



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

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***

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 December 10, 2020
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 October 8, 2020 (attached)
- 3.2 Closed Session Minutes of the Board of Directors Meeting dated October 8, 2020 (to be discussed in closed session)
- 3.3 Minutes of the Special Board of Directors Meeting dated November 13, 2020 (attached)

Recommended:

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

Recommended:

That the minutes of the NPCF Special Board of Directors meeting held November 13, 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 Auditor – Roots Bissonette Walker LLP, Chartered Professional Accountants regarding 2019 Corporate Filing (attached)

5.2 Peninsula Field Naturalists NPCF Donation Letter and Cheque (attached)

Recommended:

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

6. DEPUTATIONS AND PRESENTATIONS

There are no deputations or presentations scheduled for this meeting.

7. ITEMS FOR APPROVAL

7.1 Board Recruitment Process Document (attached)

The Managing Director/Secretary-Treasurer will overview the Board Profile Assessment Report and Board Recruitment Process document. The completed Board Profile Matrix will be discussed in Closed Session as it contains personal information.

Recommended:

That the Board Profile Assessment Report be received and forwarded to a 2021 Board Meeting for consideration when recruiting new Board Members; and

Further that the Board of Directors approve the Board Recruitment Process document dated December 10, 2020 and that the document be placed on the NPCF website.

7.2 NPCF Fundraising Strategy – 2021 (attached)

Directors Sergenese and Wood and Staff Member Crosby-DiCenso met on November 19, 2020 for a workshop on the NPCF Fundraising Strategy for 2021. This Work Group is recommending the attached Fundraising Strategy for the Board's discussion and approval.

Recommended:

That the Board of Directors approve the NPCF 2021 Fundraising Strategy dated December 10, 2020.

7.3 Customer Relations Management (CRM) and Grant Search Software (attached)

The Executive Coordinator will review options for fundraising/donor management software and a grant search database.

Recommended:

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

7.4 Niagara Peninsula Conservation Foundation Draft 2021 Budget (attached)

The NPCF Director, Corporate Services/NPCF Assistant Treasurer, Managing Director and Executive Coordinator worked together to prepare a 2021 budget for the Board's review and approval. The Budget will be presented by the Director, Corporate Services/Assistant Treasurer.

Recommended:

That the 2021 NPCF Budget dated December 19, 2020 be approved.

7.5 NPCF Education Program Funding Report (attached)

The report from the Managing Director/Secretary-Treasurer regarding the various education programs supported by the Foundation is attached.

Recommended:

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

8. BUSINESS FOR INFORMATION

8.1 Statement of Operations and Fund Balances Q3-2020 (attached)

The NPCA Director, Corporate Services/NPCF Assistant Treasurer will review the 3rd Quarter Financial Report and discuss year end projections.

Recommended:

That the Board of Directors receive the Foundation's 3rd Quarter Financial Report.

8.2 Executive Coordinator's Report

The Executive Coordinator will provide a verbal update to the Board of Directors.

Recommended:

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

8.3 2021 Meeting Schedule

It is recommended that the Foundation Board of Directors continue to meet on the second Thursday of the following months, generally from 10:00 a.m. to 12:00 noon and at the Call of the Chair:

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

9. NEW BUSINESS

10. CLOSED SESSION (AGENDA CIRCULATED SEPARATELY)

Recommended:

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

10.1 Consideration of the Closed Session minutes from October 8, 2020;

10.2 Human Resources matters.

Recommended:

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

Recommended:

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

Recommended:

~~That the Managing Director/Secretary-Treasurer prepare a report for the February 2021 meeting regarding the operation of other GTA Conservation Foundations.~~

11. ADJOURNMENT

Recommended:

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



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

**Thursday October 8, 2020
10:00 a.m. to 12:00 p.m.**

**In accordance with Ontario Regulation 107/20
made under**

The Emergency Management and Civil Protection Act (Details to follow)

MINUTES

Chair Insinna called the Board of Director's Meeting for the NPCF to order at 10:11 a.m. by acknowledging 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 declared a quorum, advised that the meeting was authorized by Ontario Regulation 107/20 under The Emergency Management and Civil Protection Act and he outlined the procedures for the meeting.

Chair Insinna welcomed new Board Member - Mary Sergenese to the Foundation. He advised that Member DiFruscio sent his regrets as he is still recuperating. He requested each Board Member and staff to introduce themselves.

Member Foster, Vice Chair
Member Sergenese
Member Sharma
Member Wood

Gina Shaule, NPCA Administrative Assistant
Adam Christie, NPCA Director Strategic Initiatives and Operations
Andrea Crosby-DiCenso, NPCF Executive Coordinator.

The Chair also acknowledged that Lise Gagnon, Authority Director of Corporate Services and Assistant Treasurer to the Foundation was on a well-deserved vacation.

1.ADOPTION OF AGENDA -

1.1 **Addition of Items**

The Chair added a verbal update from Gayle Wood on correspondence as well as an additional Human Resources discussion in Closed Session.

1.2 **Change in Order of Items**

Vice Chair Foster requested a change in order to consider Item 7.1 after agenda Item 2 in order to accommodate Adam Christie's schedule.

1.3 **Motion to approve Agenda**

Moved by: Member Foster

Seconded by: Member Sharma

That the Agenda for the NPCF Board of Directors' Meeting held October 8, 2020 be approved, as amended, to include a verbal correspondence update, an additional human resource discussion in Closed Session and a change in order for Item 7.1 to be discussed after agenda Item 2.

CARRIED

2. DECLARATION OF CONFLICTS OF INTEREST

There were no declarations of interest at the meeting.

3. ITEMS FOR APPROVAL

3.1 **Draft NPCF Fundraising Strategy – 2020-2021**

Andrea Crosby-DiCenso and Gayle Wood presented the Draft Fundraising Strategy. The Board agreed to the following actions:

- The Bench Brewery Event and Chair's Breakfast would be held in 2021.
- A follow up letter and personal discussion with each Authority Board member would occur to outline the importance of 100% participation in the Directors' Donation Challenge and that any donation would be appreciated.

- The final strategy needs to incorporate strong key performance indicators and needs to flesh out details on events, as they are labour intensive.
- The format for the strategy was acceptable.
- Staff should investigate purchasing donor management software.
- A brainstorming workshop should be held in November for the Board and staff to further discuss and finalize the Fundraising Strategy.

Moved by: Member Sharma

Seconded by: Member Sergenese

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

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

CARRIED

4. APPROVAL OF FOUNDATION MINUTES

Moved by: Member Sharma

Seconded by Member Wood

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

CARRIED

The Chair noted that the minutes from the Closed Session meeting on September 10, 2020 would be considered in Closed Session.

5. UPDATE FROM THE CHAIR

The Chair indicated that, with his welcoming of Member Sergenese to the Board, his comments were complete, given the need to move ahead with the agenda to keep to the meeting schedule.

6. CORRESPONDENCE

Member Wood indicated that three pieces of correspondence arrived after the agenda was circulated:

- A resolution from the Niagara Peninsula Conservation Authority in response to the Chair's presentation to their Board of September 17, 2020.

- Email correspondence that Aviva Canada had donated \$750 to the Foundation as a result of their staff volunteer workday on a Pollinator Garden.
- Email correspondence from Northland Power donating \$1,000 to the Foundation in the memory of the Rt. Hon. John Turner who was on their Board of Directors.

The Board discussed the importance of recognizing donations on our social media platforms and website. Member Sergenese advised that she will send staff a “Recognition Grid” which the Executive Director will add to the Foundation’s Gift Acceptance Policy.

Moved by: Member Wood

Seconded by: Member Foster

That the verbal update on correspondence received from the NPCA regarding the MOU, Aviva regarding a donation to the Foundation and Northland Power regarding a donation in the memory of the Rt. Honourable John Turner be received for information.

CARRIED

7. DEPUTATIONS AND PRESENTATIONS

There were no deputations or presentations at the meeting.

8. ITEMS FOR APPROVAL

8.1 Draft NPCF Board Recruitment Process

Member Wood overviewed the Draft Board Recruitment Process document and requested that the Board members provide comments in writing which will be incorporated into the document and presented at the December 10, 2020 Board of Directors meeting.

Moved by Member Sharma

Seconded by: Member Sergenese

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 Directors and present a final document to the December 10, 2020 meeting for approval.

CARRIED

9. BUSINESS FOR INFORMATION

9.1 **Executive Coordinator's Update**

The Executive Coordinator provided a verbal update on her activities since the September meeting. The ED recommended that Imagine Canada be accessed for \$33.00 per month until year end, which the Board supported.

In relation to the ED's participation at the Thanksgiving Festival, it was suggested that a Foundation Donation Box be offered at the gate in addition to a potential raffle.

Moved by: Member Sergenese
Seconded by: Member Sharma

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

CARRIED

9.2 **Discussion regarding the 2021 Budget**

It was recommended that the discussion on the 2021 budget be referred to the December 10, 2020 meeting, after the Fundraising Strategy Workshop.

10. NEW BUSINESS

At the request of the Chair, the ED confirmed that the Foundation has a "big cheque" which is used for presentation purposes and profiling donations.

11. CLOSED SESSION

Moved by: Member Wood
Seconded by: Member Foster

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

10.1 Consideration of the Closed Session minutes from the September 10, 2020 meeting; and

10.2 Consideration of matters pertaining to Human Resources.

CARRIED

**Moved by: Member Sergenese
Seconded by: Member Foster**

That the meeting re-convene in Open Session and report progress.

