



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

BOARD OF DIRECTORS MEETING
FND–BOD-06-21
October 14, 2021
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

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.”

ROLL CALL

Board of Directors:

Mike Balsom
Donna Cridland
Mickey DiFrusco
Robert Foster, Treasurer
Tom Insinna, Chair
Gayle Wood, Vice Chair/Secretary

NPCA Staff

Chandra Sharma, CAO/Secretary-Treasurer
Lise Gagnon, Director, Corporate Services, NPCF Assistant Treasurer
Adam Christie, Director, Land Operations
Rebecca Hull, Manager Strategic Business Planning and Public Relations
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 14, 2021 be approved as printed.

2. DECLARATION OF CONFLICT OF INTEREST

3. APPROVAL OF FOUNDATION MINUTES

- 3.1 Minutes of the NPCF Board of Directors Meeting dated August 12, 2021 (attached) pg# 1
- 3.2 Closed Session Minutes of the Board of Directors Meeting dated August 12, 2021 (circulated separately)

Recommended:

That the minutes of the NPCF Board of Directors meeting held August 12, 2021 be approved as printed.

That the minutes of the NPCF Board of Directors Closed Session meeting held August 12, 2021 be approved as printed.

4. COMMENTS FROM THE CHAIR

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

5. COMMENTS FROM THE NPCA CHIEF ADMINISTRATIVE OFFICER

Chief Administrative Officer/Secretary-Treasurer, Chandra Sharma will provide the Foundation with general updates from the Niagara Peninsula Conservation Authority.

6. CORRESPONDENCE

- 6.1 Letter from the Office of Niagara Regional Chair Bradley

A letter was received from Ms. Bridget Nuttall, Executive Assistant to Regional Chair Jim Bradley, advising that the NPCF was selected as a recipient of proceeds, in the amount of \$10,000, from the 2021 Regional Chair's Charity Golf Tournament.

Chair Insinna has provided Regional Chair Bradley with a letter thanking him and the Region for selecting the NPCF as a charity of choice to receive proceeds from the 2021 Charity Golf Tournament.

Recommended:

That the \$10,000 received from the Niagara Region's Charity Golf Tournament be directed to the Foundation's Capital Campaign for The Gallery Project at Ball's Falls Centre for Conservation.

7. DEPUTATIONS AND PRESENTATIONS

There are no deputations or presentations scheduled for this meeting.

8. COMMITTEE PRESENTATIONS

8.1 The Gallery at Ball's Falls Centre for Conservation Capital Campaign

Campaign Co-Chair, Rob Foster will provide the Board with and update on the Capital Campaign for The Gallery Project at Ball's Falls Centre for Conservation.

Recommended:

That the Board receive the verbal update from Campaign Chair, Rob Foster, regarding the Capital Campaign at Ball's Falls Centre for Conservation.

9. ITEMS FOR APPROVAL

There are no items requiring approval on the agenda.

10. ITEMS FOR INFORMATION

10.1 Foundation Financial Reporting

NPCA Director, Corporate Services, Lise Gagnon will provide a verbal report to the Board of Directors relating to the finances.

Recommended:

That the update on finances provided by NPCA Director, Corporate Services/Foundation Assistant Treasurer, Lise Gagnon, be received for information.

10.2 NPCF Transition – Status of NPCF Activities (attached)

The Vice Chair will review the Briefing Note to Chair Insinna and CAO Sharma regarding the status of Foundation activities, programs, and projects in light of the departure of the Executive Coordinator.

Recommended:

That the Briefing Note to Chair Insinna and CAO Sharma dated September 26, 2021, regarding the status of Foundation activities, programs and projects be received. pg# 9

11. ITEMS FOR DISCUSSION

11.1 GTA Conservation Foundation Review (attached)

In February 2021, the Board of Directors considered Report FND-BOD-01-21 and directed that it be considered further in October 2021. Attached is a Revised report which has the original recommendations removed, for the Board's discussion.

12. NEW BUSINESS

13. CLOSED SESSION

There are no Closed Session items identified for the agenda.

14. ADJOURNMENT

Recommended:

That the FND-BOD-06-21 meeting be adjourned at ____ a.m.; and

Further that the Board reconvene at 10:00 a.m. on December 9, 2021 or at the call of the Chair.



