

Phase 1 - Findings Report: Reconceptualizing the Board

DISCOVERY
GLOBAL **G**EO**P**ARK

HALF A BILLION YEARS IN THE MAKING



10/1/2024

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1.0 Executive Summary

Building on the contributions of previous Board members, past chairs, volunteers, academic institutions, community partners, municipalities, funding agencies and UNSECO evaluators, the Discovery UNESCO Global Geopark is poised to take the next steps into unlocking its full potential.

These efforts are timed to coincide with the implementation of the Atlantic UNESCO Tourism Corridor Strategy Program as part of Destination Canada's efforts to create a more resilient tourism industry through accelerated destination development of corridors across Canada.

To prepare the Discovery UNESCO Global Geopark for its future growth and expansion the current Board of Directors, with the support of its funding partners – the Atlantic Canada Opportunities Agency and the Department of Innovation Energy and Technology – have launched a process of organizational and governance renewal. The goal of the renewal process is to broaden community participation through providing increased opportunities for engagement, and to strengthen operational practices by enhancing and improving policies, procedures and processes.

The Vision is to have an organization with deep roots in the community, governed by skilled and enthusiastic Board members with an unshakeable commitment to collaboration and shared values, and utilizing the skills of interested volunteers and staff to develop and implement a multi-year comprehensive management plan.

This Findings Report **Reconceptualizing the Board** is the result of the activities carried out as part of Phase 1 of the Conach Proposal Implementation of the Diagnostic Assessment Action Plan dated July 2024.

To arrive at the recommendations on Board Structure and Governance Model, Conach took a broad approach to data collection on Geopark Governance and consulted secondary sources of information at the International, National and local level. Additionally, Conach undertook an extensive review of internal documents from DUGG and conducted several Key Informant Interviews.

Conach has concluded that there is no standard model that applies to Geopark Governance and Management. In China, governance and management of Geoparks is top-down driven from state agencies. In Europe and North America Geoparks tend to be grass roots driven organizations. Board composition and community representation are determined by the needs of the local areas where Geoparks operate.

One thing that is clear though is Discovery UNESCO Global Geopark will need to balance broad grass roots community participation/representation with the need for specific expertise to ensure the optimal operation of a Board.

A new Board Governance Structure must also be cognizant of the limited human resource capacity of the organization to provide support and be designed in such a way that enhances operations without requiring significant administrative support.

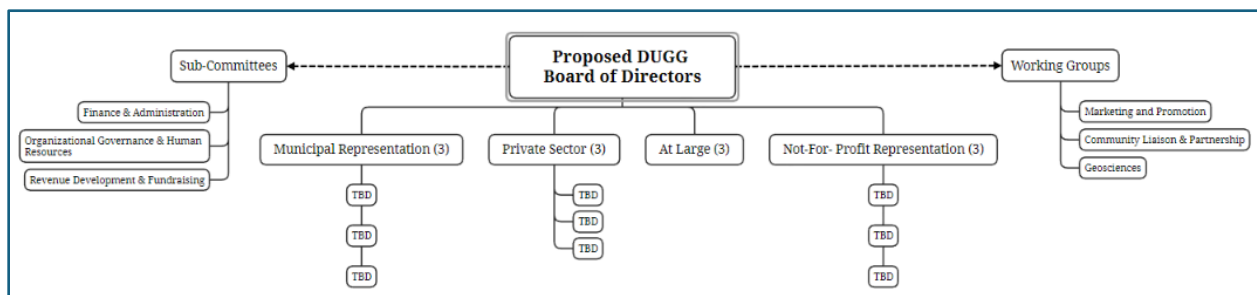
Opportunity based volunteerism, also referred to as skills-based volunteerism, provides a mechanism to enlist the help of individuals in the community who have a specific skill set that can benefit the organization but may not necessarily be interested in serving on a Board or Sub-Committee of a Board.

Conach is proposing a Board Structure and Governance Model that we believe achieves the balance of broad community representation, external advice and opportunity for specific skill recruitment and mechanisms for volunteer engagement outside of core Board functioning.

Conach is recommending that the new Board consist of twelve members with equal representation from the Municipal Sector, Not-For-Profit entities, Private Sector and the local and provincial community At Large.

The Board will have three Standing Committees – Finance and Administration, Governance and Human Resources, and Revenue Development and Fundraising.

The Board will also create three Working Groups to facilitate opportunity-based volunteerism - from individuals who have expertise to contribute to the Board in specific areas - with a focus on Marketing and Promotion, Community Liaison and Partnership and Geosciences/Technical.



Conach has prepared draft Terms of Reference for DUGG’s consideration for each of the Committees and Working Groups.

The next step in the process is to present the Findings Report and proposed Board Structure and Governance Model to the Committee. Once a consensus has been achieved regarding the structure and model Conach will proceed with Phase II of the Project.

Phase Two – Qualifying the Board

- **Activity Three – Review and Formalize Executive Position Descriptions**
 - Develop detailed position descriptions for Executive Positions of the Board including roles, responsibilities, authorities, desired skills and preferred experience.
- **Activity Four – Review and Formalize Director Roles**
 - Develop detailed description of roles and responsibilities for Director Positions occupied by representatives of community based NFP Organizations and representatives of Academic Institutions, the private sector and government partners.
- **Activity Five – Prepare Discovery Geopark for the recruitment of potential new members**
 - Conach will develop a Board Composition Matrix (BCM) for use with the Board of Discovery Geopark. Conach will use the Matrix to profile existing Board members, their skills and expertise and contribution to the organization and identify gaps in Board composition.
 - Facilitate discovery meeting of Board and Staff using the Board Composition Matrix as a tool to identify potential and desired Board Members.
 - Conach will design a Structured Interview Guide reflective of the BCM, for use in interviews with potential Board candidates.
 - Conach will prepare an overview of Discovery Geopark that summarizes the history of the organization, its accomplishments and its challenges, expectations of Board members and anticipated time commitment. This overview will be sent to prospective Board members who have expressed an interest in the Board or whom have been contacted by Conach and confirmed potential interest.
- **Activity Six – Identify, Recruit and Screen Potential New Members**
 - Conach will conduct interviews with potential candidates for the Board, enter the relevant data into the Board Composition Matrix, rank candidates and present the information to the current Board for review and consideration.

Organizations, groups and individuals may nominate a person to sit on the Board. Conach will screen, profile and rank candidates from each sector according to a Board Composition Matrix and present recommendations to a third-party nominating committee for selection.