CARRIED

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

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

CARRIED

**Moved by Member Foster
Seconded by Member Sharma**

That the human resources matter discussed in Closed Session at the October 8, 2020 meeting be approved by the Board of Directors.

CARRIED

Before adjournment, the Chair thanked the Board members and staff for their participation at the meeting.

12. ADJOURNMENT

Moved by: Member Foster

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

CARRIED

**Tom Insinna
Chair**

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

SPECIAL BOARD OF DIRECTORS MEETING

FND-BOD-07-20

Friday November 13, 2020

E-VOTE Meeting

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

MINUTES

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
Rob Foster, Vice Chair
Gayle Wood, Managing Director/Secretary-Treasurer
Mickey Difruscio, Director
Chandra Sharma, Director
Mary Sergenese, Director

This e-vote meeting was called by Chair Insinna for the sole purpose of seeking approval of the transfer of funds to the Niagara Peninsula Conservation Authority for the launch of a new partnership initiative – ***A Conservation Christmas at Ball's Falls Conservation Area.***

1. ADOPTION OF AGENDA

Moved by: Member Wood
Seconded by: Member Sergenese

Resolution No: FND-BOD-69-20

That the Agenda for the NPCF Special Board of Directors' Meeting held November 13, 2020 be approved as printed.

CARRIED

2. ITEMS FOR APPROVAL

2.1 Partnership Project – *A Conservation Christmas at Ball's Falls Conservation Area*

A report attached to the agenda outlined a proposed new multi-year partnership project with the Niagara Peninsula Conservation Authority on ***A Conservation Christmas at Ball's Falls.***

Moved by: Member Foster
Seconded by: Member Sergenese

Resolution No: FND-BOD-70-20

That the Foundation approve the transfer of funds to the NPCA in the amount of \$5,000 for the launch of *A Conservation Christmas at Ball's Falls Conservation Area*; and

Further that the Foundation Board Members commit to seeking sponsorships and volunteering during the weekend of December 11th to 13th, within their ability, to assist in making this event a success.

CARRIED

3. ADJOURNMENT

Moved by: Member Sharma

Seconded by: Member

Resolution No. FND-BOD-71-20

That the November 13, 2020 NPCF Board of Directors' Special Meeting be adjourned to reconvene on December 10, 2020 or at the call of the Chair.

CARRIED

**Tom Insinna,
Chair**

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

Root Bissonnette Walker LLP
200 Hwy. 20
Suite 203
Fonthill, Ontario L0S 1E6

Dear Sirs:

This representation letter is provided in connection with your audit of the financial statements of Niagara Peninsula Conservation Foundation for the year ended December 31, 2019, for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian accounting standards for not-for-profit organizations.

In making the representations outlined below, we took the time necessary to appropriately inform ourselves on the subject matter through inquiries of entity personnel with relevant knowledge and experience, and, where appropriate, by inspecting supporting documentation.

We confirm that (to the best of our knowledge and belief):

1. Financial Statements

We have fulfilled our responsibilities, as set out in the terms of the audit engagement dated December 31, 2019, for:

- a) Preparing and fairly presenting the financial statements in accordance with Canadian accounting standards for not-for-profit organizations;
- b) Providing you with:
 - i) Access to all information of which we are aware that is relevant to the preparation of the financial statements, such as:
 - A) Accounting records, supporting data and other relevant documentation,
 - B) Minutes of meetings (such as members, board of directors and audit committees) or summaries of actions taken for which minutes have not yet been prepared, and
 - C) Information on any other matters, of which we are aware, that is relevant to the preparation of the financial statements;
 - ii) Additional information that you have requested from us for the purpose of the audit; and
 - iii) Unrestricted access to persons within the entity from whom you determine it necessary to obtain audit evidence.
- c) Ensuring that all transactions have been recorded in the accounting records and are reflected in the financial statements; and
- d) Designing and implementing such internal control as we determined is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. We have also communicated to you any deficiencies in the design and implementation or the maintenance of internal control over financial reporting of which management is aware.
- e) We have disclosed to you any inventories on consignment, bill-and-hold, or other arrangements either owned by the company or by its suppliers. A provision, when material, has been made (i) to reduce excess or obsolete inventories to their estimated net realizable value and (ii) for any loss to be sustained as a result of purchase commitments for inventory quantities in excess of normal requirements or at prices in excess of the prevailing market prices.
- f) We have disclosed to you all significant customers and/or suppliers of the company who individually represent a significant volume of transactions with the company. We are of the opinion that the volume of transactions done by the company with any one party is not of sufficient magnitude that discontinuance would have a material negative effect on the ongoing operations of the company.
- g) We are aware of the environmental laws and regulations that have an impact on our company and we are in compliance. There are no known environmental liabilities that have not been accrued for

or disclosed.

- h) A provision has been made for any material loss to be sustained in the fulfillment of, or from inability to fulfill, any sales commitments.

2. Fraud and Non-Compliance

We have disclosed to you:

- a) All of our knowledge in relation to actual, alleged or suspected fraud affecting the entity's financial statements involving:
 - i) Management;
 - ii) Employees who have significant roles in internal control; or
 - iii) Others where the fraud could have a material effect on the financial statements;
- b) All of our knowledge in relation to allegations of fraud or suspected fraud communicated by employees, former employees, analysts, regulators or others;
- c) All known instances of non-compliance or suspected non-compliance with laws and regulations, including all aspects of contractual agreements that should be considered when preparing the financial statements;
- d) All known, actual, or possible litigation and claims that should be considered when preparing the financial statements; and
- e) The results of our risk assessments regarding possible fraud or error in the financial statements.

3. Related Parties

We have disclosed to you the identity of all of the entity's related-party relationships and transactions of which we are aware. All related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Canadian accounting standards for not-for-profit organizations.

4. Estimates

We acknowledge our responsibility for determining the accounting estimates required for the preparation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations. Those estimates reflect our judgment based on our knowledge and experience of past and current events, and on our assumptions about conditions we expect to exist and courses of action we expect to take. We confirm that the significant assumptions and measurement methods used by us in making accounting estimates and related financial statement disclosures, including those measured at fair value, are appropriate to achieve recognition, measurement or disclosure that is in accordance with Canadian accounting standards for not-for-profit organizations.

5. Subsequent Events

All events subsequent to the date of the financial statements and for which Canadian accounting standards for not-for-profit organizations requires adjustment or disclosure have been adjusted or disclosed.

6. Commitments and Contingencies

There are no commitments, contingent liabilities/assets or guarantees (written or oral) that should be disclosed in the financial statements. This includes liabilities arising from contract terms, illegal acts or possible illegal acts, and environmental matters that would have an impact on the financial statements.

7. Adjustments

We have reviewed, approved and recorded all of your proposed adjustments to our accounting records. This includes journal entries, changes to account coding, classification of certain transactions and preparation of, or changes to, certain accounting records.

8. Misstatements

The effects of uncorrected misstatements are immaterial, individually and in aggregate, to the financial statements as a whole. A list of the uncorrected misstatements, including the reasons why they were not corrected, is attached to this letter.

Yours very truly,
Niagara Peninsula Conservation Foundation

X 

Gayle Wood
Secretary-Treasurer

Date: November 3, 2020

ROOT BISSONNETTE WALKER LLP

Niagara Peninsula Conservation Foundation
 Accumulation of Identified Misstatements (AIM)
 December 31, 2019

Calculated Cell

All trivial misstatements under the AIM threshold are not summarized.

Materiality: 3,000.00
 AIM Threshold: 150.00

Note: our policy is to summarize all of the below as reversing in the subsequent period. Any to be carried forward will be set up again each year.


Description	Ref	Over (under) statement of:				Corrected? (Y/N)	AJE Ref
		Assets	Liabilities	Beg RE	CY Income		
Prior year uncorrected misstatements reversing in current year					-		
Current year misstatements identified							
To accrue WomEnchant Concert activity	20-2	(4,041.01)			(4,041.01)	Y	AJE 1
					-		
					-		
					-		
					-		
					-		
					-		
					-		
					-		
					-		
					-		
Total identified misstatements		(4,041.01)	-	-	(4,041.01)		
Less: misstatements corrected by management		(4,041.01)	-	-	(4,041.01)		
Total uncorrected misstatements		-	-	-	-		
Effect of prior year uncorrected misstatements							
Total effect of uncorrected misstatements		-	-	-	-		
Performance materiality		2,250.00	2,250.00	2,250.00	2,250.00		
Remaining for further possible misstatement		2,250.00	2,250.00	2,250.00	2,250.00		

Conclusion: based on the above, these financial statements are not materially misstated.