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

BOARD OF DIRECTORS MEETING

FND–BOD-05-21

August 12, 2021

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

MINUTES

The Chair welcomed the Board to the 5th Meeting of the Niagara Peninsula Conservation Foundation and call the meeting to order at 10:01 a.m. Chair Insinna sent a particular welcome to Mike Balsom – the newest Board member who was formally appointed later in the meeting. The Chair commenced the meeting with an Indigenous Land Acknowledgement.

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

ROLL CALL

Board of Directors:

Donna Cridland
Mickey DiFruscio
Robert Foster, Treasurer
Tom Insinna, Chair
Mary Sergenese
Gayle Wood, Vice Chair/Secretary
Mike Balsom

NPCA/NPCF Staff

Chandra Sharma NPCA CAO/Secretary-Treasurer
Lise Gagnon, NPCA Director, Corporate Services, NPCF Assistant Treasurer

Andrea Crosby-DiCenso, NPCF Executive Coordinator

GUEST

Brenda Johnson, NPCA Chair (arrived at meeting at 11:06 a.m. due to a conflict with another meeting)

1. ADOPTION OF AGENDA

1.1 Addition of Items

Member DiFruscio requested to make an announcement that he thought would be relevant to the Niagara Peninsula Conservation Authority. The Chair suggested his announcement be made under Agenda Item 5.

1.2 Change in Order of Items

There were no changes to the agenda order.

1.3 Motion to approve Agenda

Moved by: Gayle Wood
Seconded by: Mary Sergenese

Resolution BOD-37-21:

That the Agenda for the NPCF Board of Directors' Meeting held August 12, 2021 be approved as printed.

CARRIED

2. DECLARATION OF CONFLICT OF INTEREST

There were no declarations of conflict of interest.

3. APPROVAL OF FOUNDATION MINUTES

3.1 Minutes of the NPCF Board of Directors Meeting dated June 10, 2021

Moved by: Rob Foster
Seconded by: Donna Cridland

Resolution BOD-38-21:

That the minutes of the NPCF Board of Directors meeting held June 10, 2021 be approved as printed.

CARRIED

4. COMMENTS FROM THE CHAIR

The Chair made several announcements. He welcomed Mike Balsom and indicated that the Foundation is fortunate to have Mike's extensive experience in education, broadcasting, and community involvement.

He indicated that this meeting was Mary Sergenese's last with the Foundation. Mary has been instrumental with The Holiday Trail event in December 2021, the Capital Campaign for The Gallery at Ball's Falls, several Foundation data bases, mentoring Andrea, and many other behind the scenes' projects. The Chair sincerely thanked Mary for her support, dedication, and participation over the last year. The Foundation is in a better place because of Mary.

The Chair announced that the Executive Coordinator, Andrea Crosby-DiCenso has accepted a new position with a Niagara Charity. The details of this position were announced in Closed Session. He thanked Andrea for her dedication and passion to the Foundation over several years.

The Chair further indicated that the recruitment of new Board Members would be essential to keep the Foundation's good momentum going.

5. COMMENTS FROM THE NPCA CHIEF ADMINISTRATIVE OFFICER

Chief Administrative Officer/Secretary-Treasurer, Chandra Sharma announced that the Conservation Authority had received \$61,500 from the Ministry of Heritage, Culture, Tourism and Sport for The Holiday Trail Project at Ball's Fall Conservation Area. The Foundation is a partner in this project.

CAO Sharma announced that the Authority's Strategic Plan was nearing completion. An Information Session is scheduled for August 19, 2021 at 6:30 p.m. and the Executive Coordinator was provided with details regarding this. CAO Sharma indicated the importance of receiving the Foundation's input into this important process.

The CAO advised that the Authority's Manager, Communications and Public Relations was on maternity leave due to the birth of her son on July 30th. She was assessing how the Authority will move forward with the Manager's absence and continue to assist the Foundation.

6. CORRESPONDENCE

6.1 Letter of Thanks from G. Yockell

The Executive Coordinator reviewed a letter of thanks from the Rt. Hon. John Turner Water and Environmental Leadership award recipient, Gina Yockell.

Moved by: Mary Sergenese
Seconded by: Donna Cridland

Resolution BOD-39-21:

That the correspondence from Rt. Hon. John Turner Water and Environmental Leadership award winner, Gina Yockell, listed in the FDN-BOD-05-21 meeting agenda, be received.

CARRIED

6.2 2020 Fund Statement from the Niagara Community Foundation

The Executive Coordinator indicated that a letter was received from Niagara Community Foundation Executive Director, Bryan Rose, providing an updated fund statement.

