



— NIAGARA PENINSULA —  
CONSERVATION FOUNDATION

## FDN-BOD-01-23

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**Date** | **Time** 2/2/2023 11:00 AM | **Location** Hybrid Meeting

The Niagara Peninsula watershed is situated within the traditional territory of the Haudenosaunee, Attiwonderonk (Neutral), and the Anishinaabeg, including the Mississaugas of the Credit—many of whom continue to live and work here today. This territory is covered by the Upper Canada Treaties (No. 3, 4, and 381) and is within the land protected by the Dish with One Spoon Wampum agreement. Today, the watershed is home to many First Nations, Métis, and Inuit peoples. Through the 2021-2031 Strategic Plan, we re-confirm our commitment to shared stewardship of natural resources and deep appreciation of Indigenous culture and history in the watershed.

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### 1. ADOPTION OF AGENDA

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- 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 FDN-BOD-01-23 held February 23, 2023, BE APPROVED as presented.**

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### 2. DECLARATION OF CONFLICT OF INTEREST

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- 2.1 Call for declarations

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### 3. APPROVAL OF FOUNDATION MINUTES

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- 3.1 Approval of the NPCF Board of Directors Meeting's minutes dated December 19, 2022

Page #1

**Recommended:**

**THAT the minutes of the NPCF Board of Directors' Meeting FDN-BOD-05-22 held December 19, 2022, BE APPROVED.**

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## 4. COMMENTS FROM THE CHAIR

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

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## 5. COMMENTS FROM NPCA CHIEF ADMINISTRATIVE OFFICE

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- 5.1 NPCA Chief Administrative Officer Chandra Sharma will offer comment and provide the Niagara Peninsula Conservation Authority updates.

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## 6. CORRESPONDENCE

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## 7. DEPUTATIONS AND PRESENTATIONS

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## 8. ITEMS FOR INFORMATION

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## 9. DISCUSSION ITEMS

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- 9.1 NPCF 2023 Draft Workplan

Page #5

**Recommended:**

**THAT the Niagara Peninsula Conservation Foundation 2023 Draft Annual Workplan BE APPROVED as presented.**

- 9.2 Approval of NPCF Planning Study Report (Enclosed Separately) and Development and Donor Relations Officer Role and Responsibilities

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**Recommended:**

- 1. THAT the Niagara Peninsula Conservation Foundation Planning Study Report dated January 25, 2023 as prepared by the Armstrong Strategy Group BE APPROVED.**
- 2. AND THAT the Development and Donor Relations Officer Role and Responsibilities BE APPROVED.**

**Recommended:**

1. **THAT the NPCF Board Recruitment Process document dated February 2, 2023 BE ADOPTED and IMPLEMENTED effective immediately.**
2. **AND THAT staff BE DIRECTED TO update the Board Skills Inventory.**

9.4 Year-End Financial Update – Verbal by Lise Gagnon, NPCA Director, Corporate Services, NPCF Assistant Treasurer

**Recommended:**

**THAT the verbal update by Lise Gagnon, NPCA Director, Corporate Services, NPCF Assistant Treasurer RE: Year-End Financials BE RECEIVED.**

9.5 Bench Program, Events, and Balls Falls Gallery Update – Verbal by Adam Christie, NPCA Director, Conservation Areas

**Recommended:**

**THAT the verbal update by Adam Christie, NPCA Director, Conservation Areas RE: Bench Program, Events, and Balls Falls Gallery BE RECEIVED.**

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10 ITEMS FOR INFORMATION

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11 NEW BUSINESS

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12 CLOSED SESSION

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13 ADJOURNMENT

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**Recommended:**

1. **THAT the FDN-BOD-01-23 meeting held February 2, 2023, BE ADJOURNED at x AM.**
2. **AND FURTHER THAT the Board RECONVENE at the Chair's call.**



— NIAGARA PENINSULA —  
CONSERVATION FOUNDATION

## **BOARD OF DIRECTORS MEETING**

**FDN-BOD-05-22**

**December 19, 2022**

**1:00 p.m.**

**Video Meeting**

**MINUTES**

Chair Insinna called the meeting to order at 1:05 p.m. and recognized both Board members and NPCA staff present.