2.0 Methodology

2.1 Web Sources

Conach reviewed the following websites to develop a profile of Boards of the other Canadian UNESCO Global Geoparks:

- [Tumbler Ridge Global Geopark - Tumbler Ridge Global Geopark \(tumbleridgegeopark.ca\)](http://tumbleridgegeopark.ca)
- [Stonehammer UNESCO Global Geopark - A Billion Years of Stories \(stonehammergeopark.com\)](http://stonehammergeopark.com)
- [Percé Geopark \(geoparcdeperce.com\)](http://geoparcdeperce.com)
- [Cliffs of Fundy Geopark – Tidal Landscapes on an Ancient Shoreline](#)

2.2 Documents

Conach reviewed the following documents:

- Discovery Aspiring Geopark Application Dossier
- Constitution and By-Laws (2019)
- By-Law 6.0 Current and Proposed Board of Directors Composition
- Evaluation Mission Discovery Report
- UNESCO Global Geopark Self Evaluation
- Revalidation Documents

2.3 Published Articles and Online Documents

- Briggs, A., Newsome, D., Dowling, R. A proposed governance model for the adoption of geoparks in Australia. *International Journal of Geoheritage and Parks*. 2021
- Zhuang, A., Stoffelen, A. Meijles, E, Groote, P. The complex governance of protected areas: Insights from geoheritage and geopark management in China. *Environmental Policy and Governance*. 2024.
- Canesin, T. Brilha, J. Enrique Díaz-Martínez, E. Best Practices and Constraints in Geopark Management: Comparative Analysis of Two Spanish UNESCO Global Geoparks. *Geoheritage*. 2020.
- [Geopark Management Toolkit – help for aspiring Geoparks \(geoparktoolkit.org\)](http://geoparktoolkit.org)
- [Effective board management: 7 tips for a better board \(diligent.com\)](http://diligent.com)
- [Beyond Passion: Nonprofit Board Member Criteria | Board Effect](#)
- [Skills-Based Volunteering: What It Is and Why It Matters - 360MatchPro](#)
- [volunteer-recruitment-guide-en.pdf \(canada.ca\)](http://canada.ca)

2.4 Key Informant Interviews

- Frances Heyderman – Chair of the Canadian Geopark Network
- Zoe Compton – Program Officer Canadian Commission for UNESCO
- Allan Kanga – Chair of Tumbler Ridge UNESCO Global Geopark.

3.0 Research Findings

3.1 Geopark Governance Models

The management structure of geoparks is not prescribed by UNESCO, however, there is one legal requirement which is to have a legally incorporated management group in place (UNESCO, 2021a). Geoparks are not national or provincial parks and are mostly managed by the local community through a ‘bottom-up’ process.

According to the Governance Section of the Geopark Toolkit there are multiple governance models used internationally that include:¹

- governance and management through an existing National Park or Nature Park structure.
- governance and management through a local or regional Government authority structure.
- management through a charity / third sector structure.
- governance and management by creating a new business / partnership structure.

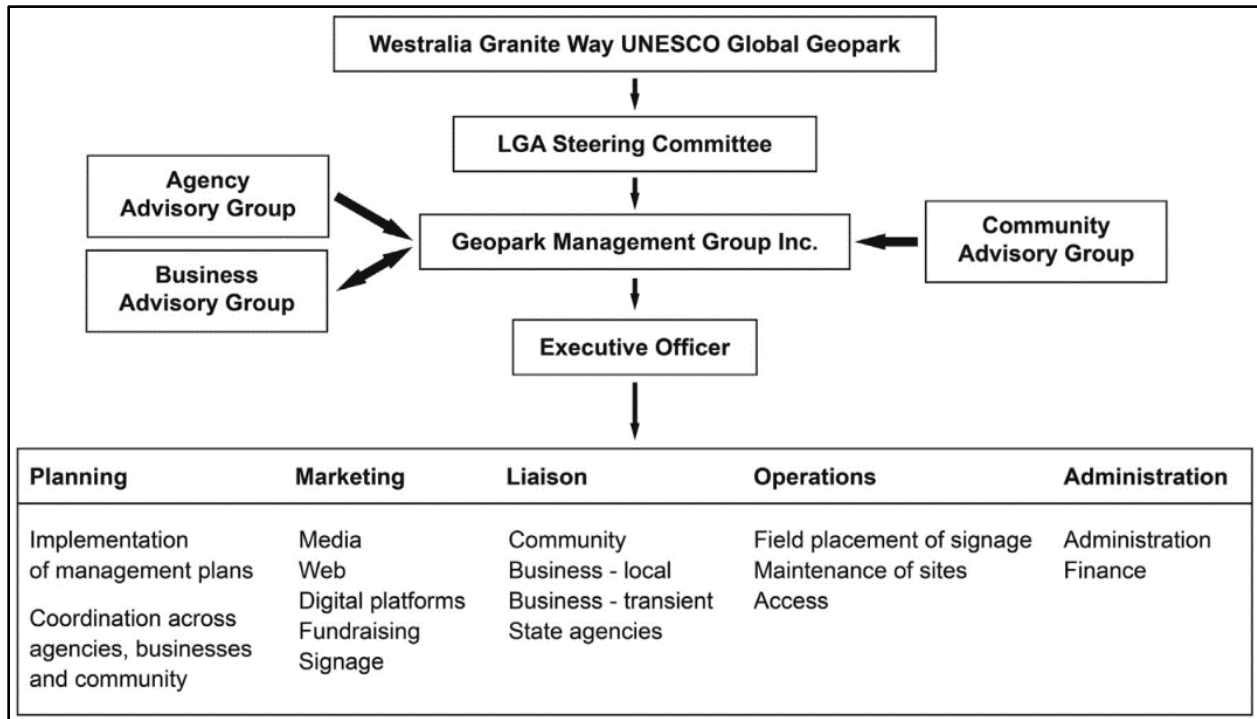
In 2021, there was an article published in the International Journal of Geoheritage and Parks titled [A proposed governance model for the adoption of geoparks in Australia.](#)² The paper examined a range of governance models and management structures used by UNESCO Global Geoparks. The paper found that Geoparks in Europe have mostly adopted the UNESCO bottom-up model with high levels of community engagement. In those cases, Geopark management is achieved through partnerships and involves networking, liaison, and coordination with a range of stakeholders including businesses, not-for-profit organizations, academic and tertiary institutions, local artisans and crafts people. This model is consistent with the approach being taken in Canada and by Discovery UNESCO Geopark in particular.

The paper recommended a model of governance and management that incorporates a local steering committees, a Geopark management group, Agency, Business and Community Advisory groups and an Executive Officer.

¹ [Governance & Management – Geopark Management Toolkit \(geoparktoolkit.org\)](#)

² A proposed governance model for the adoption of geoparks in Australia Alan Briggs, David Newsome, Ross Dowling December 2021.

Figure 1- Australian Model



3.2 Board Composition Profile of other Canadian UNESCO Global Geoparks

Conach reviewed the websites for four Canadian UNESCO Global Geoparks and interviewed representatives of the Stonehammer and Tumbler Ridge Geoparks to document their Board composition. Perce Geopark does not publicly list its Board of Directors on its website or in its Annual Reports. Conach is currently in contact with the Chair of Perce to arrange an interview. Conach is also waiting on the availability of the Chair of the Cliffs of Fundy Geopark for an interview. The number of Board members for each Geopark varies widely as can be seen in Table 1.