Moved by: Rob Foster
Seconded by: Gayle Wood

Resolution BOD-40-21:

That the correspondence from Niagara Community Foundation Executive Director, Bryan Rose, listed in the FDN-BOD-05-21 meeting agenda be received.

CARRIED

6.3 Letter from the Art and Val Fleming Fund at the Niagara Community Foundation

The Executive Coordinator indicated that a letter was received from Niagara Community Foundation Executive Director, Bryan Rose acknowledging a cheque donation to the Foundation from the Art and Val Fleming fund in the amount of \$3,838.44.

Moved by: Donna Cridland
Seconded by: Mary Sergenese

Resolution BOD-41-21:

That the correspondence from Niagara Community Foundation Executive Director, Bryan Rose, listed in the FDN-BOD-05-21 meeting agenda be received; and

Further, that a letter of thanks be sent to the Art and Val Fleming Fund Executive Director.

CARRIED

6.4 Letter from the Office of the Niagara Regional Chair

The Executive Coordinator indicated that a letter was received from the Assistant to the Niagara Regional Chair acknowledging the Niagara Peninsula Conservation Foundation as a charity of choice and recipient of a donation in the amount of \$10,000.00 from funds raised at the 2021 Niagara Regional Chair's Charity Golf Tournament. Chair Insinna indicated that he would be personally thanking Chair Bradley for the Region's support.

Moved by: Rob Foster
Seconded by: Donna Cridland

Resolution BOD-42-21:

That the correspondence from the Office of the Niagara Regional Chair listed in the FDN-BOD-05-21 meeting agenda be received; and

Further that the Foundation Chair send a letter of thanks to the Niagara Regional Chair regarding the Charity Golf donation.

CARRIED

7. DEPUTATIONS AND PRESENTATIONS

There were no depositions or presentations scheduled for this meeting.

8. COMMITTEE PRESENTATIONS

8.1 The Gallery at Ball's Falls Centre for Conservation Capital Campaign

Campaign Chair, Rob Foster and Andrea Crosby-DiCenso, Executive Coordinator provided the Board with a verbal update on the Capital Campaign which will re-assume in the Fall.

Moved by: Gayle Wood
Seconded by: Mary Sergenese

Resolution BOD-43-21:

That the verbal Campaign update provided by Campaign Chair, Rob Foster, and Andrea Crosby-DiCenso be received.

CARRIED

9. ITEMS FOR APPROVAL

9.1 Mike Balsom Appointment to the Foundation Board of Directors

Mr. Balsom's resume was previously circulated to the board members. On the advice of Chair Insinna and Member Sergenese, Mr. Balsom was recommended for appointment to the Foundation's Board of Directors.

Moved by: Mary Sergenese
Seconded by: Rob Foster

Resolution BOD-44-21:

That Mr. Mike Balsom be appointed to the Foundation's Board of Directors effective August 12, 2021 to the annual meeting in 2023.

CARRIED

9.2 Conservation Education Bursary Donation Report

NPCF Executive Coordinator Andrea Crosby-DiCenso reviewed the Conservation Education Bursary Fund Program. The approved Education Bursary Committee (T. Insinna, M. Sergenese, A. Powell and A. Crosby-DiCenso) recommended Board approval of the disbursement of (15) \$1,000.00 bursary awards to support 15 students as selected by the Committee. As the bursary had not been awarded in several years, it was recommended that all eligible applicants receive an award in 2021.

The current fund balance is \$91,826 and the Foundation's policy states that the fund must go no lower than the original investment amount of \$35,000. After the recommended deduction, the fund will retain a balance of around \$76,000.

It was clarified that the bursary applies to the entire watershed and that the Terms of Reference should reflect that.

Moved by: Mary Sergenese
Seconded by: Donna Cridland

Resolution BOD-45-21:

That the Board of Directors approve the disbursement of (15) \$1,000.00 bursaries for a total amount of \$15,000.00 from the TD Mutual Fund Investment - Endowment Fund.

CARRIED

10. ITEMS FOR INFORMATION

10.1 Q1 and Q2 Financial Report

NPCA Director, Corporate Services/NPCF Assistant Treasurer, Lise Gagnon, presented the Q2 Financial reporting. The Q1 financial report was previously circulated to the Board.

