	15,506	13,178	-	-	-	-	-	-	-	-	1,000	-	-	-	-
Total Expenditures	189,623	136,999	217,463	108,686	38,810	100	100	100	100	4,285	100	100	7,694	10,835	7,808	887	808	32,417
Surplus/(Deficit)	23,213	(6,148)	(10,390)	(27,517)	1,208	(30)	(30)	638	(29)	(4,215)	3,501	904	(3,029)	(9,665)	(238)	1,483	(488)	(10,698)