Table 1- Canadian UNESCO Global Geoparks Board Structures

Canadian UNESCO Global Geoparks		
Cliffs of Fundy	Board Members	Background
(12 Board Members)	Christine Blair - Chair	Mayor Colchester County

	Anita MacLellan	Economic Development Officer	
	Ashley Sutherland	Archivist -Colchester Historeum	
	Carrie Goodwin	Municipal Representative	
	Chris MacIntyre	Forestry Technician	
	David Piper	Scientists Geological Survey of Canada	
	Gerald Gloade	Program Development Officer - Mi'kmawey Debert Cultural Centre	
	Joan Cormier	Educator and Naturalist	
	Karla Askew	Occupational Health and Safety Officer	
	Marie Benoit	Councillor for the Municipality of the County of Colchester	
	Murray Scott	Former Mayor Colchester County and Former MLA	
	Sandra Currie	Resident of Cumberland County	
	Stonehammer Geopark (7 Board Members)	Board Members	Background
	Dr Don McAlpine – Chair	Head Curator – Natural Science Section at NB Tourism Heritage and Culture	
	Matt Killick – Treasurer	Accountant	
	Roxanne McKinnon – Secretary	Executive Director – Atlantic Coastal Action Program	
	Lea St John	Community Development	
Elleas Nicholas	Geologist		
Dr Roger Russell	Education/Professor Crandall University		
Mike Carpenter			
Tumbler Ridge Geopark (5 Board Members)	Board Members	Background	
	Al Kangas Chair	Mining Engineer	
	Murray Smith Vice Chair	Retired Educator – Social Studies, History and Earth Science	
	Kristen Holmlund Treasurer		

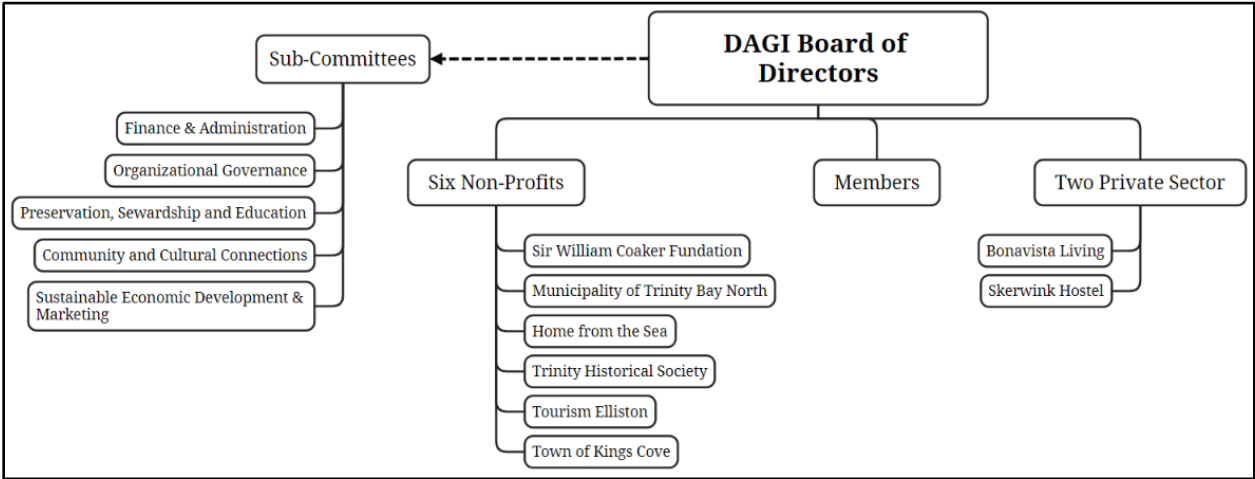
	Marsha Dufresne Director	Educator and member of Kwakiutl First Nation
	April Moi Director	Tourism Development Specialist
Perce Geopark (8 Board Members)	Board Members	Background
	Daniel Leboeuf - Chair	Environmental Science and Community Development
	Seven Directors	

3.3 Discovery Aspiring Geopark Board Composition

The predecessor to the Discovery UNESCO Global Geopark was the Discovery Aspiring Geopark Incorporated (DAGI). The membership of its Interim Board of Directors was established at thirteen persons – eight voting members and four non-voting ex-officio members - appointed for a term of two years.

DAGI also created five Sub-Committees of the Board however it is unclear how active these sub-committees were. Terms of Reference for the Sub-Committees were attached to the Aspiring Geopark Application to UESCO.

Figure 2- DAGI Board of Directors Model

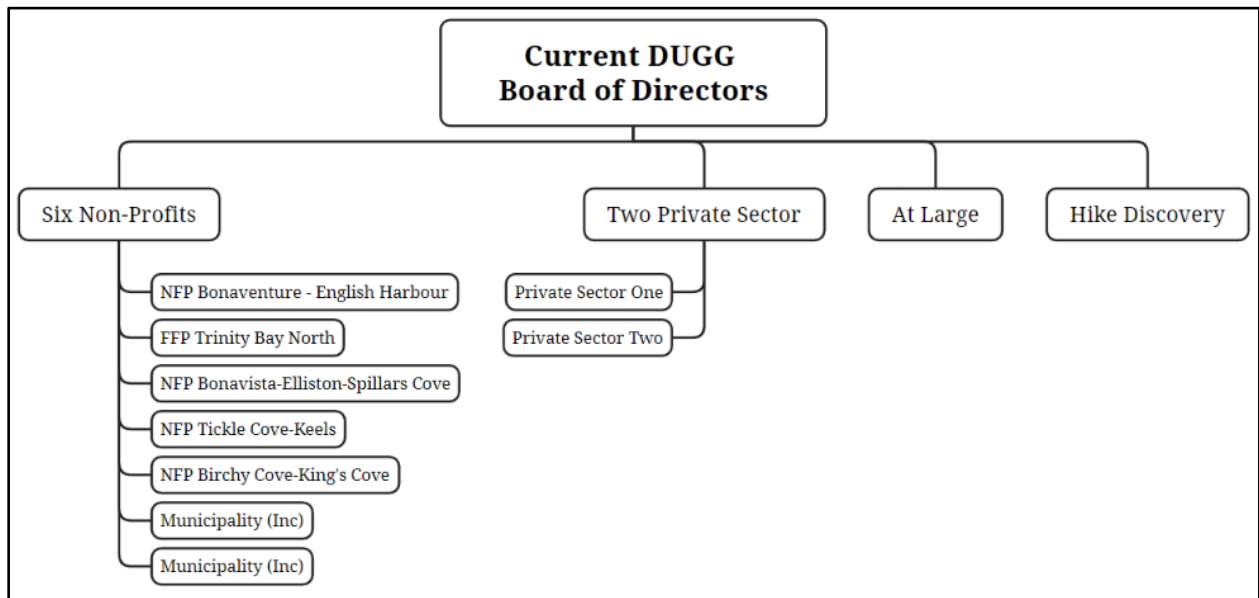


3.4 Current Discovery UNESCO Geopark Composition

The current Board Structure consists of 11 members. It does not incorporate any standing committees. The representation structure is designed for maximize community engagement through appointment of individuals by local organizations and municipalities.

Currently, there are no identifiable processes that ensure the skill sets of the individuals nominated match the requirements of the Board of Directors.