Moved by: Rob Foster
Seconded by: Donna Cridland

Resolution BOD-46-21:

That the Foundation's Q1 and Q2 financial reports prepared by NPCA Director, Corporate Services and Foundation Assistant Treasurer, Lise Gagnon, be received for information.

CARRIED

10.2 Executive Coordinator's Report

NPCF Executive Coordinator, Andrea Crosby-DiCenso presented her Second Quarter Report of activities and accomplishments.

Member Balsom requested a change in the report to correctly reflect the name of the Region of Niagara.

Moved by: Gayle Wood
Seconded by: Mary Sergenese

Resolution BOD-47-BOD:

That the Executive Coordinator's Report dated August 12, 2021 be received for information.

CARRIED

11. NEW BUSINESS

There was no new business introduced at the meeting.

12. CLOSED SESSION

Moved by: Mike Balsom
Seconded by: Mary Sergenese

Resolution BOD-48-21:

That the NPCF Board move into Closed Session at 11:10 a.m. for the purpose of: considering matters pertaining to identifiable individuals.

CARRIED

The Authority Chair and staff departed from the meeting.

Moved by: Gayle Wood
Seconded by: Mike Balsom

Resolution BOD-49-21:

That the Board of Directors reconvene in Open Session at 11:23 a.m. and report progress.

CARRIED

Moved by: Donna Cridland
Seconded by: Mary Sergenese

Resolution BOD-50-21:

THAT the direction provided in Closed Session Meeting dated August 12, 2021 be approved.

CARRIED

13. ADJOURNMENT

Before the adjournment Chair Insinna wished both Mary Sergenese and Andrea Crosby-DiCenso well in their new journeys and thanked them again for their service and dedication to the Conservation Foundation.

Moved by: Mary Sergenese

Resolution BOD-51-21:

That the FND-BOD-05-21 meeting be adjourned at 11:25 a.m.; and

Further that the Board reconvene at 10:00 a.m. on October 14, 2021 or at the call of the Chair.

CARRIED

**Tom Insinna
Chair**

**D. Gayle Wood
Vice Chair/Secretary**

Briefing Note

To: Chandra Sharma, NPCA Chief Administrative Officer/Secretary-Treasurer
Tom Insinna, NPCF Chair

From: D. Gayle Wood, NPCF Vice Chair/Secretary

Date: Updated September 30, 2021

Subject: NPCF Transition – Status of NPCF Activities

Background:

The Executive Coordinator of the Niagara Peninsula Conservation Foundation exited her position on August 27, 2021, for a new opportunity with Women's Place - Niagara South. This left the Foundation without a staff person and no intentions to replace the position until a review of the Foundation can be undertaken. At the Foundation's October 14, 2021 Board Meeting, the Directors will be considering a report on the GTA's Conservation Foundations, and the recommendations contained therein regarding the future direction of their organization.

The Authority's Chief Administrative Officer has indicated that the NPCA will assist the Foundation through its transition until the NPCA and NPCF can consider the Foundation's GTA Conservation Foundation Report and the current Memorandum of Understanding between the two organizations. The Foundation greatly appreciates the Authority's assistance throughout this transition. The Foundation's Executive Coordinator has worked diligently to meet with several NPCA staff, to discuss the status of current projects, to complete an exit interview and to upload all files to the Foundation's SharePoint Cloud site.

The Purpose of this Briefing Note:

The intent of this Briefing Note is to provide the Foundation's Chair and Board of Directors Board with:

- **an overview all activities outlined in the Foundation's approved 2021 workplan;**
- **a status on each activity, program, and project;**
- **recommendations regarding outstanding work until year end; and**
- **confirmation from the Authority's CAO as to where NPCA staff can assist the Foundation in the near future.**

Further to the above, it is important to note that the Authority has hired a new staff member – Rebecca Hull, Manager, Strategic Business Planning and Public Relations. In addition to Corporate Services, Land Management and Administrative Staff, the CAO has advised that Rebecca will be assisting the Foundation.

Foundation Workplan Status:

For ease of reference, the Briefing Note follows the format of the Foundation's approved 2021 workplan.

The left-hand column outlines the approved workplan activities. The right-hand column provides the status of activities, programs and projects and recommendations in red for the Foundation’s Board of Directors. Areas where the Authority’s CAO has confirmed assistance are outlined in green. in the right-hand column.

