

Director of Development



NEIGHBOUR
— 2 —
NEIGHBOUR



Position Brief



TABLE OF CONTENTS

The Opportunity.....	3
About Neighbour to Neighbour	3
Additional Background & Resources	4
The Ideal Candidate	4
Key Areas of Responsibilities	4
Qualifications and Competencies	5
Biography: Denise Arkell	7
Organizational Chart	8
Campaign Case for Support	9

FOR MORE INFORMATION

KCI (Ketchum Canada Inc.) has been retained to conduct this search on behalf of Neighbour to Neighbour. For more information about this leadership opportunity, please contact **Sylvia Kadlick, Senior Search Consultant** at N2N@kciphilanthropy.com. *All inquiries and applications will be held in strict confidence.*

To apply, please send a resume and letter of interest to the email address above by **November 2, 2018**.



Director of Development

THE OPPORTUNITY

Neighbour to Neighbour Centre, located in Hamilton, is seeking a fundraising professional to provide leadership and expertise for our annual fundraising programs, with a specific focus on major gift fundraising, in the role of **Director of Development**. Building on the recent achievements of our capital campaign for the Hamilton Community Food Centre, the Director will be responsible for developing and implementing an annual strategic plan to elevate fundraising across our organization by setting clear goals and metrics for revenue development, and volunteer and donor engagement. Reporting to the Executive Director and providing leadership to the Events and Communications Coordinator, the Director of Development will be a valued member of the senior leadership team and will work in partnership with our Board of Directors and the Centre's program leaders.

ABOUT NEIGHBOUR TO NEIGHBOUR

For over 30 years, a team of dedicated staff and volunteers at Neighbour to Neighbour Centre have been helping to improve our neighbourhood and meeting the issue of food insecurity head-on. What started as a tiny food bank has evolved into an indispensable part of the city of Hamilton's social fabric. Neighbour to Neighbour works to improve the quality of life in our community by offering access to tutoring programs for children, community kitchen programs, utility subsidy programs, family counselling, emergency food access, and a host of other interventions. Neighbour to Neighbour is empowering people with the tools and ideas that will help change their lives.

Across Canada, 841,200 Canadians are using food banks every month. In Ontario, the number is a staggering 374,700; 35% of whom are children. In Hamilton, over 17,000 people use a food bank every month, almost one third of them live on Hamilton Mountain – including Upper Stoney Creek, areas served by the Neighbour to Neighbour Centre. At Neighbour to Neighbour Centre, we understand and care about the many challenges facing families in our community. Our practical programs and services address many of these challenges, not only at our Centre, but right across the City of Hamilton.

Our Food Access Program assists over 1,100 families each month; the *Kids Can Succeed Children's Tutoring Program* helps over 200 school-aged children improve their reading skills, and our Family Service Programs provide housing support, advice on settlement and employment issues, health, education, and advocacy. Close to 700 individuals volunteered at Neighbour to Neighbour in 2018, donating almost 30,500 hours to support our various programs.

We proudly opened the Hamilton Community Food Centre in 2017, a facility whereby our community can access and advocate for fresh, healthy food. We look forward to more opportunities to tackle food insecurity and to create an increasing number of prevention-based programs that focus on educating, informing, and empowering our community.

In 2016 and in partnership with Community Food Centres Canada, we launched a \$4 million campaign to broaden the programs we offer, reach more community members, and expand the vital services we provide to the community. Neighbour to Neighbour was chosen from 25 locations across Ontario to open the first Community Food Centre in Hamilton, Community Food Centres Canada invested more than \$1 million over the next 5 years to make this vision a reality. With generous support from our many donors and the dedication of our campaign volunteers, to date the campaign has reached a total of \$2.8 million. Our annual fundraising goal is \$1.8 million, achieved through major and planned giving, corporate and foundation support, and fundraising events.

ADDITIONAL BACKGROUND & RESOURCES

For more information about Neighbour to Neighbour please visit: <http://www.n2ncentre.com/>

THE IDEAL CANDIDATE

The Director of Development will provide expertise and leadership to develop overarching annual plans based on best practice fundraising. Building on the successes achieved in our recent campaign to establish the Hamilton Community Food Centre, the new incumbent will focus on enhancing engagement of our existing pipeline of donors including individuals, corporations, and foundations.