Figure 3 - Current DUGG Board of Directors Model

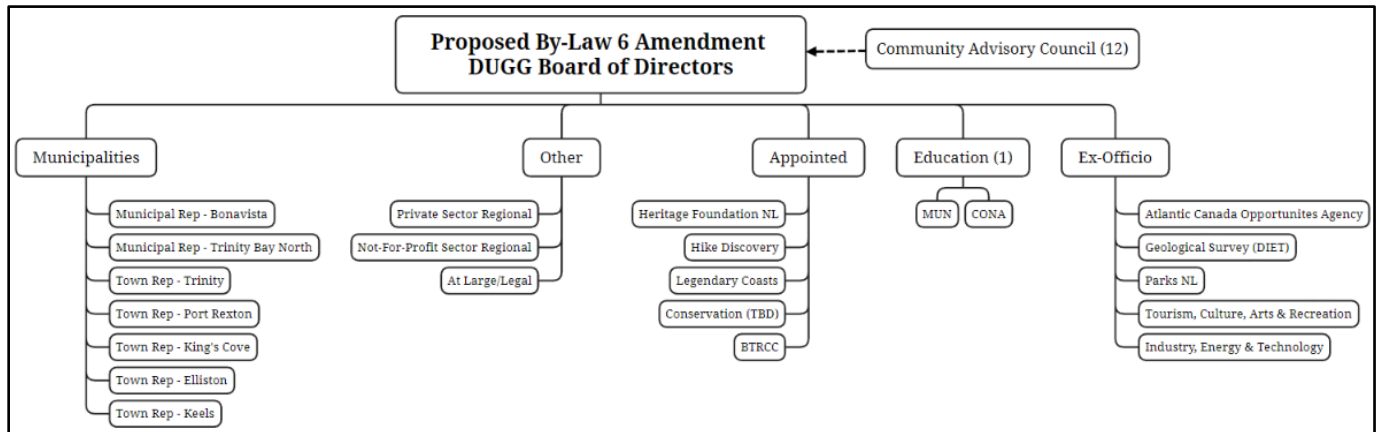


3.5 By-Law 6.0 for Discovery UNESCO Global Geopark Board Composition

The revision to the Board structure under the proposed change to By-Law 6.0 Board of Directors would see the number of Directors increase from (11) to (17), with (5) Ex-Officio members serving in a Technical Advisory capacity. Community engagement would be further enhanced through a Community Advisory Council consisting of (12) representatives. One person from the Community Advisory Council would sit on the Board of Directors as the conduit to the Board.

The proposed amendment would also establish a schedule of elections for Board positions using a staggered Term of Office.

Figure 4 - By-Law 6 Amendment Board of Directors Model



The topic of governance restructuring was documented in the November 2023 board meeting minutes, where the proposed changes to the governance structure and related by-laws were presented for discussion. The intention was to discuss these changes and motion to approve the necessary by-law amendments, allowing for a 30-day review by the membership ahead of the 2023 AGM. While there was consensus among board members that governance reform was needed, there was also agreement that the proposed changes required further consideration regarding execution and the roles and responsibilities of the board versus the community advisory group. The board decided to postpone the AGM to allow for more discussion and consideration and implement appropriate changes in the organization's best interest. Ultimately the board determined that a consulting company with expertise in governance be tasked with researching best practices for Geopark Governance and design a board structure that takes the needs and realities of the Discovery geopark into consideration.

3.6 Best Practices Research on Board Composition

There is great deal of consensus in the literature regarding the type of skills required by a Board of Directors of Not-for-Profit organizations to ensure good governance thereby leading to effective operation. These universal skills apply to Discovery UNESCO Global Geopark.

Discovery also requires skills that are necessary to achieve its Mission as a UNESCO Global Geopark:

“We support people and organizations to work collaboratively to ensure conservation of geoheritage, to ensure better understanding about our natural environment, to promote sustainable tourism, providing a vibrant community and strengthening livelihoods”.³

Table 2- Skills Required for DUGG Board of Directors

Skill Requirements DUGG Board of Directors	
Skills Required for Geopark Boards*	Skills Required for Non-Profit Boards in General
<ul style="list-style-type: none"> • Geoscientific Expertise 	<ul style="list-style-type: none"> • Administration & Management
<ul style="list-style-type: none"> • Cultural and Heritage Knowledge 	<ul style="list-style-type: none"> • Accounting & Financial Management
<ul style="list-style-type: none"> • Sustainable Development & Conservation 	<ul style="list-style-type: none"> • Fundraising & Revenue Development
<ul style="list-style-type: none"> • Governance & Management 	<ul style="list-style-type: none"> • Human Resources
<ul style="list-style-type: none"> • Community Engagement & Communication 	<ul style="list-style-type: none"> • Legal
<ul style="list-style-type: none"> • Financial and Fundraising 	<ul style="list-style-type: none"> • Marketing & Public Relations
<ul style="list-style-type: none"> • Innovation & Research 	<ul style="list-style-type: none"> • Technology
<ul style="list-style-type: none"> • Collaboration 	<ul style="list-style-type: none"> • Governance and Non-Profit Management

*(See Appendix A for greater detail)

Recruiting for, and embedding, these skills within the Board of Directors of Discovery UNESCO Global Geopark requires finding a balance that considers the unique needs of the organization at its current level of development, and the dynamics and capacity of the local region.

³ Discovery Aspiring Geopark Application Dossier for UNESCO Global Geoparks (2018). P. 9

4.0 Recommendation for Discovery UNESCO Global Geopark Board Renewal

Previous iterations of the Geopark Board of Directors composition have vested specific organizations from the Municipal and Not-For-Profit sectors of the Bonavista Peninsula with the responsibility for appointment of Board members with some participation from the private sector.

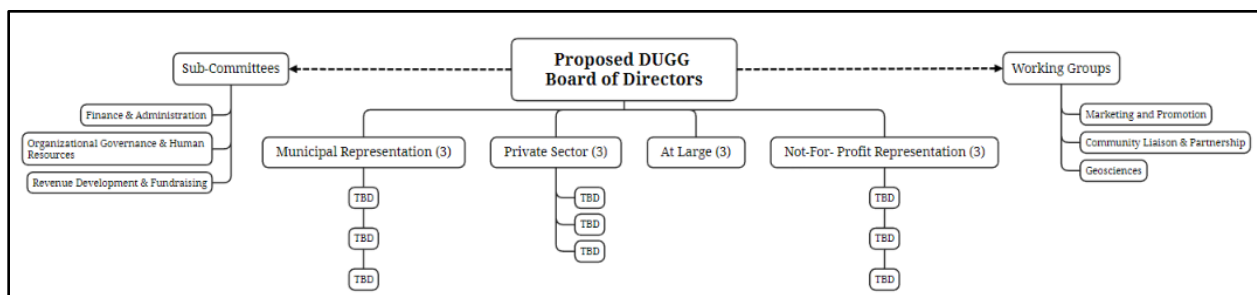
This approach contributes to meeting the UNESCO requirement of grass roots participation and has ensured broad regional representation. There are potential limitations to this approach which must be considered when discussing changes to the future Board of Directors.

The first limitation is that Directors appointed by organizations may not necessarily provide the board with the requisite skills or experience for successful and effective operation. (See Table 1).

A second limitation is that appointed representatives may not necessarily have the passion and commitment that will be required by the organization to ensure the Geopark thrives and succeeds.

Board members must actively sit on either a Standing Committee or Working Group as Chair and report back to the Board of Directors. Terms of Reference (See Appendix B – TOR Standing Sub-Committees and Appendix C – TOR Working Groups) have been drafted for each of the Committees and Working Groups.

Figure 5- Conach Recommended Board Structure



4.1 Membership

There are very few scientific research studies addressing board size and organizational function. This applies equally to nonprofit or for-profit corporations. The few studies that do exist are somewhat contradictory, so it's hard to rely on their findings for guidance.

There is a consensus in the literature that a typical nonprofit board of directors should not have less than 8-9 members and not more than 11-14 members.⁴ The current Board of Directors is comprised of eleven (11) members. Conach is proposing that the number of seats on the Board be expanded to twelve (12):

- Municipal Representation – 3
- Not-For-Profit Representation – 3
- Private Sector Representation – 3
- At Large Representation - 3

4.1.1 Municipal Representation

Conach is recommending the creation of three (3) municipal positions on the Board of Directors.

There are nine (9) incorporated municipalities on the Bonavista Peninsula that would be eligible to nominate a person for consideration on the Board of Directors of the Geopark⁵. They include:

- Town of Bonavista – 3,190.
- Trinity Bay North (Represents Little Catalina, Catalina, Port Union and Melrose) – 1,649.
- Port Rexton - 361
- Elliston - 315
- Trinity - 182
- King's Cove - 75
- Keels - 46

There are also 41 unincorporated communities on the Peninsula.