ADMINISTRATIVE WORK

<u>TASK AND SPECIFICS</u>	<u>STATUS/ RECOMMENDATIONS</u>
<p><u>MAILS</u></p> <ul style="list-style-type: none"> - Check daily - Send replies or forward accordingly - This account is linked with all NPCF social media, webpage, CRM, and online donation portals (Benevity and Canada Helps) 	<p>Gina Shaule (GS) will check email daily and forward email inquiries accordingly. Memorial Bench inquiries will be responded to by Alicia Powell (AP). Incoming donation notifications (Benevity and Canada Helps) will be forwarded to Lisa Gagnon (LG).</p> <p>Chandra Sharma (CS): Confirmed - Rebecca Hull (RH) to be copied regarding the above</p>
<p><u>CORRESPONDENCE</u></p> <ul style="list-style-type: none"> - Thank-you letters, general acknowledgements and MISC - Mail/email correspondences accordingly 	<p>Gayle Wood will to address general inquiries and correspondence until year end.</p> <p>CS: Please start copying and engaging Rebecca so there is smoot transition year end.</p>
<p><u>REPORTING</u></p> <ul style="list-style-type: none"> - EC Report (6) *a report to the board for information, summarizing all EC activities, as well as CRM and KPI analytics. - Annual Report 	<ul style="list-style-type: none"> - No new activity reports will be done before year end by the Foundation. Andrea has provided the NPCA Communications team with the Foundation Canva account information where Annual Reports and other

<ul style="list-style-type: none"> - Quarterly Financial Reports - Annual budget 	<p>marketing material was made. Recommended that NPCA staff draft the 2020 Foundation Annual Report.</p> <p>(CS): RH will work with staff to complete the Annual Report.</p> <ul style="list-style-type: none"> - LG to continue with Financial Reports and budget for October and December Foundation Meetings. <p>Confirmed</p>
<p><u>BOARD OF DIRECTOR & OTHER MEETINGS</u></p> <ul style="list-style-type: none"> - Post meeting schedule, agendas, and minutes to website - Develop agenda - Send agenda to Chair for approval - Format agenda and include attachments accordingly - Circulate agenda package to Board (<i>10 days prior to meeting date</i>) - Send meeting invite to Board Members (<i>following agenda</i>) - Send meeting reminder to Board with meeting link (<i>1-2 days prior to meeting date</i>) - Host meeting as needed (via <i>Teams</i>) - October 14th and December 9th Board Agendas - Chair's annual presentation to NPCA 	<p>-Rob Petruccio (RP) to do meeting website postings. Gayle to develop agendas for October and December and gain Chair's approval</p> <p>(CS): Confirmed</p> <p>GS to format agendas, circulate to Board, send meeting invites, meeting reminders and host meetings until year end.</p> <p>(CS): Grant Bivol (GB) to take on Agenda Development in consultation with Rebecca H starting January 2022</p> <p>Gayle to develop agendas.</p> <p>Chair's presentation scheduled for October 15th NPCA Meeting</p> <p>(CS): Confirmed</p>
<p><u>WEBSITE/SOCIAL MEDIA MANAGEMENT</u></p> <ul style="list-style-type: none"> - Create weekly posting schedule - Pre-schedule current week's posts - Send posting schedule to NPCA Communications team - Track and report KPI's and analytical data (<i>included in EC Report</i>) - Mediate and address social commentary and online inquiries - Manage Squarespace website and domain subscription - General updates as necessary 	<ul style="list-style-type: none"> - Social media management will cease, and website postings will primarily focus on posting meeting agendas and minutes. <p>Andrea has provided passwords for Facebook, Instagram, Twitter, and the website domain (niagaraconservationfoundation.com) to NPCA communications team to manage as they see fit.</p> <p>(CS): RH to discuss with her team and come up with a targeted strategic approach.</p>
<p><u>CORPORATE</u></p> <ul style="list-style-type: none"> - Manage NPCF extension and voicemail - Corporate filing 	<ul style="list-style-type: none"> - GS will manage phone extension and Voicemail and forward inquiries accordingly. - Updated Form 1 has been submitted to

