



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

**BOARD OF DIRECTORS MEETING
FND – BOD-03-20**

Thursday June 11, 2020

10:00 a.m. to 12:00 p.m.

Video Meeting

Call in: 1-365-204-2000 (Hamilton)

Or 416-216-5643 (Toronto)

Meeting number (access code): 129 075 2604

Meeting password: kdVueMdC662

**In accordance with Ontario Regulation 107/20
made under**

The Emergency Management and Civil Protection Act (Details to follow)

A G E N D A

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

ROLL CALL

Board of Directors:

Mickey Difruscio

Robert Foster, Vice Chair

Tom Insinna, Chair

Chandra Sharma

Gayle Wood, Secretary-Treasurer

NPCA Staff

Lise Gagnon, NPCA Director, Corporate Services

Adam Christie, Director, Operations and Strategic Initiatives

Alicia Powell, Manager, Conservation Area Services

Gina Shaule, Administrative Assistant

1.ADOPTION OF AGENDA

- 1.1 Addition of Items
- 1.2 Change in Order of Items
- 1.3 Motion to approve Agenda

Recommended:

That the Agenda for the NPCF Board of Directors' Meeting held June 11, 2020 be approved as printed.

2. DECLARATION OF CONFLICTS OF INTEREST

3. APPROVAL OF FOUNDATION MINUTES

3.1 Minutes of the NPCF Board of Directors dated May 7, 2020 (attached)

3.2 Closed Session Minutes of the Board of Directors dated May 7, 2020 (to be discussed in closed session)

Recommended:

That the minutes of the NPCF Board of Directors meeting held May 7, 2020 be approved as printed.

3.3 Review of 2020 Action Items (attached)

The Board of Directors will review the Action Item List from 2019/2020, dated May 31, 2020, which is attached to the agenda.

4. UPDATE FROM THE CHAIR

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

5. CORRESPONDENCE

5.1. Signed Engagement Letter with Auditor – Roots Bissonette Walker LLP, Chartered Professional Accountants

5.2 Correspondence from Auditor to Lise Gagnon dated May 29, 2020 regarding the Year End Financial Statements – December 31, 2019

Recommended:

That the correspondence listed in the June 11, 2020 meeting agenda of the NPCF be received for information.

6. DEPUTATIONS AND PRESENTATIONS

6.1 Alicia Powell, NPCA Manager of Conservation Area Services will provide a presentation on the Ball's Falls Museum Project.

6.2 Adam Christie, NPCA Director, Operations and Strategic Initiatives will provide a presentation on a joint NPCA/NPCF project on the Memorial Bench Program.

6.3 Gayle Wood, NPCF Secretary-Treasurer and Adam Christie and Alicia Powell will overview a list of potential fundraising projects for 2020 for the Board's consideration. Which is attached to the agenda.

Recommended:

That the presentations by Adam Christie, Alicia Powell and Gayle Wood be received, with thanks.

7. ITEMS FOR APPROVAL

7.1 Managing Director

The Chair will be addressing the need for one of the Directors to perform the function of Managing Director in the absence of a staff Executive Director in order to perform daily operational matters.

Recommended:

That the Board of Directors approve D. Gayle Wood as the Foundation's Managing Director, in addition to the title of Secretary-Treasurer, until staffing can be secured to fill this function; and

Further that, By-Law 8 be updated to reflect the position of Managing Director for the Foundation.

7.2 2020 Fundraising Programs

The Board of Directors will consider the project list for 2020, based on the presentations by Adam Christie, Alicia Powell and Gayle Wood.

Recommended:

That the Board of Directors approve the Memorial Bench Program as a fundraising project for 2020; and

Further that the programs/projects presented under Agenda Item 6 at

the June 11, 2019 meeting be further considered at the June 25, 2020 meeting.

7.3 Board of Directors Register

The Secretary-Treasurer will review the Board Register and the list of Chairs, Vice Chairs, Secretaries, Treasurers and staff since the creation of the Foundation in 1969. The current Board Member List, with their term of appointment will also be considered. These documents are attached to the agenda.