Effect of uncorrected misstatements reversing in subsequent year

Initial _____ Date _____

Prepared by: MD 8/12/2020
 Reviewed by: AW 8/13/2020



X Client approval:

Date: November 3, 2020

Niagara Peninsula Conservation Foundation

Year End: December 31, 2019

Adjusting Journal Entries

Date: 1/1/2019 To 12/31/2019



Signature: _____ Date: _____

November 3, 2020

Number	Date	Name	Account No	Debit	Credit
1	12/31/2019	GENERAL ACCOUNTS RECEIVABLE	130002 0	4,041.01	
1	12/31/2019	GENERAL DONATIONS < \$500	008001-180 UF		450.01
1	12/31/2019	Misc Revenues - WomEnchant Concert	008035-183 UF		3,591.00
To record revenue relating to WomEnchant Concert near year end. (Already recorded by client)					
				4,041.01	4,041.01

Net Income (Loss) 1,207.68

COPY

JP

Hi Renée

NOV 2 '20 PM 2:39

Your presentation on the Comfort Maple was delightful to watch. As

a long time resident of South Hill I am

familiar with the tree and its story. Your enthusiasm for the

Comfort Maple and the NPCA

BOARD RECRUITMENT PROCESS

December 10, 2020

should transform to all who attended.

I have enclosed the donation cheque for the NPCA Foundation.

Thanks

Joel Dameda



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

To: Foundation Chair and Board of Directors

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

Date: December 10, 2020

Subject: **Board Profile Assessment Report**

1. Purpose of the Report

The purpose of this report is:

- To overview the results of the Board Profile matrix recently completed by Board Members; and
- To address skills gaps by providing recommendations for future Board recruitment.

2. Foundation Mandate

The Foundation derives its mandate from its Letters Patent dated May 5, 1969. They state that the objects of the Niagara Peninsula Conservation Foundation (NPCF) are, in part, to aid:

in the cultivation and advancement of conservation in the Province of Ontario by serving as a permanent custodian of the endowment funds of the Niagara Peninsula Conservation Authority.

Securing Board Members with a variety of skills, geographic locations, ethnicity, gender, and age demographics is important for good governance in order to address the mandate of the NPCF.

3. Board Profile Matrix

Each of the current six Board Members provided information in order to complete a **Board**

Profile Matrix and ranked their expertise as Basic, Intermediate or Advanced. Members completed a self-ranking based on the following criteria:

- technical skills, knowledge and experience in several areas;
- strategic skills in relation to leadership, planning and non-profit management;
- contacts and ability to influence potential donors; and
- their geographic location, age group by decade, ethnicity, gender and ability to support the Foundation both financially and through volunteer hours per month.

As the completed **Board Profile Matrix** contains personal information, it will be considered in Closed Session at the December 10, 2020 meeting.

4. Board Profile Assessment

Each Member assessed their skills as “Basic” (1 point), “Intermediate” (2 points) or “Advanced” (3 points). The average score of all six Board Members was generated. Average scores above 2.5 are noted as areas of strength within the organization and average scores below 1.5 are areas for focus regarding future recruitment.

(a) Board Strengths

The following Board Member strengths are in the following areas:

- Strategic fundraising;
- Grassroots organization;
- Natural resources/stewardship;
- Group diplomacy/negotiations;
- Meeting skills and democratic process;
- Government relations and policy; and
- Leadership and strategic planning.

(b) Board Gaps

The following capacities were identified as areas of focus for future recruitment:

- Fundraising planning and grant writing;
- Land acquisition (legal/real estate advice);
- Branding [marketing]; and
- Representation from the corporate/business sector.

(c) Board geographic gaps

Representation on the Board is missing from the following areas within the watershed:

- Hamilton
- Haldimand
- Grimsby
- Niagara Falls
- Port Colborne
- Wainfleet
- West Lincoln
- St. Catharines.

(d) Ethnicity, Age Demographics and Gender

The Board has an excellent gender balance. Ages of Board members range from the 40's to the 90's; leaving room for younger individuals to be recruited in the 20's to 30's age range. The Board should also consider broadening ethnic representation.

(e) Ability to Donate

The Board is generous in terms of their ability to donate hours (average donation of 20 hours per month). Each Board Member has also financially donated to the Board.

5. Recommendations

The Board will be investigating recruitment in 2021 for the remaining six seats on the Foundation. It is recommended that this report be further reviewed in the upcoming year prior to consideration of future Board Members.

It is recommended:

That the Board Profile assessment be received and forwarded to a 2021 Board Meeting for consideration when recruiting new Board Members

Submitted by:

Original Signed by

D. Gayle Wood

Managing Director/Secretary-Treasurer



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

BOARD RECRUITMENT PROCESS

December 10, 2020

Niagara Peninsula Conservation Foundation
250 Thorold Road West
Welland, Ontario, L3C 3W2
Ontario Corporation No. 0222428
Business No. 1190575111 RR 0001

1. Introduction

Why develop a **Board Recruitment Process**? While the task of recruiting board members might seem daunting, it's important to take the time to find Foundation Board 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), as approved by the Board of Directors.

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 and website content 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 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 – the following values are delivered a foundation of respect, integrity and honesty:

Trustworthy

Transparent

Timely

Accessible

Accountable

Professional

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 Board Profile matrix which enables Directors to outline their skill sets on a scale of 1 to 3, as well as indicate gaps in board skills. 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. The Board Profile matrix is attached as Appendix 1.

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 are available to perspective members through the Foundation's website as well as hard copies:

- Letters Patent and Supplementary Letters Patent
- Strategic Plan – approved December 2019
- By-Law #8 – approved May 2020
- Audited Financial Statements – 2017 to 2019 (website) Hard copies are available at office from 1969 to 2019.
- Agendas and Minutes – 2017 to 2020 (website). Hard copies from 1969 on are available at the office
- Annual Reports – 2017 to 2019 (website) Earlier copies are available at the office
- 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. Clarifying Expectations

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

- 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; and
- supporting fundraising initiatives.

6. 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; and
- orientating new Directors.

7. Effectively Onboarding

All new Directors require approval from the current Board of Directors. Once approved, the new Directors will receive a welcome letter from the Foundation indicating their approval date and term and 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.

7. Assessing Board Performance

The Board is committed to completing annual surveys and assessing board performance. A Board Evaluation Tool is attached as Appendix 2 to this report.

Appendix 1 Board Profile Matrix (not attached to this document – see Closed Session)

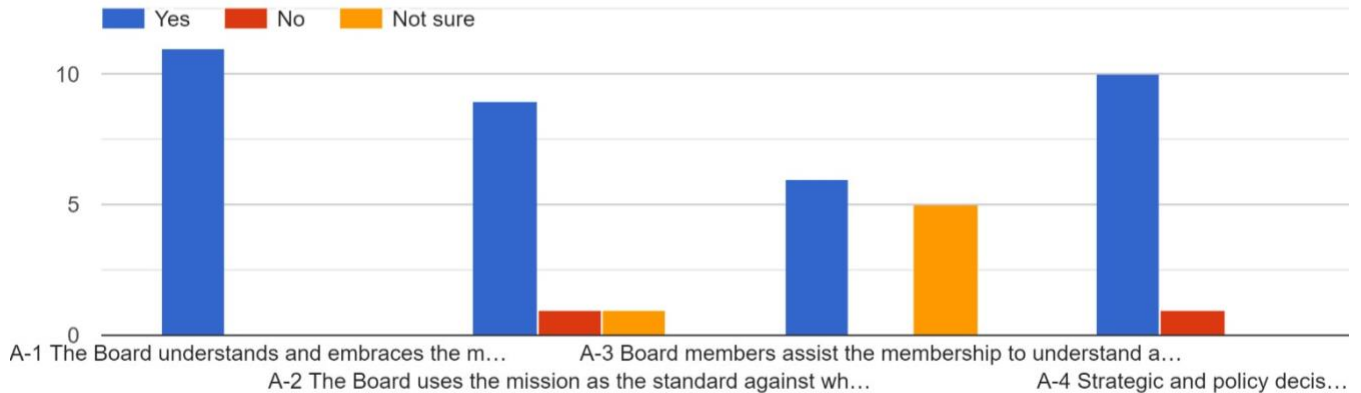
Appendix 2 Board Evaluation Tool

DRAFT EXAMPLE - Board Evaluation Tool – December 10, 2020

(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.



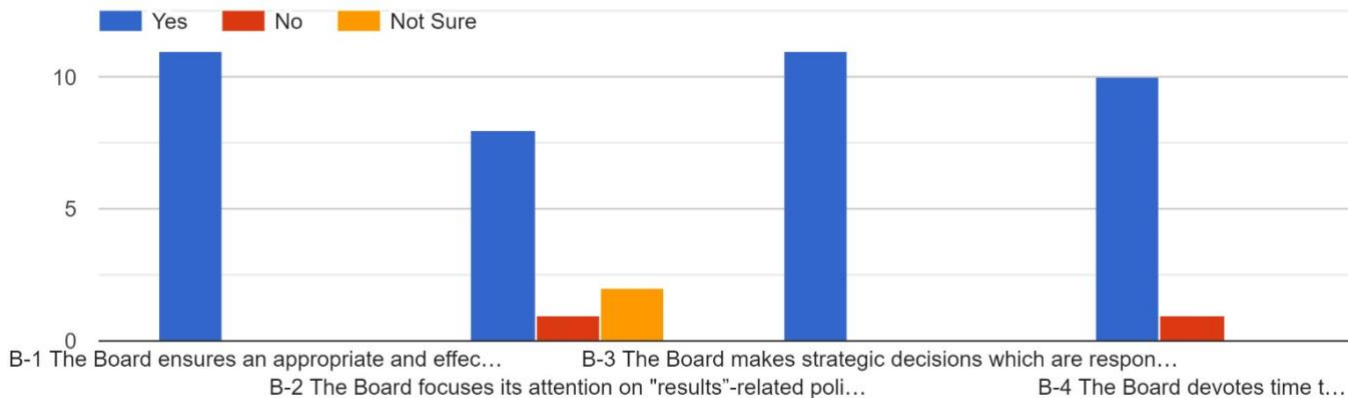
A-1 The Board understands and embraces the mission