<ul style="list-style-type: none"> - General filing - Management of all files (hardcopy, electronic or other) - Annual audit - Submit paid invoices with appropriate accounting code accordingly - Submit receipts and appropriate documentation following POS batch close - Process cash, debit and credit donations using POS machine - Submit cheque donations with appropriate documentation 	<p>Province noting new Board member and exiting member. Gayle will update again in December prior to her exit.</p> <ul style="list-style-type: none"> - All files have been moved to SharePoint. LG has been updated and will provide access to Sharepoint to RH. <p>(CS): Confirmed</p> <ul style="list-style-type: none"> - LG will work with Auditor re 2020 Audit - LG and team will address invoices and accounts
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<p><u>MYCHARITY, BENEVITY AND CANADA HELPS Donor Sites</u></p> <ul style="list-style-type: none"> - Mail Campaign - Donor data and correspondence - Track donations and giving patterns - Tax receipting - Thank-you and other donor correspondence - 	<ul style="list-style-type: none"> - MYCHARITY Trial ends on December 31, 2021. We do not recommend renewal. A new data base should be researched, depending on Foundation's future. - Mail campaign has been completed for 2021. - LG will manage the donations Information and tax receipts. - Tax receipts have been issued until the end of August. <p>(CS): Confirmed</p>
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GRANT RESEARCH, DEVELOPMENT AND MANAGEMENT

waiting to hear regarding three Grant Applications:

<ol style="list-style-type: none"> 1. Enbridge Grant - \$7,000 to be applied the Gallery Project, if approved 2. TD Friends of the Environment - \$6,500 to be applied to The Gallery Project, if approved 3. Canada Healthy Communities - \$250,000 to be applied to Cave Springs Increasing Access to Greenspace Project 	<p>Alicia will manage Alicia will manage Adam will manage</p> <p>RH to be kept in the Loop</p>
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FUNDRAISING INITIATIVES AND EVENTS

<u>INITIATIVE/EVENT AND SPECIFICS</u>	<u>STATUS/ RECOMENDATIONS</u>
<p><u>AIR's EVENT</u></p> <ul style="list-style-type: none"> - Event Planned for late September 	<ul style="list-style-type: none"> - Event should not proceed in 2021
<p><u>SEAKER SERIES (4 events)</u></p> <ul style="list-style-type: none"> - Create initiative implementation plan and add to critical path - Develop roles and responsibilities - Research streaming software suitable for the initiative - Download/create account for streaming software - Solicit potential speakers - Create sponsorship package - Create sponsorship list <i>with assistance from Board Members</i> - Solicit sponsorship for speakers <i>with assistance from Board Members</i> - Book speakers - Create marketing material to promote initiative - Create event platform for registration (Eventbrite) - Add initiative to posting schedule - Sponsor recognition (<i>pre-event</i>) - Manage registration and payments - Send registration receipt to attendees - Update CRM accordingly - Send thank you for attending note and tax receipt to attendees - Test software with speakers prior to session - Mediate speaker session as necessary - Sponsor recognition (<i>post-event</i>) 	<ul style="list-style-type: none"> - All tasks are completed and the Speaker Series has been concluded.
<p><u>MFORT MAPLE PENS</u></p> <ul style="list-style-type: none"> - Nurture relationship with Marv Ens, Wood Turner (Fenwick, ON) - Meet with Marv as needed to discuss partnership, stock, and future projects - Manage online pen sales and ship accordingly - Update online pen inventory - Update CRM accordingly - Market pens in accordance with weekly posting schedule 	<ul style="list-style-type: none"> - Gina S. will manage the pen sales via the website as all orders will come through the Foundation email. <p>Orders currently are shipped through Purolat with the assistance from</p>