4.1.2 Not-For Profit Sector Representation

There are several NFP organizations that have played a role in the formation, development and growth of the Discovery UNESCO Geopark. Some of these organizations include:

- Bonavista Trinity Chamber of Commerce
- Trinity Historical Society
- Sir William Coaker Foundation
- Tourism Elliston
- Home from the Sea
- Hike Discovery

⁴ [What is the Right Size for Your Nonprofit's Board? - Sumption & Wyland \(sumptionandwyland.com\)](http://sumptionandwyland.com)

⁵ 2021 Canadian Census

- Random Passage

This is not an exclusive list of organizations, rather it is included to illustrate the breadth of the Not-For-Profit sector on the Bonavista Peninsula. All Not-For-Profit organizations will have the opportunity to nominate people for consideration on the DUGG Board of Directors.

4.1.3 Private Sector Representation

Conach is recommending the creation of three positions on the Board for the private sector.

4.1.4 At Large Representation

Conach is recommending the creation of three At Large positions on the Board. These positions would allow the organization to recruit members to fill skills/expertise gaps on the Board or to address emerging needs that may not have been anticipated (Governance, Finance, Human Resources, Marketing, Legal). These positions would not be exclusively associated with the Bonavista Peninsula and would provide the organization with access to a larger talent pool.

4.1.5 Ex-Officio Membership

The Ex-Officio Membership of the Board will be comprised of the agencies currently involved with the Geopark and those organizations that have the capacity to bring resources and expertise to the table on an as needed basis.

The Ex-Officio members will include the Atlantic Canada Opportunities Agency, the Department of Industry, Energy and Technology, the Department of Tourism, Arts, Culture and Recreation, the Geological Society of Newfoundland and Labrador, the Earth Sciences Department of Memorial University and Parks NL.

The Atlantic Canada Opportunities Agency and the Department of Industry, Energy and Technology are funding partners of the Discovery UNESCO Global Geopark. The project-based funding, experience, facilitation and advice of these partners, make it possible for the Geopark to operate and plan for the future.

The Geological Survey of Newfoundland and Labrador is a Division of the Mines Branch of the Department of Industry, Energy and Technology. The Geological Survey has

responsibility for Regional Geology, Mineral Deposits, Terrain Sciences, Data Management and Geochemistry, Geoscience Publications and Information, and a geochemical laboratory.

The Department of Tourism, Arts, Culture and Recreation has a plethora of highly skilled individuals working in visitor research, marketing and tourism product development. These skills are a significant contribution to the evolution of the visitor experience and product collaboration within the Geopark.

Parks NL are a part of this Department and their specific role in providing outdoor experiences and conservation of biological diversity is complementary to the Geopark.

The Earth Sciences Department of Memorial University has had a lengthy and beneficial association with the Geopark and is home to expertise in Paleontology, Sedimentology, Geochemistry, Hydrogeology, Geochronology, Geophysics and a host of other fields.

4.2 Standing Committees of the Board

Conach is recommending the creation of two Standing Committees of the Board of Directors:

- Governance and Human Resources Committee
 - The Governance and Human Resources Committee has responsibility for the Bylaws, Constitution, development of policies with respect to the board (i.e. Confidentiality Agreements, Conflict of Interest Statements, etc.) as well as the nominations process for current and future vacancies. At this stage of the Discovery Geopark development Human Resources will also be handled by this committee regarding management of employees, their contracts, position descriptions, performance assessment, etc. It is also possible that in time, Human Resources could be moved out to another standing committee. The chair of this Committee will be from the Board of Directors while members will be drawn from the community with the specific skills needed to appropriately address all these areas.

- Finance and Administration Committee
 - Finance and Administration Committee oversees the financial responsibilities of the organization with relation to budgeting, expenditures, handling income and ensuring the judiciary responsibility for financial matters. Administration is also addressed through this committee in relation

to the ability of the organization to operate and sustain its operational structure. All duties are conducted in collaboration with the Geopark Manager.

- Revenue Development and Fundraising Committee
 - The Revenue Development and Fundraising committee oversees the planning, development, management, and implementation of the Geopark’s fundraising plan. Its key purpose is to raise funds for the Geopark and to ensure the financial viability and stability of the organization. The committee typically develops fundraising strategies, finds potential donors, organizes fundraising events, and manages various fundraising activities aimed at generating financial support.

4.3 Working Groups of the Board

The future of volunteerism is undergoing a major shift away from long term commitment to skills-based opportunity volunteerism. Skills-based volunteerism allows organizations to leverage professional expertise from individuals who can make a significant impact in specific areas.

Working Groups may be created by the Board of Directors at any time based on perceived need. Working Groups may also be dissolved by the Board if it determines that a group has achieved its goals and objectives and is no longer required. These working groups are often short term designed to develop and complete an assigned project.

Conach is recommending that the Board of Directors create three Working Groups:

- Marketing and Promotion Working Group
 - Every organization needs to “get their story told” both to attract visitors and funding. Without appropriate marketing an organization can lie dormant without attracting tourists and locals. Increased and documented attendance is often tied to funding; therefore, this is an area which requires skill and commitment.

- Community Liaison and Partnership Working Group
 - Every organization needs the support of their local community(s) to thrive. Partnerships are the way of the future and are seen to be a positive when

applying for funding. A positive community view is crucial to an organization’s success.

- Geosciences Technical Working Group
 - The Geosciences Working Group (GWG) is established to provide expert guidance, scientific oversight, and strategic advice on all matters related to the geosciences within Discovery UNESCO Global Geopark. The working group will support the non-profit geopark's mission to conserve geological heritage, promote sustainable geotourism, and facilitate education and research in earth sciences.
 -

4.4 Election and Term of Office

The Board of Directors shall establish the Term of Office in the revised By-Laws in accordance with Phase Three – Transitioning the Board of the Workplan dated July 4th, 2024.

Once the Term of Office has been established the Board will designate a date of election for each Board of Directors position within the four representative groups to ensure continuity of representation and preservation of corporate history and knowledge.

Table 3 - Board of Directors Election and Renewal Schedule

Board of Director Position	Re-Election Year		
	2025	2026	2027
Municipal Representative			
Director One	X		
Director Two		X	
Director Three			X
Not-For-Profit Representatives			
Director One	X		
Director Two		X	
Director Three			X
2025			
Director One	X		
Director Two		X	

Director Three			X
At Large Representatives	2025	2026	2027
Director One	X		
Director Two		X	
Director Three			X

Appendix A – Skills Required for DUGG Board of Directors

Requirements of Geopark Governance and Operations	Skills Required
<ul style="list-style-type: none"> • Geology & Geography <ul style="list-style-type: none"> ○ Understanding of geological processes, earth sciences, and landscape evolution is crucial for decision-making related to conservation and education. • Environmental Science <ul style="list-style-type: none"> ○ Knowledge of biodiversity, ecosystems, and environmental protection is important for managing natural resources within the geopark. 	<p>Geoscientific Expertise</p>
<ul style="list-style-type: none"> • Cultural Anthropology & Archaeology <ul style="list-style-type: none"> ○ Understanding the cultural and historical significance of the region to promote and protect its intangible heritage. • Heritage Management <ul style="list-style-type: none"> ○ Experience in preserving and interpreting cultural heritage sites within the geopark. 	<p>Cultural and Heritage Knowledge</p>
<ul style="list-style-type: none"> • Sustainable Tourism <ul style="list-style-type: none"> ○ Skills in promoting and managing tourism that respects the environment and local cultures while benefiting local economies. • Environmental Conservation <ul style="list-style-type: none"> ○ Expertise in strategies for conserving natural resources and biodiversity. 	<p>Sustainable Development & Conservation</p>
<ul style="list-style-type: none"> • Strategic Planning <ul style="list-style-type: none"> ○ Ability to develop long-term visions and strategies for the geopark's growth, sustainability, and integration into the global network. • Leadership & Decision-Making <ul style="list-style-type: none"> ○ Strong leadership qualities, including the ability to make informed decisions that align with the goals of UNESCO and the local community. • Project Management <ul style="list-style-type: none"> ○ Experience in managing large-scale projects, especially those related to environmental conservation, community development, and education. 	<p>Governance & Management</p>
<ul style="list-style-type: none"> • Stakeholder Engagement <ul style="list-style-type: none"> ○ Ability to engage with local communities, indigenous groups, NGOs, and other stakeholders to ensure their participation in the geopark's activities. • Public Relations & Advocacy 	<p>Community Engagement & Communication</p>

