



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

STRATEGIC PLAN

2020-2022

A Strong Commitment to Conservation

Amended May 7, 2020

Ontario Corporation No. 0222428

Charitable Registration No. 11905 7511 RR0001

Business No. 107773624 RR0001

BACKGROUND

The Niagara Peninsula Conservation Foundation was incorporated as a charitable organization in the Province of Ontario on May 5, 1969 through Letters Patent. The purpose of the Foundation is:

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

Specific objects noted in the Letters Patent include:

- To accept/receive gifts and donations
- To purchase/hold real or personal property
- To invest monies
- To purchase pioneer articles
- To undertake educational work in all phases of conservation
- To employ/pay staff.

Over the years, the Foundation has had varying degrees of success.

In the spring of 2016, the Board of Directors of the Niagara Peninsula Conservation Foundation (NPCF) issued a request for proposals for a consultant to work with the Board and staff on the development of a new Strategic Plan.

During the summer of 2016, the Foundation:

- Undertook an Environmental Scan reviewing political, demographic, economic, regulatory environment, philanthropic and donor trends, and other organizations providing similar services that may be competing and/or complimenting the work of the Foundation.
- Identified the strengths, opportunities and aspirations of the Foundation, developed in partnership with the Board and staff of the Foundation in partnership with the Conservation Authority.
- Reported on the results of the interviews with key stakeholders, the names of whom will be provided by the Foundation, along with a letter of introduction and contact information.

SCOPE OF THE ENVIRONMENTAL SCAN -2016

Activities undertaken included:

- *Regulatory environmental scan*
 - reviewed proposed changes to the Ontario Non-Profit Corporations Act
 - reviewed proposed changes to the Conservation Authorities Act.

- *Philanthropic and donor trends*
 - Reviewed report entitled “Environmental Charities in Canada”
 - Reviewed annual and/or donor reports from other conservation foundation
 - Conducted interviews with individuals supporting past environmental projects
 - Reviewed Statistics Canada reports published in 2011 and 2015 on trends of donations.

- *Demographic trends*
 - Reviewed Statistics Canada reports published in 2011/2015 on donor demographics
 - Compared national donation data in report to Niagara’s donation history
 - Reviewed Niagara environmental charities 2014 donation data.

- *Conservation foundation trends*
 - Conducted with 6 foundations affiliated with other Ontario conservation authorities
 - Met with NPCF Executive Director to discuss his observations about activities undertaken by organizations similar to NPCF.

- *Governance trends*
 - Reviewed Imagine Canada’s Governance Standards
 - Reviewed NPCA Strategic Plan
 - Reviewed existing governance structure of the NPCF.

Based on the information gathered through the environmental scan and the meetings with the Foundation staff, board and the conservation authority senior management team, a vision, mission, values and strategic priorities were developed which the 2019 Board of Directors believes is relevant in 2020.

In late 2019, a re-vitalized Foundation Board commenced a Strategic Plan update. The updated Strategic Plan – 2020 – 2022 re-commits to the Foundation’s established Vision, Mission and Values while revising strategic priorities and actions for the next two years.

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 increasing green space, improving water quality, habitat restoration, environmental research and education and conservation programs and projects, including museum projects.

Values

We are trustworthy and transparent by engaging in practices with our donors and partners that are accessible, accountable, fair, professional and timely and that are built on a foundation of respect, integrity and honesty.

We are responsible stewards through our communication to and relationships with our donors, and through our stewardship of the financial support directed to environmental initiatives.

We enable, engage and collaborate by funding environmental initiatives and bringing community organizations together to consult and form partnerships based on the respective strengths of each organization to focus on key environmental initiatives.

We have sound governance and management by adopting best practices and policies to ensure that full fiduciary and management responsibilities are achieved.

Strategic Priorities

1 Update and approve the NPCF Strategic Plan – 2020 - 2022

1.1 Update the Foundation's Strategic Plan.

2 Strengthen organizational governance

2.1 Update the Foundation's Bylaws

2.2 Update Foundation policies and practices to conform with Imagine Canada Standards

2.3 Develop an updated agreement (MOU) outlining relationship between the Foundation and the NPCA

2.4 Recruit and orient new board of directors reflective of the strategic priorities and geographic area served

2.5 Complete 2019 financial review and audit

2.6 Engage charitable lawyer for review on Letters and Supplementary Letters Patent

3 Become Niagara's environmental charity of choice providing financial support for collaborative initiatives undertaken by the NPCA and like-minded community organizations

3.1 Establish a brand identity that accurately reflects the mission of the Foundation through a re-branded logo

3.2 Develop and implement a multi-channel communication strategy that aligns with vision, mission, history, strategic priorities, and environmental initiatives supported

3.3 Develop and implement a strong donor engagement and stewardship program

3.4 Identify environmental initiatives to support, in consultation with NPCA staff; and develop/implement a fundraising strategy.

4 Build strong community partnerships

4.1 Develop and implement a community partner's environmental engagement strategy in consultation with NPCA, such as 2020 Summer Canada Games, Niagara Parks Commission, Comfort Maple Pens partnership project.

5 Continue with ongoing Programs

5.1 Continue with the endowment and scholarship programs

5.2 Wind down the Nevada program in 2020

6 Development a Fundraising Strategy

6.1 Develop a funding strategy to hire part time Foundation staff

6.2 Develop a Fundraising Strategy for 2020 – 2022

NIAGARA PENINSULA CONSERVATION FOUNDATION STRATEGIC PLAN

Strategic Priorities and Strategic Actions

Strategic Priorities	Strategic Actions	Timeline/Responsibility
1 Update the Foundation’s Strategic Plan – 2020 -2020	<ul style="list-style-type: none"> • Approve Strategic Plan • Implement Plan commencing 2020 	Board of Directors’ approval – December 2019
2 Strengthen organizational governance	<ul style="list-style-type: none"> • Update Foundation Bylaws • Update polices/practices • NPCA/CF MOU • Recruit New Board Members 	S-T/Board of Directors – Q2 2020 S-T/Board of Directors – Q4 2020 NPCA CAO/S-T/Board of Directors – Q2 – 2020 Board of Directors – Q1 to Q4 2020
3 Become Niagara’s environmental charity of choice	<ul style="list-style-type: none"> • New Brand Identify • Communications Strategy • Donor Engagement Program • Presentation NPCA Board 	BOD – Q4 2020 NPCA staff/BOD – Q3 2020 Communications Staff/BOD – Q3 2020 – 2022 Tom Insinna/Rob Foster/Gayle Wood – Q2 2020
4 Build strong community partnerships	<ul style="list-style-type: none"> • Community Partners Engagement 	Board of Directors – Q1-4 2020 - 2022
5 Continue with ongoing Programs	<ul style="list-style-type: none"> • Wind Down Nevada Program • Endowment/Scholarship Programs 	NPCA Staff Q2 2020 BOD 2020 - 2022
6 Develop a Fundraising Strategy	<ul style="list-style-type: none"> • Develop Strategy 	2020 to 2022