<ul style="list-style-type: none"> - Order pen boxes, certificates and brochures as needed - Order pen batches as needed - Ensure paid invoices to Marv are submitted to NPCA Finance 	<p>Irene who creates the shipping label.</p> <ul style="list-style-type: none"> - Two custom bowls and 16 pens have been purchased for a total of \$2,000. <p>(CS): Confirmed</p>
<p><u>MORIAL PROGRAM</u></p> <ul style="list-style-type: none"> - Market program in accordance with weekly posting schedule - Create online ordering form for website - Acknowledge requests - Update CRM accordingly - Consult with NPCA staff on initial request and bench location - Nurture relationship with memorial program donors - Process memorial program payments - Send receipt of payment to donors - Send tax receipt to donors - Send thank you letter and photo of completed request to donor - Arrange to meet donor on site for photo with the Chair and to pay respects - Manage Memorial App (TBD) 	<ul style="list-style-type: none"> - Two Benches have been sold in 2021 totaling \$10,000 gross and \$4,000 NPCF net. - Lise will collect the last two payments for 2021 in the amount of \$4,500 each and arrange transfer of a portion of funds to NPCA- Lands - The program has concluded for 2021 and should be re-visited for 2022 with AC. - GS will pass future inquiries to AC/AP. <p>((CS): Confirmed</p>
<p><u>EDUCATION BURSARY</u></p> <ul style="list-style-type: none"> - Create Education Bursary Committee - Establish meeting schedule - Update Terms of Reference - Bring updated TOR to Board for approval - Create bursary flyer - Create online application form for website - Connect with DSBN for secondary school information - Send bursary flyer to secondary schools - Manage and organize incoming applications - Amalgamate applications into PDF - Send package to committee prior to review meeting - Arrange photo op with bursary recipients and Chair - Distribute funds accordingly following confirmation of program enrollment and proof of tuition payment - Update website with bursary winners, their program of study and thank-you blurb 	<ul style="list-style-type: none"> - Board has approved 15 scholarships at \$1,000 each. - LG and team are working together to ensure the cheques are mailed to the award winners and all proper documentation has been received (SIN number, letter of acceptance and proof of enrolment) <p>(CS) RH to be briefed on this and own this initiative going forward with Lise's Financial support.</p>
<p><u>HOLIDAY TRAIL – NPCF GIVING WEEKEND AND LAUNCH</u></p> <ul style="list-style-type: none"> - Establish Giving Weekend and details 	<ul style="list-style-type: none"> - Recommend Foundation involvement be reduced in 2021. AC and GW to discuss further.
<p><u>LECTORS DONATION CHALLENGE</u></p> <ul style="list-style-type: none"> - Initiating requests to NPCA/NPCA and associated boards - Monitoring incoming donations - Follow up emails and reminders - Reporting as needed - Thank-you correspondence to all donors 	<ul style="list-style-type: none"> - Initial letters have been sent to Foundation, NPCA Board, and PAC.

	<ul style="list-style-type: none"> - \$7,203 raised to date. - Foundation Chair to send reminder letter in October - drafted by GW. <p>(CS): RH to take this on as needed from Gayle starting Jan</p>
<p><u>INDOOR EDUCATION FUND</u></p> <ul style="list-style-type: none"> - Initiate request to Regional Chair as part of Chair's golf tournament 	<p>\$10,000 received from Regional Chair's Golf Event in 2021. Recommendation to allocate this funding to the Gallery Project will be considered at the October 14, 2021 Board Meeting.</p> <p>A cheque presentation and photo opportunity were arranged with the Regional Chair/former EC to recognize his support. This should be included in the 2020 Annual Report.</p> <p>(CS): RH will work with Team and CAO. This event will help set up protocols for future</p>
<p><u>THE GALLERY PROJECT AT BALL'S</u></p> <ul style="list-style-type: none"> - Capital Campaign Plan - Campaign Committee partially established - Phase II launch – September 2021 - Phase II – ends December 2021 - Phase III (\$250,000) starts January 2022 	<p>Capital Campaign Plan approved by Board</p> <p>Campaign on hold until September. Two Committee members require immediate replacement (Mary and Andrea) and Gayle will require replacement in December for Phase III of the campaign.</p> <p>Launch was to be planned for September – need NPCA staff to move this forward.</p> <p><u>Phase II Budget = \$60,000</u> Raised to date:</p> <p>\$37,100 from Enbridge, Nevada, D&G Wood, Calam Winery, Chair's Golf Tournament and M. DiFruscio</p> <p>(CS): To be coordinated with NPCA staff and Member Foster.</p>



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

TO: Foundation Chair and Board of Directors

FROM: D. Gayle Wood, Vice Chair/Secretary

REPORT NO. FND-BOD-01-2021 (Revised)

DATE: February 11, 2021 (Original Report)
September 26, 2021 (Revised to remove February recommendations)

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

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

Purpose of the Report:

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

- facilitate discussion on the future direction of the Foundation.

1. Background:

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

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

The Report was considered at the February 11, 2021 meeting, and the Board referred it to the October 2021 meeting for further discussion.

2. History of NPCF Staffing:

The Niagara Peninsula Conservation Foundation (NPCF) was created at the request for the Niagara Peninsula Conservation Authority (NPCA) in 1969 under *The Corporations Act*. The objects outlined in its Letter’s Patent are to aid the Authority in the cultivation and advancement of conservation by serving as a permanent custodian of the endowment funds for the NPCA.