With an “out the door” approach and an active presence in the community, the ideal candidate will be motivated to enhance current donor relationships and to explore new ways of securing our next generation of donors.

Comfortable exchanging ideas in an open dialogue environment, the successful candidate will seek and value input and feedback from others. The Director will be flexible and adaptable in responding to immediate priorities. Collaborative and supportive, the ideal candidate will be a philanthropy partner to the Executive Director, the Centre’s department heads and our fundraising volunteers. The new incumbent will be genuinely donor-centric, with a strong commitment to sharing our impact.

The successful candidate will be an energetic, high-achiever who takes initiative and goes the extra mile. Performance-driven and results-oriented, with a strong focus on accountabilities, the Director will be a confident, creative, and innovative fundraising professional. The new incumbent will also balance their drive with a sense of humour and a friendly disposition.

The ideal candidate will believe in our mission and the work we do to lead our community to an improved quality of life. An authentic and compelling storyteller, the Director will proudly articulate our case for support and the variety of ways donors can partner with us to address food insecurity.

KEY AREAS OF RESPONSIBILITY

Reporting to the Executive Director, the Director of Development will be responsible for:

Strategy and Planning

- Participate with the senior team in the strategic and business planning process.
- Define funding priorities in collaboration with colleagues across the organization.
- Develop new strategies to build and maintain a competitive position for securing donations and maximizing giving opportunities to enable the achievement of short and long terms goals.
- Develop and manage annual budget and operating plans and targets for individuals, foundations, and corporations.

Fundraising

- Lead, develop, and execute fundraising campaigns and build and maintain relationships with donors to support the work of N2N.
- Research, identify, and pursue opportunities for annual funding in alignment with N2N's mission, vision, and values.
- In collaboration with the Executive Director, establish appropriate annual fundraising goals, targets and metrics to ensure that all fundraising efforts are effective, efficient, and successful.
- Oversee all facets of the fundraising program including major and planned giving, corporate and foundation giving and fundraising events.
- Develop compelling case materials.
- Personally manage a portfolio of prospects and donors.
- Write a variety of documents such as business plans, donor correspondence, contact reports, proposals and briefing notes.
- Assess, evaluate, and implement changes as needed to fundraising activities and practices.
- Ensure the best possible stewardship of all donor relationships.
- Ensure progress tracking, financial controls, and reporting systems are in place.
- Represent N2N to our external community by being informed, articulate, and enthusiastic about our mission and work.

Staff and Volunteer Leadership

- Manage and provide leadership and oversight to the Events and Communication Coordinator. Including training, direction, support, coaching, mentorship, and directing personal and professional development.
- Grow the leadership volunteer structure and participate in the identification, recruitment, training, management, and stewardship of fundraising volunteers.
- In partnership with the Executive Director and Board of Directors, champion fundraising and a culture of philanthropy throughout the organization.

Operational Management

- Maintain and strengthen relationships with internal stake holders: the senior leadership team and program directors.
- Ensure the maintenance/development of policies, practices, and standards.
- Ensure all fundraising policies and practices continue to meet Canada Revenue Agency requirements.

QUALIFICATIONS AND COMPETENCIES

- Leadership, expertise and demonstrated success in fundraising.
- Proven experience developing and implementing strategies and plans resulting in increased revenue.
- Significant experience building integrated fundraising programs and writing annual business plans.
- Solid track record in soliciting and closing major gifts in the five- to six-figure range.
- Experience identifying and setting funding priorities and matching opportunities with donor interests.
- Demonstrated experience building budgets and monitoring financial progress.
- Experience developing and implementing custom and mass donor stewardship strategies.
- Understanding of event fundraising, development and execution.
- Excellent interpersonal and relationship management skills.
- Demonstrated experience working effectively with Board members, committees, and volunteers.
- Strong verbal, communication and writing skills along with polished presentation skills.
- Ability to work well with a diverse group of people and build strong relationships.