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

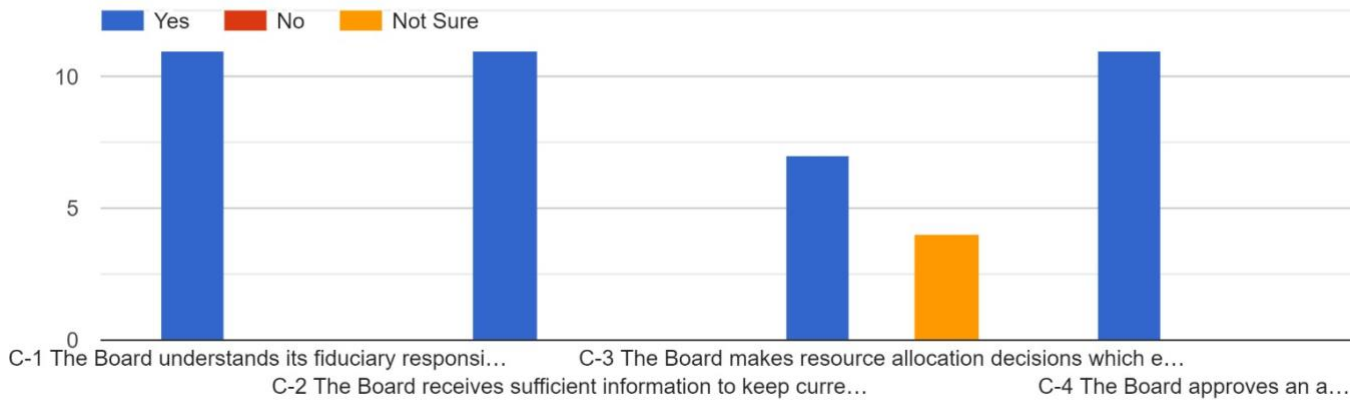
A-4 Strategic and policy decisions by the Board support advancement of the mission

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

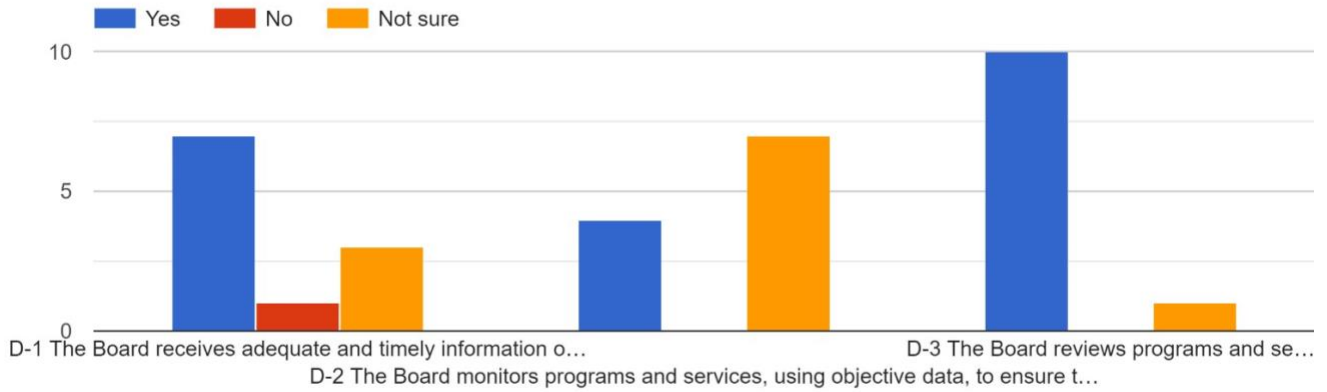
3. Fiscal Management - The Board is responsible for maintaining sound fiscal policy, budget control with periodic oversight, accounting practices and financial records.



- 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.

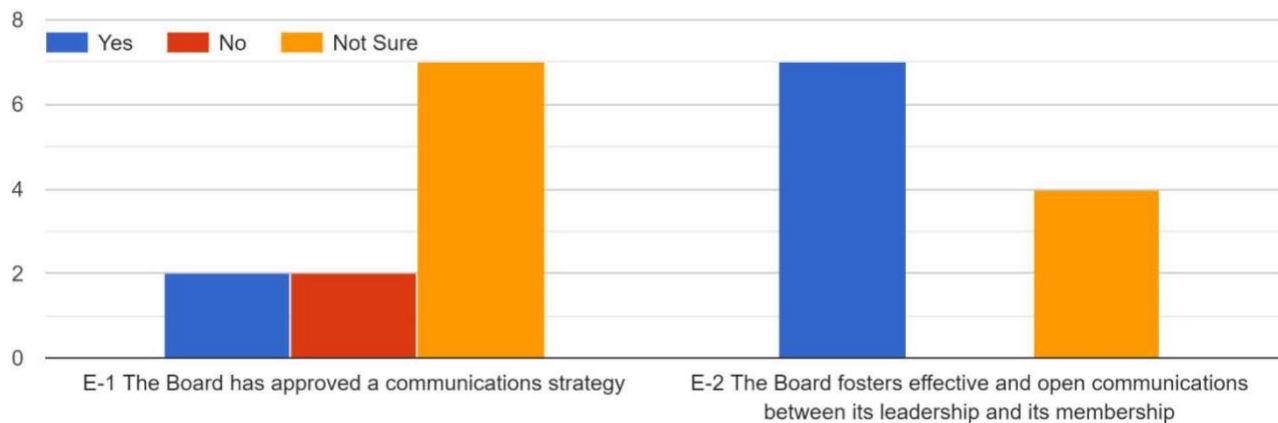


D-1 The Board receives adequate and timely information to make decisions about programs and services

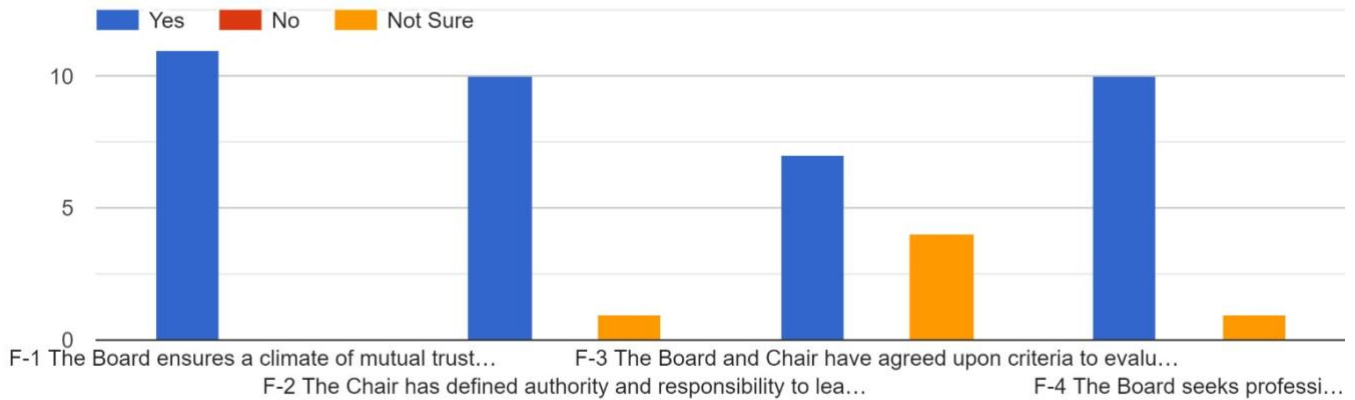
D-2 The Board monitors programs and services, using objective data, to ensure they are consistently of high quality and of good value to its key stakeholders

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.



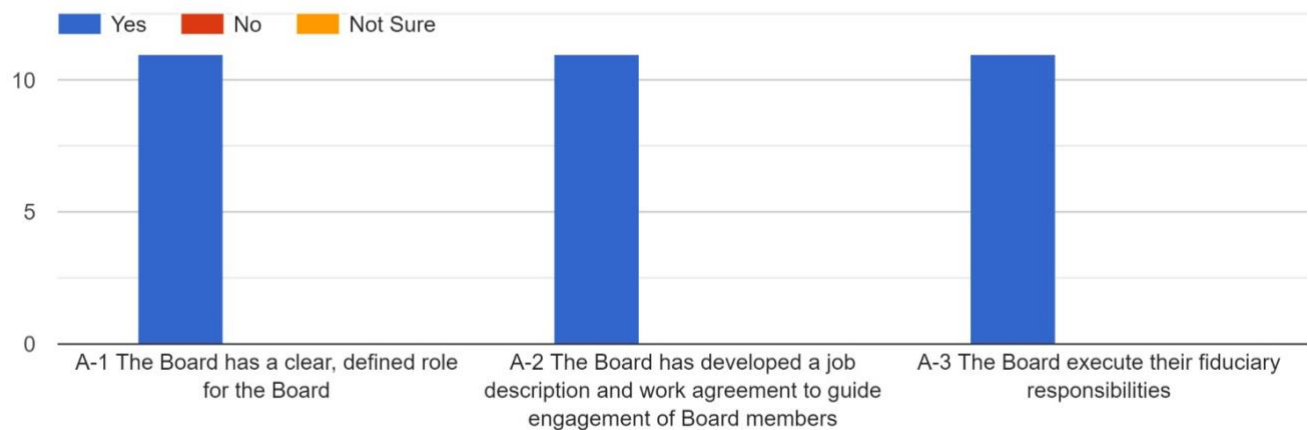
6. Board/Staff Partnership - The Board is responsible for building and nurturing a highly effective working partnership with staff, members, donors, partners and volunteers.



