



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

BOARD RECRUITMENT PROCESS

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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

Fair

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.

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 through a Board Evaluation Tool.