- Experience leading and coaching a professional fundraising team and motivating performance standards.
- Ability to effectively manage multiple projects, deadlines, and priorities.
- Consistently demonstrates the highest standards of professionalism, confidentiality, integrity, and sensitivity.
- Familiarity with the issues surrounding food insecurity and poverty an asset.
- Strong computer skills including Microsoft Office and experience using a CRM database.
- Capacity for occasional travel, and some evening and weekend work.
- A University degree or an equivalent combination of education and experience is required.
- CFRE an asset.

BIOGRAPHY

Denise Arkell Executive Director

Denise Arkell has been a Senior Leader in the non-profit charitable sector for over 35 years. A graduate in Recreation from Fanshawe College, she started her career as Director of the Seniors Centre at the YWCA of Hamilton. Denise flourished at the YWCA and secured the role of Executive Director at the YWCA in Niagara Falls just 3 years later.

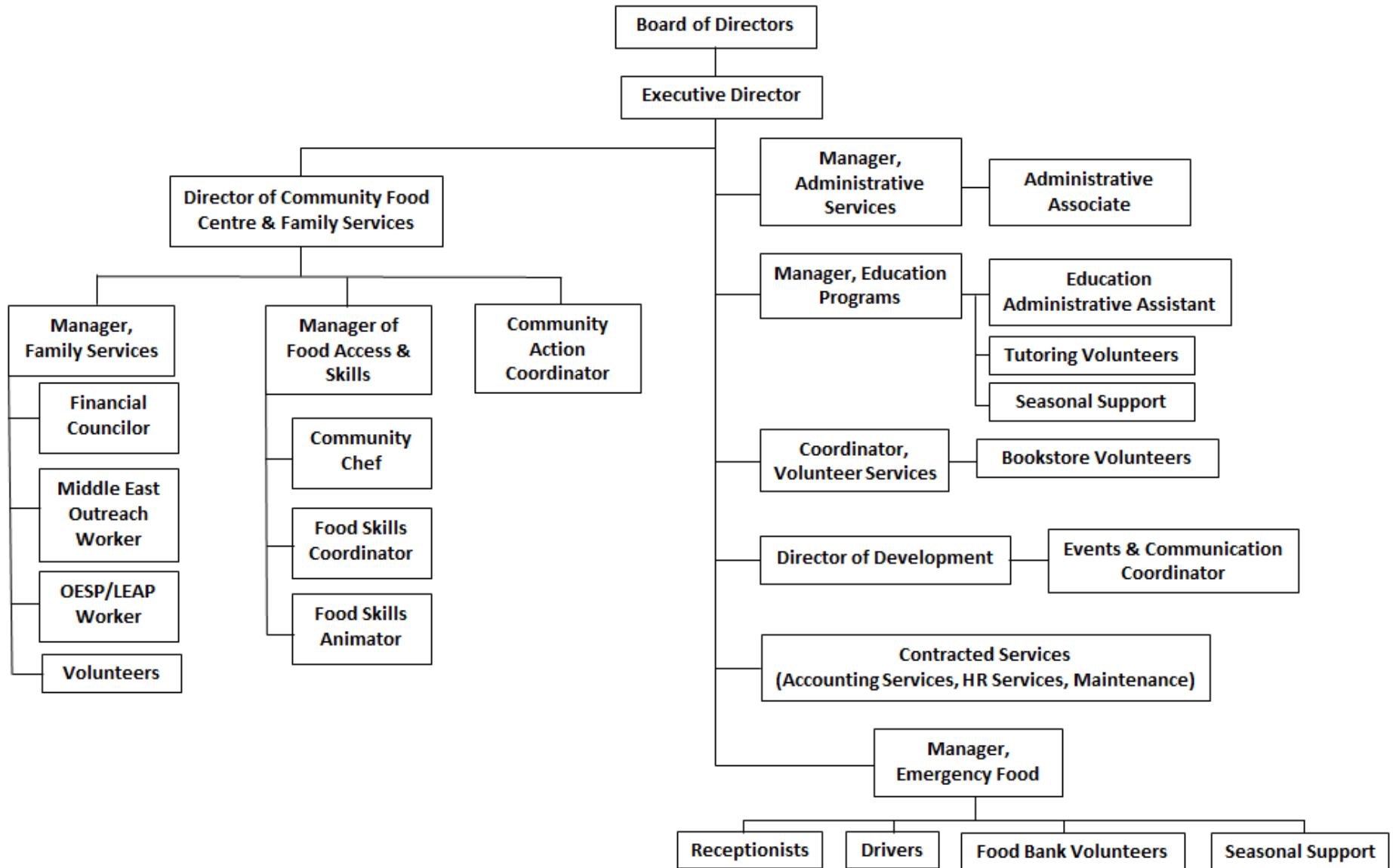
In 1994, Denise expanded her impact in the social services arena when she was recruited to the position of Executive Director at Neighbour to Neighbour Centre (Hamilton). Denise has taken the Centre from a single service agency to its current status as community leader in poverty prevention!