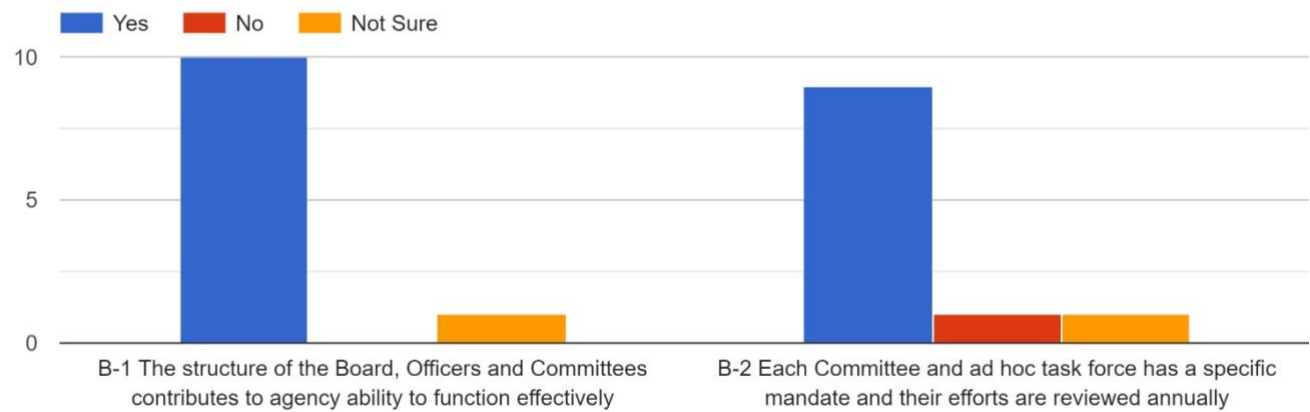
F-1 The Board ensures a climate of mutual trust and respect exists between the Board and the Chair
 F-2 The Chair has defined authority and responsibility to lead, direct and manage in concert with the ED
 F-3 The Board and Chair have agreed upon criteria to evaluate success, and to direct, manage, monitor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

Board Effectiveness

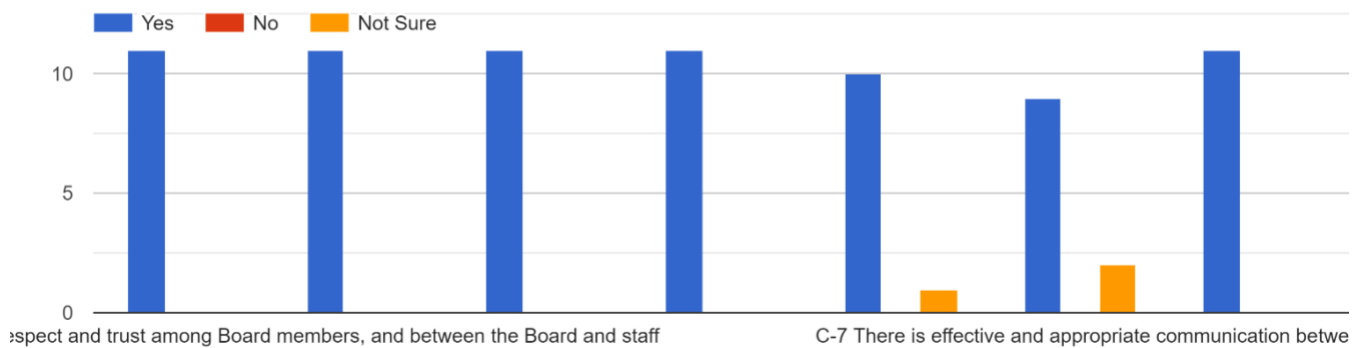
1. Board Responsibilities



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

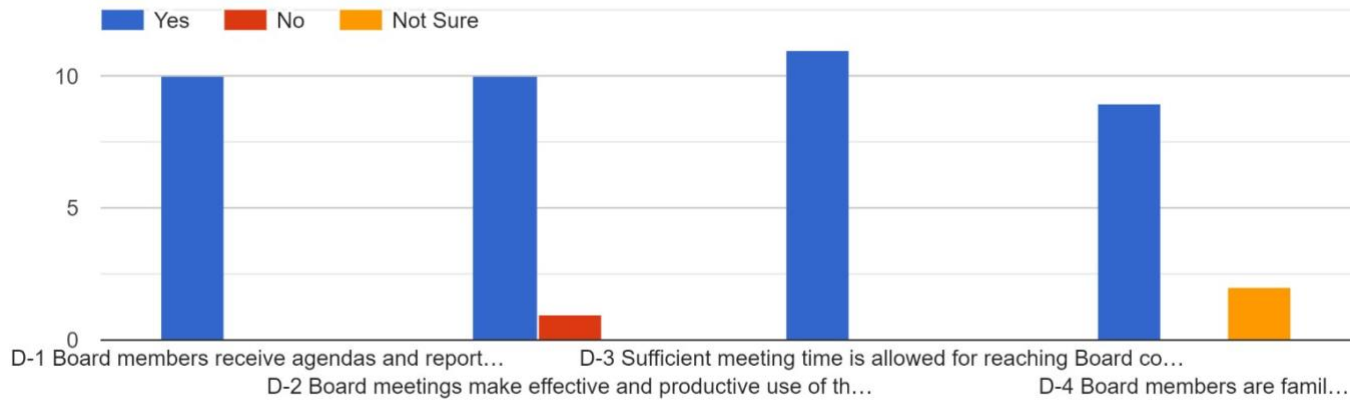
C-4 There is strong commitment to finding consensus

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 Committees

C-7 There is effective and appropriate communication between the Board and the Executive Coordinator

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

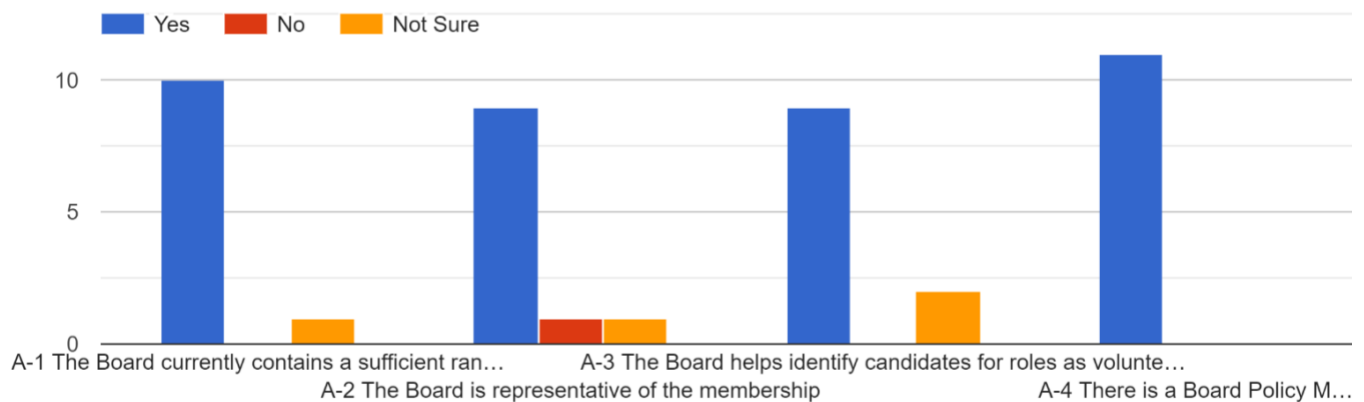
D-2 Board meetings make effective and productive use of the role of Board by focusing agendas and decisions on policies, practices, programs & priorities at a strategic level and not mired in the operational details

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



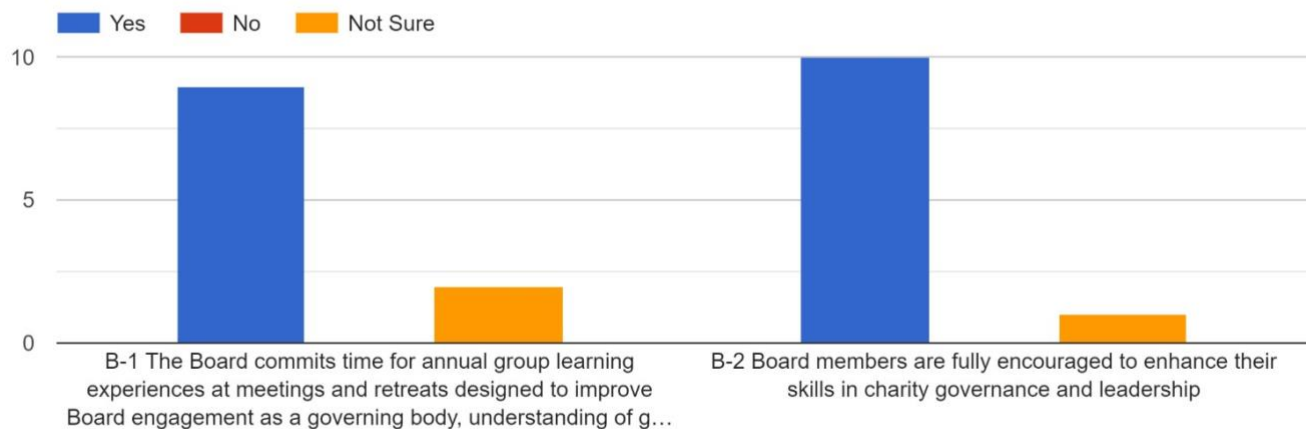
A-1 The Board currently contains a sufficient range of experience to make it an effective governing body

A-2 The Board is representative of the watershed

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

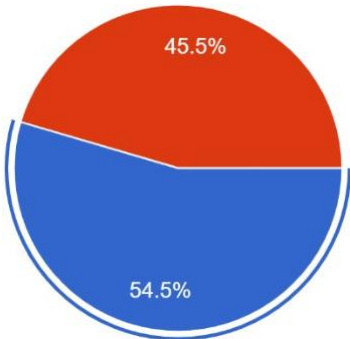
B-2 Board members are fully encouraged to enhance their skills in charity governance and leadership

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?