Recommended:

That the Foundation Registry of Directors, Chairs, Vice Chairs, Secretaries, Treasurers, staff and the current Board terms be received; and

Further that the 2019 and 2020 Form 1 - "Ontario Corporation Initial Return/Notice of Change" be re-submitted to reflect updated information.

8. BUSINESS FOR INFORMATION

9. NEW BUSINESS

10. CLOSED SESSION

Recommended:

That the NPCF meeting move into Closed Session for the purpose of:

9.1 Consideration the Closed Session minutes from May 7, 2020;

9.2 Legal matters pertaining to the Foundation's Letters Patent, Supplementary Letters Patent and Records/Register.

Recommended:

That the Board of Directors reconvene in Open Session.

Recommended:

That the minutes of the NPCF Closed Session Meeting held May 7, 2020 be approved as printed.

Recommended:

That the Board of Directors receive the legal letter regarding the Letters Patent and Supplementary Letters Patent and action the items discussed in Closed Session regarding this matter.

Recommended:

That the invoices from Carters Charity Law be approved for payment.

10. ADJOURNMENT

Recommended:

That the June 11, 2020 NPCF Board of Directors' Meeting be adjourned at _____ to be reconvened on June 25, 2020 at 10:00 a.m., as a Special Meeting to receive the 2019 Audited Financial Statement, financial report, 2020 workplan and budget.



**BOARD OF DIRECTORS
MEETING – FND – BOD-02-20
Thursday May 7, 2020**

1:30 – 3:30 p.m.

Video Meeting

**In accordance with Ontario Regulation 107/20
made under**

The Emergency Management and Civil Protection Act (Details to follow)

DRAFT MINUTES

CALL TO ORDER

Chair Insinna thanked the Board and staff for joining the second meeting of the Niagara Peninsula Conservation Foundation's Board of Directors for 2020. The Chair called the meeting to order at 1:35 p.m. with an Indigenous acknowledgement.

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

ROLL CALL

The Chair introduced the Board members and NPCA Staff Members present at the meeting:

Board of Directors:

Robert Foster, Vice Chair

Tom Insinna, Chair

Chandra Sharma

Gayle Wood, Secretary-Treasurer

NPCA Staff

Lise Gagnon, NPCA Director, Corporate Services and NPCA Assistant Treasurer

Renee Bisson, NPCA Manager, Communications and Public Relations

Geoff Verkade, NPCA Senior Manager, Integrated Watershed Planning/Information Management

Gina Shaule, NPCA Administrative Assistant

The Chair advised that Member DiFruscio was recuperating from an illness that that the Foundation and the Authority had sent him a get-well gift.

The Chair advised that this is the Foundation's first virtual meeting, authorized by Ontario Regulation 107/20 under The Emergency Management and Civil Protection Act and he outlined the procedures for the meeting.

The Chair thanked NPCA staff Lise Gagnon, Renee Bisson, Geoff Verkade, Robert Petruzzo and Gina Shaule for their assistance in preparing for this meeting.

1.ADOPTION OF AGENDA

- 1.1 Addition of Items
- 1.2 Change in Order of Items
- 1.3 Motion to approve Agenda

Member Sharma requested an addition to item 8 of the agenda under New Business – a report on the NPCA's Public Advisory Committee.

Moved by: R. Foster
Seconded by: C. Sharma

Resolution: FND-BOD-08-20

That the Agenda for the NPCF Board of Directors' Meeting held May 7, 2020 be approved as amended to include an update on the NPCA's Public Advisory Committee.

CARRIED

2. DECLARATION OF CONFLICTS OF INTEREST

There were no declarations of interest.

3. APPROVAL OF FOUNDATION MINUTES

- 3.1 Minutes of the NPCF Board of Directors dated February 10, 2020

Moved by: R. Foster
Seconded by: G. Wood

Resolution: FND-BOD-09-20

That the minutes of the NPCF Board of Directors meeting held February 10, 2020 be approved as printed.