Denise has also taken on numerous additional leadership roles in the community over the years. Her contributions include Chair of the Hamilton and District Business Club, NNCC# Condo Corporation Chair, Emergency Food Strategic Planning Committee for the City of Hamilton, and Big Brothers, Big Sisters of Grimsby, Lincoln and West Lincoln. Denise is also a member of BNI International and Trustee of the Affordability Fund Trust.

Denise is known for her passion for lifelong learning, and her drive to help those in need. She embraces change with great enthusiasm and strives to make a difference in peoples' lives!



ORGANIZATIONAL CHART





Hamilton

COMMUNITY FOOD CENTRE



Changing our approach to
food and poverty in our community

IT'S TIME FOR CHANGE

BEING POOR IS MAKING PEOPLE SICK

After 30 years of dealing with the issue of food insecurity head on, Neighbour to Neighbour knows it is time to change the conversation about how we deal with poverty and poor health in Hamilton's low income communities. Along with the many complications poverty presents, statistics show that people living in low income communities make more trips to the emergency room, have more respiratory related problems and higher rates of cardiovascular related incidences. Frankly stated, being poor is bad for your health.

Neighbour to Neighbour is partnering with Community Food Centres Canada, a national not for profit launched in 2012 to build and support Community Food Centres across the country. The Hamilton Community Food Centre will allow Neighbour to Neighbour to broaden the programs it offers, reach more community members and expand the vital services it provides to the community.

Neighbour to Neighbour was chosen from 25 locations across Ontario to open the first Community Food Centre in Hamilton. The partnership offers a proven program model, organizational and development resources, an annual evaluation framework, and the opportunity to be part of a national voice on food insecurity issues. Community Food Centres Canada is investing more than 1 million dollars over the next 5 years to make this vision a reality.



Simply put, the wealthier you are, the healthier you are. In a city like Hamilton, with worrisome levels of poverty, that's a problem.

Code Red Series



We believe that everyone should be able to access healthy food in a dignified way. Community Food Centres are hopeful, respectful places located in low income communities that involve community members in finding solutions to the issues that affect them.

*Fred Eisenberger,
Mayor, City of Hamilton*



In the Rolston Neighbourhood where the Hamilton Community Food Centre will be located:

35% of families with children are led by female lone parents. Women and children are still the largest group living in poverty.

49% of children 6 years and younger are living in poverty.

3% more seniors live in poverty in the Rolston neighbourhood than compared to the rest of the city.

3.9
MILLION

Canadians are food insecure, unable to access regular supplies of food.

↑
Foodbank use
25%
Since 2008

31%
of Canadian children are overweight or obese.

80% of premature heart disease can be prevented through lifestyle, including healthy eating

16% of people on the Hamilton Mountain (19,439) live below the poverty line

30% Hamilton is above the Canadian average of low birth weight babies by 30%

People in Hamilton
1 IN 5
are living in poverty.

BUILDING COMMUNITY THROUGH THE POWER OF FOOD

It may be a family meal, a holiday celebration, a birthday or even death - but in every culture people come together over food.