<ul style="list-style-type: none"> ○ Skills in promoting the geopark, raising awareness, and advocating for its values at national and international levels. ● Educational Outreach <ul style="list-style-type: none"> ○ Experience in developing educational programs that promote geosciences and sustainable development. 	
<ul style="list-style-type: none"> ● Financial Management <ul style="list-style-type: none"> ○ Skills in budgeting, financial planning, and ensuring the financial sustainability of the geopark. ● Fundraising & Grant Writing <ul style="list-style-type: none"> ○ Ability to secure funding from governmental bodies, international organizations, and private donors. 	Financial and Fundraising
<ul style="list-style-type: none"> ● Research & Development <ul style="list-style-type: none"> ○ Involvement in scientific research, particularly in areas relevant to the geopark's focus, and the ability to foster innovation. ● Technology Integration <ul style="list-style-type: none"> ○ Knowledge of integrating modern technologies (GIS, remote sensing, etc.) in the management and promotion of geoparks. 	Innovation & Research
<ul style="list-style-type: none"> ● Networking <ul style="list-style-type: none"> ○ Experience in working with international organizations, such as UNESCO, and ability to build partnerships with other geoparks, universities, and research institutions. ● Cultural Sensitivity <ul style="list-style-type: none"> ○ Understanding and respecting cultural differences, with the ability to work in diverse and multicultural environments. 	Collaboration

Appendix B - Draft Terms of Reference for Committees

Discovery UNESCO Global Geopark

Committees

Draft Terms of Reference

Finance and Administration

Governance and Human Resources

Revenue Development and Fundraising

Terms of Reference for Finance and Administration Committee

1. Purpose

The purpose of the Finance and Administration Committee is to manage the financial and administrative controls of the organization including budget and audit procedures.

2. Membership

- Board Treasurer who shall act as Chair; and,
- Three other members (including at least one member who is not a member of the Board).

3. Roles and Responsibilities

- Identify a yearly budget for operation of the organization and ensure it is approved by the Board.
- Ensure that expenditures are pre-approved and are within the budgetary guidelines as approved by the Board.
- Monitor insurance policies and ensure that renewable policies are current. Where necessary, solicit quotations for additional or replacement insurance as the need arises.
- Ensure appropriate backup is received prior to reimbursement for any invoices or services provided to the Board.
- Ensure a budget is prepared and obtained for any event carried out by the organization.
- Provide a written financial statement to the board as required or at least quarterly.
- Arrange for an audit/review of the organization's accounts on a yearly basis and in time for presentation at the Annual General Meeting.
- Ensure that all charitable receipts written have appropriate and adequate backup as required by CRA guidelines (when charitable).
- Ensure a record of all receipts written is kept and is current.
- Ensure an Audit Committee is established which shall have its own Terms of Reference.
- Ensure that the financial obligations of the organization are met in a timely and efficient manner including prompt payout of invoices and expense claims.
- Oversee Staffing Budget, monitor salary scales, benefits, and other HR-related financial matters.
- Ensure that the Geopark's administrative functions, such as records management and office operations, are running efficiently.
- Ensure the Geopark complies with all policies related to purchase of goods and services with adherence to established processes for awarding work

tenders. This includes issuing Requests for Proposals with a clear scope of work specifying expectations and deliverables, and a transparent and objective process for the evaluation of proposals.

4. Reporting

The Committee will formally report to the Board at least monthly.

5. Meeting

Meetings will be held at the call of the Chair and at least monthly.

6. Resources and Budget

The Board shall allocate funds for professional fees associated with the Audit of the Geopark and for any legal or consultation engagements involving financial or administrative issues.

7. Confidentiality

All members of the Finance and Administration Committee must adhere to the confidentiality policies of the Discovery UNESCO Global Geopark. Information, strategies, and discussions within the committee are to be treated as confidential unless otherwise authorized for public release.

8. Duration

The Committee shall be established for a period of one year with annual re-appointment at the Annual General Meeting.

9. Review and Amendment of Terms of Reference

These Terms of Reference will be reviewed biannually by the Board of Directors or as needed. Any amendments must be approved by the Board to ensure that the group's work remains aligned with the Geopark's evolving goals.

10. Approval

These Terms of Reference were approved by the Discovery UNESCO Global Geopark Board of Directors on [date].

Terms of Reference for Governance and Human Resources Committee

11. Purpose

The Governance and Human Resources Committee's purpose is to guide the Board in overseeing all governing activities and Human Resource operations and policies.

12. Membership

The Governance Committee shall be comprised of:

- The Vice Chair who shall serve as Chair
- The Chair (optional)
- Two other members of the board, members of the corporation or external members

13. Roles and Responsibilities

- Monitoring to ensure the Board is fulfilling its role as a policy governance board.
- Monitoring to ensure that the Board interaction with the daily operational management is guided by appropriate limitations as required by the Board.
- Ensuring that the Board has adequate policies and by-laws in place.
- Reviewing to ensure that committees are working and that the right committee structure is in place.
- Helping to educate Board members on governance issues including orientation of new Board members.
- Developing and submitting for approval policies and by-laws of the Board.
- Moving the Board towards being self-reviewing at which time this Governance Committee may cease to exist unless the Board decides to extend its mandate for a further term.
- Overseeing the hiring process, identifying workforce needs, and ensuring the recruitment of qualified individuals who align with the Geopark's goals and mission.
- Monitoring and evaluating the performance of the Geopark Manager.
- Promoting a healthy and inclusive work culture that reflects the values of sustainability, education, and community involvement, as encouraged by UNESCO.

- Implementing and maintaining policies that ensure the physical and mental well-being of employees, including safety procedures related to the unique environment of a Geopark.
- Addressing any disputes or issues among staff members and finding resolutions that support a positive and cooperative work environment.

14. Reporting

The Committee will formally report to the Board at least monthly.

15. Meeting

The Committee shall meet at least quarterly until such time as other committees identified by the Board to be formed are up and running and, thereafter, at least once a year.

16. Resources and Budget

The Board shall allocate funds for professional fees associated with any governance, legal or consultation engagements involving human resource issues.

17. Confidentiality

All members of the Governance and Human Resources Committee must adhere to the confidentiality policies of the Discovery UNESCO Global Geopark. Information, strategies, and discussions within the committee are to be treated as confidential unless otherwise authorized for public release.

18. Duration

The Committee shall be established for a period of one year with annual re-appointment at the Annual General Meeting.