CARRIED

Moved by: C. Sharma

Seconded by: G. Wood

Resolution: FND-BOD-10-20

That the minutes of the Executive Committee meeting dated March 16, 2020 be approved as printed.

CARRIED

It was noted that the Closed Session Minutes from February 10, 2020 would be considered under Item # 9 of the agenda.

4. UPDATE FROM THE CHAIR AND EXECUTIVE COMMITTEE

Foundation Chair Insinna reflected on the history of the Foundation and that the Foundation has made significant progress over the past year, including the development of a new Strategic Plan – 2020-2022, the drafting of updated By-Laws, a review of the historical files and an upcoming legal review. He thanked everyone for their participation over the past year.

5. DEPUTATIONS AND PRESENTATIONS

There were no deputations or presentations scheduled for the meeting.

6. ITEMS FOR APPROVAL

6.1 Updated Strategic Plan

Member Wood outlined that the Foundation's Strategic Plan Vision Statement refers to the Niagara Peninsula as our area of focus, as opposed to the NPCA's watershed and should be amended. Further, the Strategic Plan's Mission Statement should be amended to be consistent with the Letter's Patent by including areas of focus on conservation areas projects and programs, including museum projects at Ball's Falls Conservation Area.

Moved by: C. Sharma
Seconded by: R. Foster

Resolution: FND-BOD-11-20

That the Foundation's Vision outlined in the Strategic Plan 2020 – 2022, and referred to on the NPCF website, and in information materials be updated to focus on the entire NPCA watershed.

That the Foundation's Mission outlined in the NPCF Strategic Plan 2020 – 2022 and referred to on the NPCF website and in information materials be updated to reflect including activities on conservation projects and programs, including museum projects.

CARRIED

6.2 Draft By-Law #8

Member Wood advised that the last Foundation By-Law #7 was approved on April 30, 2018. Member Wood outlined changes in Draft By-Law #8, in order to align the By-Law with current standards. Further, Draft By-Law #8 enables the Foundation to hold telephone and virtual meetings.

It was recommended by Member Wood that Draft By-Law #8 be approved, and that the Foundation further review their By-Laws upon proclamation of ***The Ontario Not-for-Profit Corporations Act***.

Moved by: C. Sharma
Seconded by: R. Foster

Resolution: FND-BOD-12-20

That the Board of Directors of the NPCF approve By-Law #8 dated May 7, 2020 and direct the Chair and Secretary-Treasurer to sign, seal and post the By-Law.

That By-Law #8 be reviewed upon proclamation of *The Ontario Not-for-Profit Corporations Act* in order to bring the By-Law into conformity with the legislation.

CARRIED

6.3 Financial Report – First quarter of 2020

Lise Gagnon, Foundation Assistant Treasurer reviewed the Financial Report for the Foundation's first quarter of 2020. Ms. Gagnon advised that the Financial Statements may require re-stating and she will consult with the Foundation's Auditor in this regard.

Moved by: G. Wood
Seconded by: R. Foster

Resolution: FND-BOD-13-20
That the Financial Report for the NPCF for the First Quarter of 2020 be approved by the Board of Directors.
CARRIED

6.4 Report on Financial Investments and Restricted Funds

As requested at the July 2019 meeting, a report from Lise Gagnon was presented regarding the Foundation's Financial Investments and Restricted Funds. The Members expressed their thanks for this important and detailed work. Ms. Gagnon advised that additional work will be done and reported at a future meeting.

Moved by: C. Sharma
Seconded by: R. Foster

Resolution: FND-BOD-14-20
That the Report entitled Foundation Financial Investments and Restricted Funds be approved.
CARRIED

7. BUSINESS FOR INFORMATION

7.1 Foundation Presentation to the Conservation Authority

The Foundation was to appear as a deputation to the Authority Board in March 2020. This date will be re-scheduled around July or August of 2020. A copy of the Draft NPCF presentation to the NPCA Board of Directors was attached to the agenda and will be updated when the financial review is complete.

7.2 Draft 2019 Foundation Annual Report

Renee Bisson reviewed the Draft Foundation Annual Report and advised that it will be finalized when the 2019 Audit is complete. The Board thanked Renee and her team for an excellent Report.