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### **ATTENDANCE**

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#### **BOARD OF DIRECTORS**

Tom Insinna, Chair

Mike Balsom, Director

Donna Cridland, Treasurer

Barbara Greenwood, Vice-Chair

Diana Huson, Director

Rob Foster, NPCA Chair

#### **NPCA**

Lise Gagnon, Director, Corporate Services, NPCF Assistant Treasurer

Gina Shaule, NPCA Administrative Assistant

Chandra Sharma, CAO

Grant Bivol, Clerk

#### **OTHERS PRESENT**

Don Stewart, Armstrong Strategy Group

Carrie Zeffiro, Armstrong Strategy Group

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### **1. ADOPTION OF AGENDA**

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1.1 Addition of items

1.2 Change in order of items

1.3 Motion to approve agenda

**Resolution No. BOD-48-22:**

**Moved by: D. Cridland**

**Seconded by: B. Greenwood**

**THAT the agenda for the NPCF Board of Directors' Meeting FDN-BOD-05-22 held December 19, 2022, BE APPROVED.**

**CARRIED**

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## 2. DECLARATION OF CONFLICT OF INTEREST

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There were no declarations of conflict of interest during this meeting.

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## 3. APPROVAL OF FOUNDATION MINUTES

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3.1 Approval of the NPCF Board of Directors Meeting's minutes dated November 3, 2022.

**Resolution No. BOD-49-22:**

**Moved by: M. Balsom**

**Seconded by: D. Huson**

**THAT the minutes of the NPCF Board of Directors' Meeting FDN-BOD-04-22 held November 3, 2022, BE APPROVED.**

**CARRIED**

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## 4. COMMENTS FROM THE CHAIR

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The Chair spoke on his attendance and presentation to the Niagara Peninsula Conservation Authority Board of Directors meeting on December 16, 2022.

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## 5. COMMENTS FROM NPCA CHIEF ADMINISTRATIVE OFFICER

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CAO Sharma thanked the Foundation Board for their efforts and dedication to the Foundation during this past term.

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## 6. CORRESPONDENCE

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There was no correspondence to be considered during this Meeting.

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## 7. DEPUTATIONS AND PRESENTATIONS

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There were no Deputations or Presentations at this Meeting.

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## 8. ITEMS FOR INFORMATION

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There were no Items for Information at this Meeting.

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## 9. DISCUSSION ITEMS

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### 9.1 NPCF Report to the Board of Directors RE: Contract Award – KPMG LLP – External Audit Services

**Resolution No. BOD-50-22:**

**Moved by: B. Greenwood**

**Seconded by: M. Balsom**

1. **THAT NPCF Report to the Board of Directors entitled Contract Award – KPMG LLP – External Financial Audit Services BE RECEIVED.**
2. **THAT the Board APPROVES the NPCA External Financial Audit Services contract award to KPMG LLP for an annual upset limit of \$10,000 (plus non-recoverable HST) with an annual price escalation of 2% for a 3-year term (2022-2024) with two (2) one-year extensions.**
3. **THAT staff BE AUTHORIZED to execute all necessary documents as appropriate.**

**CARRIED**

### 9.2 Appointment of Auditors for 2022

**Resolution No. BOD-51-22:**

**Moved by: D. Huson**

**Seconded by: D. Cridland**

**THAT KPMG LLP BE APPOINTED as the 2022 Auditors for the Niagara Peninsula Conservation Foundation.**

### 9.3 Draft of Fundraising Strategy Planning Study Report (Appended as confidential, this document will be circulated under separate cover.)

**Resolution No. BOD-52-22:**

**Moved by: B. Greenwood**

**Seconded by: M. Balsom**

1. **THAT the final Draft of Fundraising Strategy Planning Study Report (appended as confidential) BE APPROVED.**
2. **AND FURTHER THAT the Foundation sub-committee established at meeting # FDN-BOD-04-22 on November 3, 2022 WORK with staff to finalize and launch the Campaign Implementation Plan in 2023.**

**CARRIED**

#### 9.4 Appointment to the NPCF Board of Directors

**Resolution No. BOD-53-22:**

**Moved by: D. Huson**

**Seconded by: B. Greenwood**

**THAT with conclusion of the term for the Board of Directors of the NPCA, Board Member Donna Cridland BE REAPPOINTED to the NPCF Board of Directors as a citizen member effective January 1, 2023.**

**CARRIED**

#### 9.5 2023 NPCF Board of Directors Meeting Schedule

**Resolution No. BOD-54-22:**

**Moved by: D. Cridland**

**Seconded by: B. Greenwood**

**THAT the meetings of the NPCF Board of Directors in 2023 BE SET for:**

**Thursday, February 2, 2023;**

**Thursday, April 6, 2023;**

**Thursday, July 6, 2023; and**

**Thursday, November 2, 2023.**

**CARRIED**

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## 10. NEW BUSINESS

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There was no New Business at this Meeting.

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## 11. CLOSED SESSION

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There was no closed session at this Meeting.