People living in poverty are six times more likely to be socially isolated. Perhaps it is someone with a disability who is unable to get out, or maybe it is a single parent whose work schedule doesn't allow them time to socialize - whatever the situation, the outcome is the same. They are alone without supports. Together, we can build community and offer support through the power of food.

A Community Food Centre is a dignified and welcoming space that uses nutritious food to engage and empower people who are hungry for connection. Multifaceted, integrated and responsive programs are designed to tackle the complex layers of poverty: hunger, poor health, lack of access to healthy food and social isolation.

What makes the Community Food Centre so different from what's come before is the quality and effectiveness of its approach. Many organizations run kitchens. Many run gardens. Others do emergency food work and others are about advocacy. The Community Food Centres strength lies in knitting these vital functions together to build health, hope, skills and community. In a sector that is always running just to keep up to the demand - Community Food Centre's set standards, conduct rigorous evaluations and impose measurements in order to analyze the impacts they are having on the sector they are serving.



THE HAMILTON COMMUNITY FOOD CENTRE

The Hamilton Community Food Centre will expand on Neighbour to Neighbour Centre's existing poverty alleviation and prevention programs. Innovative food based programming will be provided for; seniors, new immigrants, single people, families with young children and other community members.

CORE PROGRAM AREAS



Healthy Food Access

- Community Meals
- Fresh Food Market
- Prenatal Program



Education Engagement

- Advocacy Office
- Community Action
- Public Education



Healthy Food Skills

- Community Gardens and Kitchens
- After School Program
- Food Workshops & Health Education

THE OUTCOMES

Better Access to Healthy Food



People access healthy food through drop in meals and community kitchens.

Professionally trained community chefs prepare meals that are delicious and nutritious. Food is sourced from local farmers and producers and good food companies whenever possible.

Better Skills



People take part in food programs that teach cooking, gardening and nutrition skills and provide leadership opportunities.

Kids and adults alike gain confidence in growing, choosing and preparing healthy food, resulting in improvements in overall well being.

Better Connection and Support



Bright inviting spaces reflect an attitude of respect and people feel valued.

Peer support programs help people find resources and supports. Community action sessions empower them to take action on issues that affect them.

People make friends, find neighbours they can count on and feel empowered to make change in their community.



THE VISION

THE HAMILTON COMMUNITY FOOD CENTRE

The Hamilton Community Food Centre will be located at the former Fortino's grocery store at 310 Limeridge Road West in the Rolston Neighbourhood.

When completed, the Community Food Centre will feature:

- A commercial grade teaching kitchen
- Child care space
- Multi-purpose community space
- Community gardens and greenhouse
- Dining room
- Outdoor market and bake oven

Five dynamic staff will work to animate this vibrant new space with programs developed to specifically address community needs.





WITH YOUR HELP WE CAN MAKE A PLACE FOR FOOD IN HAMILTON

To renovate the Limeridge Road site and get vital programs and services up and running for the next five years will cost \$4 million.



Renovations to the facility - \$665,000

Operating costs for five years - \$3,335,000

Along with a proven approach and their role as leading advocates in the broader food movement across Canada, Community Food Centres Canada will be investing over \$1 million in the development of Hamilton's Community Food Centre. We are looking to the community of Hamilton to help us meet the remaining costs.

CFCC investment in the Hamilton project - \$1,100,000

Community fundraising campaign - \$2,900,000

Hamilton is the best city in the country to live in. We care about our neighbours. Our volunteer population is one of the largest in the country, and our philanthropic community is one of the most generous. Neighbour to Neighbour Centre is asking for your help so we can make Hamilton even better!

“

A Community Food Centre is a dignified and welcoming space that uses nutritious food to engage and empower people who are hungry for connection.

Neighbour to Neighbour”



In partnership with

community food centres
CANADA cfccanada.ca

NEIGHBOUR
n2n
NEIGHBOUR
— CENTRE —



[/n2ncentrehamilton](https://www.facebook.com/n2ncentrehamilton)



[@n2nCentre](https://twitter.com/n2nCentre)

www.n2ncentre.com