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

11 responses



- Up to 10 hours per month
- About 5 hours per month
- Up to 2 hours per month
- Almost no time available



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

To: Foundation Chair and Board of Directors

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

Date: December 10, 2020

Subject: **NPCF Fundraising Strategy**

1. Purpose of the Report

The purpose of this report is:

- To recommend a **Fundraising Strategy** for 2021 to the Board; and
- To raise concerns regarding staff time required to undertake fundraising in addition to other duties required in 2021.

2. Foundation Mandate regarding Education

The Foundation derives its mandate from its Letters Patent dated May 5, 1969. They state that the objects of the Niagara Peninsula Conservation Foundation (NPCF) are, in part, to aid:

in the cultivation and advancement of conservation...by serving as a permanent custodian of the endowment funds of the Niagara Peninsula Conservation Authority.

Fundraising is a key component in meeting the mandate of the Foundation,

3. Background - Fundraising Strategy 2021

The Board of Directors commenced consideration of fundraising for 2021 in September 2020. During this time, the Board re-hired the Executive Coordinator whose job, in part, was to develop a **Fundraising Strategy**.

At the October 8, 2020 Board meeting, Directors considered a **Draft Fundraising Strategy**. Members were provided with the opportunity to review a long list of fundraising ideas for the upcoming year. Board members

were also given until November 18th to provide additional comments.

On November 19th, a ***Fundraising Workshop*** was held and attended by Directors Sergenese and Wood and Executive Coordinator Crosby-DiCenso. This Work Group considered the long list of ideas and revised the ***Fundraising Strategy*** which is attached for Board consideration and approval.

4. Fundraising Challenges

In addition to the fundraising program outlined in the attached Strategy, the Executive Coordinator has the following tasks in her Job Description:

- Administration, including correspondence, tax receipts, posting agendas/minutes, website maintenance; data base management, corporate filing and assisting with the budget;
- Grant writing;
- Marketing and social media;
- Corporate event management; and
- Policy development and updates.

Currently the Managing Director prepares agendas/minutes, writes reports for Board consideration, develops policy/by-law updates and oversees staff. However, it may be unreasonable to expect this level of volunteer work from any Board Member.

Currently the Executive Coordinator works three days per week. To maintain the Foundation and grow revenues, an expansion of her contact will be reviewed in Closed Session at the December 10, 2020 Board Meeting.

5. Recommendation

Foundation revenues need to grow substantially in 2021 in order that NPCF can become “the environmental charity of choice in the Niagara watershed”.

(a) That Board of Directors approve the NPCF 2021 Fundraising Strategy dated December 10, 2020 conditional upon a review of availability of staff time allocation.

Submitted and recommended by:

D. Gayle Wood
Managing Director/Secretary-Treasurer

Att. ***Fundraising Strategy - 2021***



Fundraising Strategy – Living Document for Discussion

For consideration – December 10, 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 currently, 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?
- What activities will we fundraise for in 2020 and 2021?
- Which Board Members and staff will be assigned to activities?
- When will the fundraising occur?
- Will fundraisers be virtual or on the ground?
- What activities will require a Case for Support?
- What would be anticipated expenditures and revenues for the programs?

To address these questions, a Working Group of the Foundation met on November 19, 2020. This group recommends to the Board that we achieve the following in 2021:

- **That we successfully move from in person fundraising to virtual fundraising until the pandemic is behind us;**
- **That we hire our Executive Coordinator for at least 4 to 5 days per week;**
- **That we raise awareness of the Foundation through social media and marketing to become the environmental charity of choice;**

- **That we ensure that our fundraising program can be achieved through the anticipated work hours of both staff and volunteer board members, while recognizing that fundraising is only “one bucket” of work that we do; and**
- **That we achieve target of \$60,000 of unrestricted revenues in 2021.**

The Work Group also acknowledged that the Foundation did the following well in the past and that we should continue with these programs, where possible:

- **The John Turner Gala Dinner and the Wild Game Dinner;**
- **The Education Program with its four components;**
- **The Comfort Maple Pen sales; and**
- **The Memorial Bench Program.**

Finally, the Work Group indicated the following concerns:

- **With the loss of staff NPCA staff assistance, accomplishments cannot be done without additional revenues for marketing and communication in particular; and**
- **That the Board needs to do a better job in identifying which projects that they will devote volunteer hours to and that they document their volunteer hours.**

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 work 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. An IRR will be developed for each fundraising work plan approved by the Board for 2020 and 2021.

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 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 will consider approval of a donor management software system such at its December 10, 2020 Board Meeting. 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. Individual and Corporate 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.
- 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 will set a timeline and a yearly planner for our organisation to raise funds as part of our approved Fundraising Strategy.

8. Getting Under Way

The following fundraising ideas were generated at the September 10th Foundation Meeting and have been updated in November 2020 to reflect fundraising being undertaken in 2020 as well as proposed fundraising for 2021.

2020					
Fundraising Idea	Specifics	Location	Lead	Time	KPI
A Conservation Christmas Weekend	Event – workplan underway	Ball’s Falls	Andrea, Alicia, Gayle Board	Dec. 11 – 13	\$3,000
Directors’ Donation Challenge	Fundraiser Letters/ Emails/ Calls	Virtual	Gayle Tom Rob/Mickey	Q3/Q4 2020	\$6,000
2021					
Fundraising Idea	Specifics	Location	Lead	Time	KPI
<u>Chair’s Breakfast and Gift Boxes</u>	<p>Collaborative initiative to advocate for the work we do, celebrate our partnerships and give an opportunity for businesses to promote themselves.</p> <p>Depending on success, themed boxes featuring other partners will be considered for 2021 (Valentine’s, Mother’s or Father’s Day, etc.)</p> <p>60 x \$50.00 per ticket – gift</p>	Virtual	Tom, Andrea BOD	Q1	<p>\$3,000</p> <p>Product costs will be factored into and covered by the cost of the box</p>

	boxes				
<u>Speakers Series</u> –	<p>Speakers featured include former gala speakers like David Newland (Adventure Canada), Alex & Tyler Mifflin (TVO`S Water Brothers), and Mark Zelinski (Niagara Photographer, Author).A series of events throughout the year</p> <p>30-50-minute speaking sessions with a 10-minute period for questions and related material</p> <p>Cost per session will range from \$25-\$30 depending on the cost of the speaker and whether sponsorship is obtained</p>	Virtual	Andrea	Q1 2020 First Speaker Session end of January 2021	\$2,500 - per speaker
<u>Calamus Wine</u>	Fundraiser – Partnership	MOU	Tom, Rob Gayle	Q1 2021	\$1,500
<u>Gallery Capital Campaign</u>	Sponsorship Grant writing	Case for Support	Alicia Andrea Gayle	Q3	
<u>Education Program Fundraising</u>	Fundraiser	Virtual	Gayle	Q2	
<u>Memorial Bench</u>	Fundraiser	4 benches	Andrea Alicia	Q1-4	\$4,000

<u>A Conservation Christmas</u>	Fundraiser	Ball's Falls	Andrea Alicia	Q4 2021	\$3,000
<u>Naming Rights</u>	Fundraiser selling paths, rocks, gardens at CA's. Make video	Virtual	Mary Andrea	Q3	
<u>Comfort Maple Pens, Posters and Memorabilia</u>	Sales of comfort maple products	Virtual	Andrea	Q1-4 2021	\$1,000
<u>Directors Donation Challenge</u>	Challenge Letter from Chair to NPCF, Staff Directors and NPCA Board	Virtual	Gayle	Q2-4	\$7,000

The Work Group also developed the following ideas for consideration in 2021.