Moved by: G. Wood
Seconded by: C. Sharma

Resolution: FND-BOD-15-20
That the Draft NPCF Annual Report be received for information.
CARRIED

7.3 Draft MOU – NPCA/NPCF

Member Sharman and Member Wood provided an update regarding the draft MOU between the NPCA and the NPCF. The final MOU will be presented to the June 25th Foundation Board meeting.

7.4 Foundation Programs and Projects Update

Renee Bisson provided a verbal update on Foundation projects and programs.

8. NEW BUSINESS

8.1 Discussion – Foundation Events

The Board discussed re-scheduling the “Meet and Greet Event at Bench Brewery” that was scheduled for April 29, 2020 and the WomEnchant Summer Solstice event. It is likely that these events will need to be re-scheduled in the fall of 2020.

8.2 Scheduling a June Meeting

The Board of Directors agreed to meet on June 25th from 10:00 a.m. to 12:00 noon to receive a presentation from the Auditor regarding the 2019 Audited Financial Statements, consider the 2020 Draft Budget and Workplan, approve potential 2020 projects and events and consider the Draft NPCA/NPCF Memorandum of Understanding.

8.3 Update on the NPCA’s Public Advisory Committee

Member Sharma outlined the purpose of the Authority’s Public Advisory Committee (PAC). The Foundation Board agreed that a linkage between the PAC and the Foundation would be beneficial and that the Chair and Secretary-Treasurer should present a Foundation overview to PAC in the near future.

9. CLOSED SESSION

Moved by: G. Wood
Seconded by: R. Foster

Resolution: FND-BOD-16-20

That the NPCF meeting move into Closed Session for the purpose of:

9.1 Consideration of the Closed Session minutes from February 10, 2020 regarding new Board Members.

9.2 Legal matters
CARRIED

Moved by: C. Sharma
Seconded by: R. Foster

Resolution: FND-BOD-17-20

That the Board of Directors reconvene in Open Session.
CARRIED

Moved by: R. Foster
Seconded by: C. Sharma

Resolution: FND-BOD-18-20

That the minutes of the NPCF Closed Session Meeting held February 10, 2020 held February 10, 2020 be approved as printed and

Further that the Board approve the legal matters discussed in Closed Session.
CARRIED

10. ADJOURNMENT

Moved by: R. Foster

Resolution: FND-BOD-19-20

That the May 7, 2020 NPCF Board of Directors' Meeting be adjourned at 4:02 p.m. to be reconvened on June 25, 2020 at 10:00 a.m.

FOUNDATION ACTION ITEM LIST – AS OF MAY 31, 2020

No.	Description	Assigned	Date Assigned	Due Date	Status
1.	Auditor Appointment	Gayle/Lise	02/10/20	06/30/20	ongoing
2.	Appt Assistant Treasurer	Gayle	02/10/20	02/28/20	complete
3.	Annual Meeting	BOD	02/10/20	02/10/20	complete
4.	NPCF Presentation to NPCA	Tom/Gayle	02/10/20	08/30/20	ongoing
5.	MOU – NPCF/CA	Chandra/Gayle	02/10/20	06/30/20	ongoing
6.	Initial website update	Rob F/Rob P.	02/10/20	02/28/20	complete
7.	Nevada Tickets Exit	Renee	02/10/20	08/30/20	ongoing
8.	Donor List to Chair	Renee	02/10/20	06/25/20	ongoing
9.	By-Law Update	Gayle	02/10/20	04/30/20	Approved 05/07/20
9.	Revise Strategic Plan and Post	Gayle	05/07/10	05/30/20	complete
	Sign/Date By-Laws	Tom/Gayle	05/07/10	05/30/20	ongoing
11.	Financial Review	Lise	07/19	05/07/20	complete
12.	Annual Report	Renee	02/10/20	07/31/20	ongoing
13.	Update Board Register	Gayle	02/10/20	06/11/20	complete
14.	Review historical files and update	Gayle	02/10/20	05/31/20	complete
15.	Legal Review	Lawyer	05/07/20	06/05/20	ongoing
16.	Receive NPCA project proposals	Adam Christie	02/10/20	06/11/20	ongoing
17.	2020 Budget and Workplan	Gayle and Lise	02/10/20	06/25/20	ongoing