From 1969 to around 2017, Foundation staff were integrated into the operations of the NPCA. During this

time, the Foundation also relied on Authority staff for financial, administration, communications, and project support. The Foundation's Executive Director's (ED) salary was covered, in full, by the Authority and the ED reported to the Authority CAO, operationally, and to the Chair and Board of Directors of the Foundation regarding policies, budget, audit, fundraising, etc.

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

As a result of the 2021 budget discussions, the EC was hired on a full-time basis (5 days per week); however, the Board was again faced with a lack of funding to cover the salary costs. Having to raise the EC's salary requires the NPCF to obtain donations of around \$50,000 before the Foundation can consider disbursement of funds to the Authority. In August of 2021, the EC departed for an external opportunity and this position has not been re-hired by the Foundation.

3. Review of Selected GTA Conservation Foundations:

At the December 2020 Board of Director's meeting, approval was provided for a review of other GTA based Conservation Foundations and their relationship to their Conservation Authorities to determine how their successes are achieved. The following Foundations were selected given similarities in geographic location (within the GTA), Authority operational budgets (except TRCF) and staff compensation rates.

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

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

1. When were you incorporated?
2. What is your staff compliment? Does the Authority support any of these staff salaries?
3. Which Authority staff does the Foundation rely on for support? Does the Foundation compensate the Authority for support staff?
4. What were your 2018, 2019 or 2020 revenues? How much was transferred to the CA? What was

your operational overhead (staff salaries and expenses)?

5. Can you briefly overview your programs and projects that support the CA?
6. What is your organizational alignment with the Conservation Authority and who do you report to?

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

(a) Credit Valley Conservation Foundation (CVCF)

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

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

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

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

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

(b) Lake Simcoe Conservation Foundation (LSCF)

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

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

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

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

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

(c) Toronto and Region Conservation Foundation (TRCF)

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

- Development Officer – Partnerships and Engagement (FT)
- Coordinator – Donor Stewardship (FT)
- 3 other positions.

Similar to NPCF staff salaries are paid by the Authority; however, the Foundation reimburses the Authority 100% for the salaries.

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

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

(d) Hamilton Conservation Foundation (HCF)

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

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

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

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

(e) Conservation Halton Foundation

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

Executive Director (FT)

Administrative Support (PT)

Grant Writer (PT).

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

<u>CF</u>	<u>Date</u>	<u># of staff</u> <u>ED Salary</u>	<u>CA staff</u> <u>support</u>	<u>Budget</u>	<u>Programs/</u> <u>Projects</u>	<u>Reporting</u>
NPCF	1969	1 until August 2021 Currently 0 EC (around \$50,000)	Finance HR Admin. Marketing Comm.	Rev. \$31,000 To CA \$37,500 Op. \$6,000 (4 months)	-Con. Areas -Education -Events	EC reports to NPCF Man. Director and Board
CVCF	1964	4 FT ED (94,488 to \$112,486)	Finance HR Comm/ Marketing IT/IM	Rev. \$1.8 m To CA \$1.6M Op. \$166,146	-Con Areas -Education -Restoration -CV Trail -Events -Climate	ED member of Senior Managers Leadership Team (SLT). ED reports to both CAO/ST and Foundation.
LSCF	1973	3 FT 1 PT	Finance Comm.	Rev. \$1.3 m ToCA \$424,385	-Education -Restoration -Water	ED part of CA (SLT) - Reports to CF Chair and CA

		ED (\$118,000 to \$122,000)	HR	Op. \$192,585	Quality -Events	CAO
TRCF	1961	5 FT No ED		Rev. \$2.6 m To CA \$1.1 m Op. \$655,000	-Con. Areas -Education -Restoration -Events	
HCF	1976	2 FT 1 PT ED (\$80,000 to (\$98,000)	Finance Marketing HR	Rev. \$688,759 To CA \$535,068 Op. \$153,000	-Con. Areas -Education -Trails -Restoration --Events	Foundation ED sits on CA SLT but reports to Chair and Foundation
CHF	1974	1 FT 2 PT ED (around \$100,000)	Finance Marketing Events HR	Rev. \$620,000 ToCA \$457,000 Op. around \$200,000	-Con. Areas -Restoration -Education -Heritage	ED part of CA SLT- Reports to CF and CA CAO

4. Summary:

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

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

- they rely on excellent working relationships with Conservation Authority staff.

The NPCF differs in the following:

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

5. Conclusions

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

Prepared by and Respectfully Submitted:

Original signed by

D. Gayle Wood
Vice Chair/Secretary