Partnership with Region	Pollinator Garden and Bird Sanctuary Project	St. Cath. Landfill site	Mickey		
<u>Social Media Contest</u> <u>Marketing Strategy</u>	Facebook, Instagram, Twitter Get new followers to share with friends – for a prize for posts Board members must get on all platforms and share posts and encourage community to “like” NPCF Signage at Cas to “like”	Virtual	Andrea Mary		QR code for donations

	NPCF				
Board Challenge Team building	NPCF Board to visit less popular areas to walk, take photos and report back. This information can also be used for social media	36 small con. areas	Mary Andrea Adam	Q1-4 2021	
Your TV Series CKTB Morning News Radio promotion	Engage media to do a series on the Foundation and the CA's. Use media to encourage schools to experience conservation areas as a school project	TV Radio	Tom Rob	Q1-4	
Gifts Marketing	Cheque presentations for use on special media. Lawn signs or stickers for windows	On location			
Family/School incentives and scavenger hunts Marketing		Virtual or various CA's			
Hike and Wine tasting picnic	Selected conservation areas and wineries				

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 do
- **Conservationist** who promotes relationships.

Workplans for approval fundraising programs in 2020 and 2021 will outline roles of both Board members, staff members, Authority partners and volunteers.

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 adjust 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 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 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

To: Foundation Chair and Board of Directors
From: A. Crosby-DiCenso, NPCF Executive Coordinator
Date: December 10, 2020
Subject: **Customer Relations Management (CRM) and Grant Search Software**

1. Purpose of the Report

The purpose of this report is:

- To demonstrate thorough research was completed to determine the Foundation's best options for Customer Relations Management (CRM) and Grant Search software; and
- To recommend a CRM and Grant Search software most suitable for our organization based on our budget, past donor data, current needs and future goals.

2. Background

The Foundation has never purchased either CRM or Grant Search software. All donor data from inception to present day, has been kept in compiled, hardcopy lists and electronic Excel spreadsheets, all filed separately and organized differently. In 2017, Foundation staff discovered the organization had a one year membership with a Grant Search software called Fundtracker, purchased by the former Executive Director. Unfortunately, staff were unable to utilize it before expiry.

Investing in a **Grant Search software** will assist Foundation staff in the following areas to increase organizational efficiency, functionality and productivity:

- Grant Research (i.e. funders, giving history, giving needs);
- Grant Writing and Support (i.e. proposals, correspondence); and
- Grant Tracking.

Investing in a **CRM software** will further prove our commitment to our organization and our past, current and future donors. CRM software ensures donor data is safe and the privacy of donors is protected and can assist Foundation staff in the following areas to increase organizational efficiency, functionality and productivity:

- Donor Correspondence (i.e. thank-you letters);
- Tax Receipting;
- Online Fundraising (i.e. donation forms);
- Peer-to-Peer Fundraising (i.e. others fundraising on behalf of NPCF);
- Mobile Fundraising and Management (i.e. text to donate, QR coding, mobile applications);
- Event Management (i.e. ticket sales, registration);
- Email Marketing (campaigns, newsletters, subscriptions);
- Campaigns (i.e. email or other);
- Retention;
- Reporting (customizable reports, giving patterns, KPI tracking); and mainly,
- Donor Management (CRM).

Staff thoroughly researched and scheduled software demonstrations with five (5) CRM software companies and found the following to be favorable choices based on the above needs: Abila Fundraising 50, Blackbaud ETapestry, Donor Perfect, Sumac and Micharity. Staff also thoroughly researched and scheduled software demonstrations with three (3) Grant Search companies and found the following to be favorable choices based on the above needs: Ajah Fundtracker, Grant Connect (Imagine Canada) and Grant Advance.

3. Description and Financial Impact of the Software

Below are two charts outlining the details of what tools are included with each software as well as monthly and annual pricing.

Fig. 1. - CRM Software

	ABILA FUNDRAISING50	BLACKBAUD ETAPESTRY	DONOR PERFECT	SUMAC	MICHARITY
Donor Management	X	X	X	X	X
Canadian / Bilingual			X		X
Correspondence	X	X	X	X	X
Receipting	X	X	X	X	X
Online Fundraising	X	X	X	X	X
Peer-to-Peer / Crowdfunding	X	X	X		X
Mobile		X	X		X

Event / Campaign Management	X	X	X	X	X
Email Marketing	X	X	X	X	X
Retention	X	X	X	X	X
Reporting	X	X	X	X	X
Customizations	X	X	X	X	X
Customer Support & Training	X	X	X	X	X
Sufficient Storage for Constituent Records	X	X	X 1000 / 2,500	X 750 / 1,500	X 1000 / 3000
Credit Processing	N/A	N/A	N/A	2.89% + \$.30	2.9% + \$0.30
PRICE					
Per Year (+ set up, training and associated fees)	\$5,030	\$2,995 (3-Year Term)	N/A	N/A	FREE (1-Year)
Per Month	N/A	N/A	\$119 / \$199	\$35 / \$75	\$39 / \$69

Fig 2. - ***Grant Search Software***

GRANT SEARCH	AJAH FUNDTRACKER	GRANT ADVANCE	GRANT CONNECT
Research Tools	X	X	X
Pipeline Management	X	X	X
Selection of Funders with Detailed Profiles	X	X	X
Campaign Manager		X	
Customer Support & Training	X	X	X
PRICE			
Per Year	\$2950	\$1,826	\$599
Per Month	N/A	\$179 / \$152 (1-Year Term)	\$85 / \$50 (1-Year Term)

4. Recommendation

That the Niagara Peninsula Conservation Foundation (NPCF) Board of Directors approve a one-year subscription to Micharity CRM software at no cost for the duration of 2020 and into 2021.

That the Niagara Peninsula Conservation Foundation (NPCF) Board of Directors approve the purchase of a monthly membership of Imagine Canada’s Grant Connect software beginning January 2021.

That NPCF Executive Coordinator provide an update to the Foundation Board of Directors once CRM software has been initialized and donor data has been uploaded.

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 Draft 2021 Budget

Niagara Peninsula Conservation Foundation (Draft) 2021 Budget						
	2018	2019	2020		2021	
	Actual	Actual	Budget	Q3 Actual	BUDGET	
Revenues						
=====						
John Turner Gala	14,722	-	-	-	-	
180 - Donations						
008001 General Donations	1,801	5,541	3,754	2,542	12,500	
008002 Major Donations	6,115	3,500	2,612	5,030		
008003 Donated Services-Auth				668		
008004 Donated Materials						
Total Donations	7,916	9,041	6,366	8,240	12,500	
181 Interest						
008010 General Account	922	442	170	161	200	
008011 Trust Account		14,717	-	2,444	3,000	
Total Interest	922	15,159	170	2,605	3,200	
182 Special Events						
008023 Wild Game Dinner	15,206					
008024 Envirothon (OPG)			-	2,000	2,000	
008025 Children's Water Festival	2,000				-	
Chair's Breakfast (New- 2021)					3,000	
Speaker Series (New- 2021)					4,500	
Holiday Trail (new 2021)					5,000	
Total Special Events	17,206	-	-	2,000	14,500	
184 Break Open Lotteries						
008042 Welland	7,263					
008045 Pelham	448					

008048 Port Colborne	1,343	896	1,791	1,571	-
008050 Lincoln	2,687	5,373	896	1,028	-
008049 Interest - Nevada Bank Account	1,611	2,060	803	556	750
Total Break Open Lotteries	13,352	8,328	3,490	3,155	750
185 Special Programs					
008060 Education Bursary	-	300			
008062 Memorial Benches		1,500	12,200	7,500	18,000
008063 Comfort Maple Pens	3,550	1,648	1,210	850	1,200
008065 Regional Subsidy - Children's Program	20,000	-			
008066 Capital Contribution - Enbridge	3,500	-			
008035 WomEnchant Concert		4,041	2,000		
Total Special Programs	27,050	7,489	15,410	8,350	19,200
Total Revenue	81,168	40,018	25,436	24,350	50,150
Expenditures					
=====					
009126 Part Time Staffing	36,175	5,424	3,263	-	46,046
Total Salaries	36,175	5,424	3,263	-	46,046
191 Office/Equipment Supplies					
009112 Office Supplies/Equipment	56	-			-
009114 Postage	-	-			200
Total Office/Equipment Supplies	56	-	-	-	200
192 General					
009120 Bank Charges	1,830	1,616	1,054	318	1,800
009119 Online Donation Portal Fees		85	146	130	500
009121 Legal/Audit Fees	3,898	3,898	7,935	3,866	4,000
009124 Miscellaneous	650	3,989			
009125 Donated Services					
009244-198 Consulting Fees	1,299				-
Total General	7,677	9,588	9,135	4,313	6,300

193 Travel & Allowences							
009130 Meeting Expenses	183	-					-
009133 Staff Travel and Expenses	4,187	21	319	-			200
Total Travel & Allowences	4,370	21	319	-			200
194 Special Programs							
009140 Advertising/Marketing	1,116	-					-
009142 Donor Recognition	69	150					-
009143 Printing/Graphics/Photo	733	245					-
Total Special Programs	1,918	395	-	-			-
197 & 199 Special Events/Programs							
009180 Education Bursary	500	7,500	7,500	-			-
TD Endowment Fund (Educ Bursary) - New for 2021							12,000
NPCA Education Programming - New for 2021							1,000
009181 Thanksgiving Festival							500
009182 Donor Recognition							1,500
009183 Memorial Benches			12,000				14,000
009320 Envirothon		2,000					1,600
009184 Miscellaneous	229	704					
009325 Balls Falls Projects	1,800		1,200				
009327 Aerial Deer Surveys	11,038						
Glanbrook Conservation Club - Materials/Supplies							700
Total Special Events/Programs	13,567	10,204	20,700	-			30,600
190 Special Events							
009177 Wild Game Dinner	10,220						-
Chair's Breakfast (New- 2021)							1,200
Speaker Series (New- 2021)							1,700
Holiday Trail New for 2021)							
009178 Other							-
Total Special Events	10,220	-	-	-			2,900