19. Review and Amendment of Terms of Reference

These Terms of Reference will be reviewed biannually by the Board of Directors or as needed. Any amendments must be approved by the Board to ensure that the group's work remains aligned with the Geopark's evolving goals.

20. Approval

These Terms of Reference were approved by the Discovery UNESCO Global Geopark Board of Directors on [date].

Terms of Reference for Revenue Development and Fundraising Committee

21. Purpose

The purpose of the Finance and Administration Committee is to manage the financial and administrative controls of the organization including budget and audit procedures.

22. Membership

- Board Treasurer who shall act as Chair.
- Three other members (including the Treasurer and least one member who is not a member of the Board).

23. Roles and Responsibilities

- Create strategic plan for securing donations, sponsorships, grants, and partnerships with businesses, government agencies, and not-for-profits.
- Engage with philanthropic foundations, corporate sponsors, and individual donors to build long-term relationships.
- Oversee the identification of grant opportunities and the preparation of grant applications, especially from governmental and international bodies.
- Ensure proper tracking and reporting for grant compliance.
- Explore new income streams, such as hosting events, eco-tourism programs, workshops, and educational services.
- Develop merchandising and licensing opportunities related to the Geopark's brand.
- Build partnerships with local businesses and international corporations that align with the Geopark's goals, offering sponsorship packages in exchange for support.
- Collaborate on co-branded initiatives that promote both the Geopark and partner organizations.
- In collaboration with the Community Liaison and Partnership Working Group foster community involvement in fundraising efforts through volunteer programs, donation drives, and grassroots campaigns.
- Develop programs that encourage locals and tourists to support the Geopark through memberships or donations.
- Plan and execute fundraising events such as charity galas, auctions, and awareness-raising campaigns.
- Utilize online fundraising platforms and campaigns to reach a broader audience.
- Engage board members in fundraising efforts, ensuring they act as ambassadors and advocates for the Geopark.

- Provide training and resources to board members to enhance their fundraising capabilities.
- Pursue Charitable Status (Education) Registration with the Canada Revenue Agency.

24. Reporting

The Committee will formally report to the Board at least monthly.

25. Meeting

Meetings will be held at the call of the Chair and at least monthly.

26. Resources and Budget

The Board shall allocate funds for professional fees associated with the preparation of a strategic fundraising and sustainability plan or Charitable Status Application if required.

27. Confidentiality

All members of the Revenue Development and Fundraising Committee must adhere to the confidentiality policies of the Discovery UNESCO Global Geopark. Information, strategies, and discussions within the committee are to be treated as confidential unless otherwise authorized for public release.

28. Duration

The Committee shall be established for a period of one year with annual re-appointment at the Annual General Meeting.

29. Review and Amendment of Terms of Reference

These Terms of Reference will be reviewed biannually by the Board of Directors or as needed. Any amendments must be approved by the Board to ensure that the group's work remains aligned with the Geopark's evolving goals.

30. Approval

These Terms of Reference were approved by the Discovery UNESCO Global Geopark Board of Directors on [date].

Appendix C– Draft Terms of Reference for Working Groups

Discovery UNESCO Global Geopark

Working Groups

Draft Terms of Reference

Marketing and Promotion

Community Liaison and Partnership

Geosciences Technical

Terms of Reference for Marketing and Promotion

Working Group

1. Purpose

The Marketing and Promotion Working Group is established to develop and oversee strategies that enhance the visibility and reputation of the Discovery UNESCO Global Geopark. The group will focus on promoting the Geopark's unique natural and cultural heritage, increasing visitor engagement, and strengthening the Geopark's brand both locally and internationally.

The operational capacity of the Geopark is limited and fully subscribed by current obligations. The Working Group will not be able to task the Geopark Manager or contracted staff with directions for research or the implementation of its ideas or decisions. The Working Group shall bring its ideas and suggestion to the Board of Directors where they will be considered in the context of the Annual Work Plan.

The Working Group shall work collaboratively with the Geopark Manager and will support the Manager through participation in initiatives relevant to its scope of work.

2. Scope of Work

- The Working Group will focus on a range of marketing and promotional activities, including but not limited to:
- Developing a comprehensive marketing strategy aligned with the Geopark's mission and values.
- Enhancing the Geopark's online presence through website development, social media, and digital marketing.
- Creating promotional materials such as brochures, videos, and posters.
- Engaging with local, regional, and international media to increase awareness of the Geopark.
- Collaborating with tourism operators, businesses, and community organizations to promote the Geopark.
- Organizing and promoting events, exhibitions, and tours that highlight the Geopark's features.

3. Objectives

The key objectives of the Working Group are:

- To increase the number of visitors to the Geopark by [percentage] over the next [period].
- To build a strong and recognizable brand identity for the Geopark that resonates with target audiences.
- To expand the Geopark's reach through strategic partnerships and media coverage.
- To ensure that all promotional activities reflect the Geopark's commitment to sustainability and community involvement.

4. Membership

The Working Group will consist of three-five members with representation from:

- The Geopark's Board of Directors.
- The Geopark's management team.
- Local tourism and hospitality sectors.
- Marketing and communications professionals with experience in digital and traditional media.
- Community leaders and stakeholders with an interest in promoting the Geopark.
- Representatives from partner organizations (e.g., local government, environmental groups).

5. Roles and Responsibilities

Chairperson: The Chair shall be the representative from the Geopark Board of Directors and leads the Working Group, sets meeting agendas, coordinates activities, and ensures alignment with the Geopark's strategic goals. The Chairperson will also report to the Board of Directors on the group's progress.

Secretary: Responsible for recording meeting minutes, managing communications, and organizing documentation.

Members: Actively participate in the development and execution of marketing strategies, contribute ideas, provide feedback, and assist in implementing promotional activities.

6. Reporting

The Working Group will report to the Discovery Board of Directors on a regular basis.

Reporting will include:

- Quarterly updates on marketing activities, outcomes, and any challenges encountered.
- A comprehensive annual report outlining the success of promotional efforts, visitor statistics, and recommendations for future marketing initiatives.

- Immediate reports on significant milestones, such as the launch of major campaigns or partnerships.

7. Meetings

The Working Group will meet monthly or as required based on project timelines. Meetings may be held in person or virtually, depending on the availability of members. Decisions will be made by consensus, and a quorum will consist of three members.

8. Confidentiality

All members of the Working Group must adhere to the confidentiality policies of the Discovery UNESCO Global Geopark. Information, strategies, and discussions within the group are to be treated as confidential unless otherwise authorized for public release.

9. Duration

The Working Group is established for a period of one year, with the option for renewal based on the ongoing needs of the Geopark and the success of the marketing and promotional initiatives. Representatives may serve on the Working Group for as long as they are interested and feel that their skills are being utilized.

10. Review and Amendment of Terms of Reference

These Terms of Reference will be reviewed biannually by the Board of Directors or as needed. Any amendments must be approved by the Board to ensure that the group's work remains aligned with the Geopark's evolving marketing and promotional goals.

11. Approval

These Terms of Reference were approved by the Discovery UNESCO Global Geopark Board of Directors on [date].

Terms of Reference for Community Liaison and Partnership

Working Group

1. Purpose

The purpose of the Community Liaison and Partnership Working Group is to strengthen relationships between the Discovery UNESCO Global Geopark and its surrounding communities. The group aims to foster collaboration, mutual support, and active participation in the Geopark's initiatives by building and maintaining strategic partnerships with local organizations, Indigenous communities, businesses, and educational institutions.