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## 12. ADJOURNMENT

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**Resolution No. BOD-55-22:**

**Moved by: D. Huson**

**Seconded by: B. Greenwood**

**1. THAT the FDN-BOD-05-22 meeting held December 19, 2022, BE ADJOURNED at 2:13 p.m.**

**2. AND FURTHER THAT the Board RECONVENE at the Chair's call.**

**CARRIED**

**NIAGARA PENINSULA CONSERVATION FOUNDATION**

**2023 ANNUAL WORKPLAN**

**DRAFT**

	Quarter 1			Quarter 2			Quarter 3			Quarter 4		
	JAN-2022	FEB-2022	MAR-2022	APR-2022	MAY-2022	JUN-2022	JUL-2022	AUG-2022	SEP-2022	OCT-2022	Nov-2022	DEC-2022
<b>Niagara Peninsula Conservation Foundation - Meetings</b>		02-Feb		06-Apr			06-Jul				02-Nov	
<b>1. Work Plan</b>												
Draft Workplan Approval		X										
Draft Capital Campaign Worplan		x										
<b>2. Fundraising Campaigns</b>												
Comfort Maple Pens	X	X	X	X	X	X	X	X	X	X	X	X
Capital Campaign ( Including Balls Falls)				X					X	X	X	X
Planned Giving Campaign (Land Securement through Bequeaths & Gift)				X	X	X	X	X	X	X	X	X
Memorial Benches	X	X	X	X	X	X	X	X	X	X	X	X
Annual Holiday Appeal - Green Giving											X	x
Mickey DiFruscio Director's Challenge						X	X				X	X
<b>3. Events</b>												
Launch of Capital Campaign				X								
Conservation Legacy Golf Tournament (TBD)									X			
Other in collaboration with NPCA												
<b>4. Corporate Fundraising Strategy &amp; Strategic Plan</b>												
Strategic Plan Update												
Case for Support for Capital Campaign												
Communication Materials for Capital Camapign												
<b>5. Other -Administrative &amp; Financial</b>												
Annual Report		X										
Annual Financial Audit				X	X	X						

- New Director Recruitment and Orientation
- Foundation Client Management System and Database
- Quarterly Financial Reporting
- CRA updates as required per Charity Rules



### **Development and Donor Relations Officer**

Working closely with NPCA staff with accountability to NPCF Board, this Position contributes to the advancement NPCF goals and mission by fostering and building strong donor relationships with individuals, organizations, corporations, and foundations. The incumbent is responsible for designing and implementing a robust donor relations program to support NPCF's *Nature for All* Capital Campaign and other planned giving activities. The incumbent also undertakes other administrative responsibilities supporting the Foundation's day-to-day administrative functions.

### **Key Responsibilities**

- Responsible for cultivating and managing NPCF donors
- Day-to day communication and engagement with Board of Directors and Chair
- Responsible for special projects and events that contribute to the growth of potential donors
- Develop and implement strategies that nurture donor loyalty and foster personal relationships with the organization. Collaborate with NPCA staff team on the strategy and plan for solicitation, stewardship, and cultivation to engage the donor group including highly personalized direct marketing efforts
- Responsible for tracking prospects and donors and documenting their cultivation and solicitation activities including any internal and external reporting
- Contribute to the development of communication materials, including publications, used in the cultivation, solicitation, acknowledgement and stewardship of prospects.
- Develop and execute strategies for special direct market campaigns (print, electronic, and telephone) coordinated with major gift efforts and drives.
- Implementation of workplans and strategies, as may be required, to meet the needs of the Foundation;

### **Qualification and Skills**

- Self -motivated to work independently and with teams and demonstrated experience and success in cultivating and securing major gifts.
- Excellent knowledge of philanthropy and the strategic ability to identify future growth opportunities
- Good understanding and passion for Conservation Authority work and previous environmental sector experience
- Proven ability to effectively and proactively engage philanthropists from diverse cultural communities.
- University degree and a minimum of three-five years of charitable fundraising/development experience
- Professional accreditation as a Certified Fund-Raising Executive (CFRE) would be an asset
- Excellent listening and communication skills
- Effective Project Management with the ability to manage multiple projects over varying timelines

Other Standard NPCA requirements to be added



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## BOARD RECRUITMENT PROCESS

Updated February 2, 2023

(originally approved 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

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. The Strategic Plan update is scheduled to take place in 2023. Until the Strategic Plan is updated it is vital that individuals embrace and align with the Foundation’s vision, mission and values as established in 2019:

## 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

### 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 2012(website) Hard copies are available at office from 1969 to 2019.
- Agendas and Minutes – 2017 to 2022 (website). Hard copies from 1969 on are available at the office
- Annual Reports – 2017 to 2021 (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.