196 Break Open Lotteries								
009163 Welland	3,076							
009166 Pelham	(12)	258						
009168 Wainfleet	101							
009169 Port Colborne	412	1,123	411	205				
009171 Lincoln	1,512	2,111	133	133				
009173 Regional Subsidy Children's Program	7,249	8,427						
009174 Comfort Maple Pen	3,169	1,259	480				420	
009175 Nevada Grant Program								
Total Break Open Lotteries	15,506	13,178	1,024	338			420	
Total Expenditures	108,686	38,810	34,441	4,651			86,666	
Surplus/(Deficit)	(27,517)	1,208	(9,005)	19,699			(36,516)	
Proposed contributions from NPCA:								
- Annual Audit							4,000	
- Grant writing software							600	
- .30 FTE - proposal writing							13,814	
- Total							18,414	
Revised Surplus / (Deficit)							(18,102)	
2020 net deficit fund allocation								
Unrestricted	(9,852)							
Restricted	750							
Endowment	(9,000)							
Total	(18,102)							



To: Foundation Chair and Board of Directors

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

Date: December 10, 2020

Subject: **Foundation Supported Education Programs**

1. Purpose of the Report

The purpose of this report is:

- To review the Foundation's mandate regarding custodianship of funds for educational programs;
- To outline historical educational program funding supported by the Foundation; and
- To provide recommendations to the Board regarding the future of funding for education.

2. Foundation Mandate regarding Education

The Foundation derives its mandate from its Letters Patent dated May 5, 1969. They state that the objects of the Niagara Peninsula Conservation Foundation (NPCF) are, in part, to aid:

in the cultivation and advancement of conservation...by serving as a permanent custodian of the endowments funds of the Niagara Peninsula Conservation Authority for...educational work in all phases of conservation".

3. Historical Education Funding by the Foundation

The NPCF has historically been involved in funding education programs, for both internal partners (NPCA) and external partners such as Brock University and Niagara College. Generally, the Foundation has been involved in four program areas in terms of funding support for education, as follows:

(a) NPCA Education Programming

The Conservation Authority provides several education programs such as day camps, summer adventure camps, educational programs for all levels of academic education and public education. Historically the Foundation has provided funding, through our unrestricted funds, for these programs as requested by the Authority.

In addition to this, the Foundation has also solicited other corporate investments for NPCA educational programming enhancements. For example, Enbridge provided funding for the Floating Dock at Ball's Falls, for the Amazing Amphibians program and for the redressing of the Ball Grist Mill Stones at a cost of \$3,500.

Currently, the Foundation has committed to supporting *The Gallery Project* at Ball's Falls Centre for Conservation. This is a long-term project intended to enhance experiential education focused on the natural, cultural and historic aspects of this conservation area. This project is well suited to developing a Capital Campaign for its funding support.

Should NPCA desire funding for an education program or project, a proposal to the Foundation Board is required. Once the Board approves the project, funds are transferred to the NPCA, initiated by a transfer request from Foundation staff. Annual progress reports are requested from the NPCA in order that the Foundation can profile the program or project in its Annual Report.

(b) The Right Honourable John Turner Water and Environmental Leadership Award

Commencing in 2015 the Foundation established an annual Gala Dinner supported by the Right Honourable John Turner. Proceeds from this event were directed to Brock University (\$1,000 annually) for a Water and Environmental Leadership Award to a student.

In 2017, the Foundation expanded this award to Niagara College through an annual \$500.00 bursary per year until 2021.

It is recommended that the Foundation should request both Brock University and Niagara College to report on scholarships awarded until 2024.

The recent donation of \$1,000 by Northland Power in the name of John Turner will enable the Foundation to continue this program past 2024 if it wishes.

The Gala Dinner has not been held since 2018 and is now in abeyance due to the COVID pandemic. This event should be reconsidered by the Foundation once we have moved through the pandemic.

(c) NPCF Education Bursary Program

In 1990, the Fort Erie Conservation Women's Auxiliary proposed the establishment of a NPCF Education Bursary Fund. The intention of this bursary fund was to provide annual scholarships to secondary school students, planning to attend University or College, within the 12 Niagara Region municipalities. Scholarships could be provided from \$250. to \$1,000 based upon approved applications.

The Foundation established an Endowment Fund (through a TD account) of \$35,000 around 2003 from funds received from the Fort Erie Women's Auxiliary.

This bursary has a Terms of Reference associated with it which states that the Endowment Fund will hold the original investment (plus interest) intact and that only the interest income can be used for the bursary. The current TD Mutual Fund Investment Account balance as at June 30, 2020 was \$91,876.71.

The Terms of Reference for the bursary outlines that a Foundation Sub Committee consisting of the NPCA CAO, the Foundation Chair, the Foundation Executive Coordinator and 1 – 2 Foundation Directors are to approve scholarships based on submissions by applicants. Through a historical search of the files, it appears that this Sub Committee has not been constituted and should be considered in 2021 by the Foundation in order to disburse scholarship funds in accordance with the Terms of Reference and the intent of the bursary.

(d) The Niagara Regional Chair's Outdoor Education Fund

This Fund was established around 2017 using funds from three years of the Regional Chair's Charity Golf Tournament. Traditionally this Fund was utilized to support NPCA educational program materials. For example, this funding was used for for promotional materials supporting the building of the Forest Free Play area, Archery Program equipment replacements, and costumes for Historical Village volunteers at Ball's Falls Conservation Area.

The agreement regarding where and how these funds were to be used was discussed with the Regional Chair's Office annually. Specifically, proceeds were not permitted to be used to cover

any expenses that were the prime responsibility of the NPCA, or in the case NPCA was already receiving funding/levy dollars for the item.

4. Recommendations

Education funding is an important component of the work done by the Foundation – educating our youth is a fundamental premise of investing in conservation for the future. Based on a review of this program, it is recommended:

- (a) That the Foundation continue to raise funds for the NPCA Education Program, the Rt. Hon. John Turner Water and Environmental Leadership Fund, The Niagara Regional Chair's Outdoor Education Fund and the Education Bursary Program.**

- (b) That the Foundation staff develop a protocol by February 2021 with the Authority regarding submission of programs and projects to be considered for funding approval, transfer of funds from the Foundation to the Authority, progress reporting by the Authority on fund expenditures and reporting on successes annually to the Authority Board and in the Foundation's Annual Report.**

- (c) That Foundation staff develop updated agreements with Brock University and Niagara College regarding The Right Honourable John Turner Leadership Award for consideration by the Board in 2021.**

- (d) That the Foundation staff and Board commence development of a Capital Campaign in 2021 for The Gallery Project.**

- (e) 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.**

- (f) That a meeting regarding the Regional Niagara Chair's Outdoor Education Fund be scheduled early in 2021 with the Regional Chair to overview the work completed through this fund, as well as solicit new investments from Regional Chair.**

Submitted by:

Original signed by _____

D. Gayle Wood

Managing Director/Secretary-Treasurer

with support from Lise Gagnon, Renee Bisson and Andrea Crosby-DiCenso

Statement of Operations and Fund Balances - Q3 - 2020

	Fund Balance							
	Endowment ¹	Externally Restricted ²	Unrestricted	Partial	Audited			
				2020 - Q3	2019	2018	2017	2016
Revenue								
Donations			7,573	7,573	9,483	\$ 7,916	\$ 4,776	\$ 12,044
Donated Services - Authority			668	668				
Fundraising and Special Events			2,000	2,000	4,041	55,427	140,935	56,641
Nevada Proceeds		2,599		2,599	8,328	11,741	29,933	30,951
Investment						-	-	8,685
Interest Income		556	161	717		-	-	8,685
Comfort Maple Pens			850	850	1,648	3,550	26,971	18,330
Memorial Benches			7,500	7,500	1,500			4,200
Education Bursary					300	-		
Income/(Loss)	2,444			2,444	14,717	1,982	9,363	
Total Revenue	\$ 2,444	\$ 3,155	\$ 18,751	\$24,350	\$ 40,018	\$ 76,652	\$ 211,978	\$ 139,536
Expenses								
Administration, General and Miscellaneous			4,313	4,313	24,805	\$ 49,797	\$ 75,087	\$ 33,053
Direct Nevada Expenses		338		338	3,492	\$ 5,088	\$ 17,548	\$ 17,372
Fundraising and Special Events			-		10,513	53,799	129,733	86,575
Total Expenses	\$ -	\$ 338	\$ 4,313	\$ 4,651	\$ 38,810	\$ 108,684	\$ 222,368	\$ 137,000
Excess of revenue over expenses/(expenses over revenue)	\$ 2,444	\$ 2,818	\$ 14,438	\$ 19,699	\$ 1,208	-\$ 32,032	-\$ 10,390	\$ 2,536
Fund balance, beginning	\$ 94,342	\$ 86,826	\$ 37,983	\$227,836	\$226,628	\$ 258,660	\$ 269,050	\$ 266,514
Fund balance, end	\$ 96,786	\$ 89,644	\$ 52,421	\$247,535	\$227,836	\$ 226,628	\$ 258,660	\$ 269,050