The operational capacity of the Geopark is limited and fully subscribed by current obligations. The Working Group will not be able to task the Geopark Manager or contracted staff with directions for research or the implementation of its ideas or decisions. The Working Group shall bring its ideas and suggestion to the Board of Directors where they will be considered in the context of the Annual Work Plan.

The Working Group shall work collaboratively with the Geopark Manager and will support the Manager through participation in initiatives relevant to its scope of work.

2. Scope of Work

The Working Group will focus on activities that enhance community engagement and partnerships, including but not limited to:

- Facilitating communication between the Geopark and local communities to ensure that community voices are heard and considered in Geopark decision-making.
- Identifying and cultivating partnerships that align with the Geopark's mission and contribute to its goals.
- Supporting the development of community-led projects that promote the Geopark's natural and cultural heritage.
- Organizing and participating in events, meetings, and forums that bring together community stakeholders and the Geopark.
- Promoting the benefits of the Geopark to local communities and encouraging their active involvement.

3. Objectives

The key objectives of the Working Group are:

- To strengthen relationships between the Geopark and local communities, ensuring that all voices are represented and heard.
- To develop and sustain partnerships that enhance the Geopark's initiatives and contribute to the social, cultural, and economic well-being of the region.
- To increase community participation in Geopark activities by [percentage] over the next [period].
- To identify and address any challenges or barriers to community engagement within the Geopark.

4. Membership

The Working Group will consist of three-five members with representation from:

- The Geopark's Board of Directors.
- Local government officials.
- Indigenous community leaders.
- Representatives from educational institutions (e.g., schools, universities).
- Local business leaders and tourism operators.
- Non-profit organizations and community groups with an interest in the Geopark.
- Community members with a passion for local heritage and environmental conservation.

5. Roles and Responsibilities

Chairperson: The Chair shall be the representative from the Geopark Board of Directors and leads the Working Group, sets meeting agendas, coordinates activities, and ensures alignment with the Geopark's strategic goals. The Chairperson will also report to the Board of Directors on the group's progress.

Secretary: Responsible for recording meeting minutes, managing communications, and organizing documentation.

Members: Actively participate in the development and execution of marketing strategies, contribute ideas, provide feedback, and assist in implementing promotional activities.

6. Reporting

The Working Group will report to the Discovery Board of Directors on a regular basis.

Reporting will include:

- Quarterly updates on marketing activities, outcomes, and any challenges encountered.

- A comprehensive annual report outlining the success of promotional efforts, visitor statistics, and recommendations for future marketing initiatives.
- Immediate reports on significant milestones, such as the launch of major campaigns or partnerships.

7. Meetings

The Working Group will meet monthly or as required based on project timelines. Meetings may be held in person or virtually, depending on the availability of members. Decisions will be made by consensus, and a quorum will consist of three members.

8. Confidentiality

All members of the Working Group must adhere to the confidentiality policies of the Discovery UNESCO Global Geopark. Information, strategies, and discussions within the group are to be treated as confidential unless otherwise authorized for public release.

9. Duration

The Working Group is established for a period of one year, with the option for renewal based on the ongoing needs of the Geopark and the success of the community liaison and partnership initiatives. Representatives may serve on the Working Group for as long as they are interested and feel that their skills are being utilized.

10. Review and Amendment of Terms of Reference

These Terms of Reference will be reviewed biannually by the Board of Directors or as needed. Any amendments must be approved by the Board to ensure that the group's work remains aligned with the Geopark's evolving marketing and promotional goals.

11. Approval

These Terms of Reference were approved by the Discovery UNESCO Global Geopark Board of Directors on [date].

Terms of Reference – Geosciences Technical Working Group

1. Purpose

The Geosciences Technical Working Group (GWG) is established to provide expert guidance, scientific oversight, and strategic advice on all matters related to the geosciences within Discovery UNESCO Global Geopark. The working group will support the non-profit geopark's mission to conserve geological heritage, promote sustainable geotourism, and facilitate education and research in earth sciences.

The operational capacity of the Geopark is limited and fully subscribed by current obligations. The Working Group will not be able to task the Geopark Manager or contracted staff with directions for research or the implementation of its ideas or decisions. The Working Group shall bring its ideas and suggestion to the Board of Directors where they will be considered in the context of the Annual Work Plan.

The Working Group shall work collaboratively with the Geopark Manager and will support the Manager though participation in initiatives relevant to its scope of work.

2. Scope of Work

- Overseeing the maintenance of infrastructure and facilities within the Geopark.
- Coordinating events, educational programs, and guided tours.
- Managing visitor services, including information centers, signage, and accessibility.
- Ensuring compliance with safety regulations and risk management protocols.
- Supporting the implementation of environmental monitoring and conservation projects.
- Collaborating with local communities to integrate cultural and natural heritage into the Geopark's operations.

3. Objectives

The Geosciences Technical Working Group will:

- Ensure the scientific integrity and relevance of geological features and processes within the geopark.

- Advise on the conservation and sustainable use of the geopark's geological resources.
- Support the development and implementation of educational and outreach programs related to earth sciences.
- Promote and facilitate scientific research that enhances understanding of the geopark's geological, environmental, and cultural values.
- Assist in the review and evaluation of any proposed projects, activities, or developments that may impact the geopark's geological heritage.
- Foster international collaboration and networking with other geoparks, research institutions, and geoscientific bodies.

4. Membership

The Working Group will consist of three-five members with representation from:

- Earth Sciences – Faculty of Science Memorial University
- Geological Association of Canada
- Geological Survey of Canada
- Parks Canada
- Environment and Climate Change NL
- Archaeology - Faculty of Humanities and Social Sciences Memorial University

5. Roles and Responsibilities

Chairperson: The Chair shall be the representative from the Geopark Board of Directors and leads the Working Group, sets meeting agendas, coordinates activities, and ensures alignment with the Geopark's strategic goals. The Chairperson will also report to the Board of Directors on the group's progress.

Secretary: Responsible for recording meeting minutes, managing communications, and organizing documentation.

Members: Provide expert advice and recommendations on geoscientific issues relevant to the geopark and review research proposals, conservation plans, and educational programs. Participate in discussions and activities related to the sustainable management of geological resources and assist in securing external funding and partnerships for research and educational initiatives.

6. Reporting

The Working Group will report to the Discovery Board of Directors on a regular basis. Reporting will include:

- Quarterly updates on marketing activities, outcomes, and any challenges encountered.
- A comprehensive annual report outlining the success of promotional efforts, visitor statistics, and recommendations for future marketing initiatives.
- Immediate reports on significant milestones, such as the launch of major campaigns or partnerships.

7. Meetings

The Working Group will meet monthly or as required based on project timelines. Meetings may be held in person or virtually, depending on the availability of members. Decisions will be made by consensus, and a quorum will consist of three members.

8. Confidentiality

All members of the Working Group must adhere to the confidentiality policies of the Discovery UNESCO Global Geopark. Information, strategies, and discussions within the group are to be treated as confidential unless otherwise authorized for public release.

9. Duration

The Working Group is established for a period of one year, with the option for renewal based on the ongoing needs of the Geopark and the success of the Geoscience initiatives. Representatives may serve on the Working Group for as long as they are interested and feel that their skills are being utilized.

10. Review and Amendment of Terms of Reference

These Terms of Reference will be reviewed biannually by the Board of Directors or as needed. Any amendments must be approved by the Board to ensure that the group's work remains aligned with the Geopark's evolving marketing and promotional goals.

11. Approval

These Terms of Reference were approved by the Discovery UNESCO Global Geopark Board of Directors on [Insert date].