May 9, 2020

Niagara Peninsula Conservation Foundation
250 Thorold Road West, 3rd Floor
Welland, ON
L3C 3W2

Dear Gayle:

The Objective and Scope of the Audit

You have requested that we audit the financial statements of Niagara Peninsula Conservation Foundation, which comprise the statement of financial position as at December 31, 2019, and the statements of fund balances and cash flows for the year then ended, and notes to the financial statements (including a summary of significant accounting policies).

We are pleased to confirm our acceptance and our understanding of the nature, scope and terms of this audit engagement, and all services related thereto, by means of this letter (the "Engagement").

The objectives of our audit are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement (whether due to fraud or error) and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

The Responsibilities of the Auditor

We will conduct our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- a) Identify and assess the risks of material misstatement of the financial statements (whether due to fraud or error), design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control.
- b) Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. However, we will communicate to you in writing concerning any significant deficiencies in internal control relevant to the audit of the financial statements that we have identified during the audit.
- c) Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- d) Conclude on the appropriateness of management's use of the going-concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- e) Evaluate the overall presentation, structure and content of the financial statements (including the disclosures) and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

Because of the inherent limitations of an audit, together with the inherent limitations of internal control, there is an

unavoidable risk that some material misstatements may not be detected, even though the audit is properly planned and performed in accordance with Canadian generally accepted auditing standards.

The Responsibilities of Management

Our audit will be conducted on the basis that management and, where appropriate, those charged with governance acknowledge and understand that they have responsibility:

- a) For the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO").
- b) For the design and implementation of such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
- c) To provide us with timely:
 - i) Access to all information of which management is aware that is relevant to the preparation of the financial statements (such as records, documentation and other matters);
 - ii) Information about all known or suspected fraud, any allegations of fraud or suspected fraud and any known or probable instances of noncompliance with legislative or regulatory requirements;
 - iii) Additional information that we may request from management for the purpose of the audit; and
 - iv) Unrestricted access to persons within Niagara Peninsula Conservation Foundation from whom we determine it necessary to obtain audit evidence.

As part of our audit process:

- a) We will make inquiries of management about the representations contained in the financial statements. At the conclusion of the audit, we will request from management and, where appropriate, those charged with governance written confirmation concerning those representations. If such representations are not provided in writing, management acknowledges and understands that we would be required to disclaim an audit opinion.
- b) We will communicate any misstatements identified during the audit other than those that are clearly trivial. We request that management correct all the misstatements communicated.

Form and Content of Audit Opinion

Unless unanticipated difficulties are encountered, our report will be substantially in the following form:

INDEPENDENT AUDITORS' REPORT

To the Directors of:
Niagara Peninsula Conservation Foundation

Qualified Opinion

We have audited the financial statements of Niagara Peninsula Conservation Foundation (the Foundation), which comprise the statement of financial position as at December 31, 2019, and the statements of fund balances and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the effects of the matter described in the Basis for Qualified Opinion paragraph, the accompanying financial statements present fairly, in all material respects, the financial position of the Foundation as at December 31, 2019, and its results of operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations (ASNPO).

Basis for Qualified Opinion

In common with many not-for-profit organizations, the Foundation derives revenue from fundraising activities the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of these revenues was limited to the amounts recorded in the records of the Foundation. Therefore, we were not able to determine whether any adjustments might be necessary to fundraising revenue, excess of revenues over expenses, and cash flows from operations for the years ended December 31, 2019 and 2018, current assets as at December 31, 2019 and 2018, and net assets as at January 1 and December 31 for both the 2019 and 2018 years. Our audit opinion on the financial statements for the year ended December 31, 2018 was modified accordingly because of the possible effects of this limitation in scope.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities

under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Foundation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with ASNPO, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Foundation's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Foundation or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Foundation's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Foundation's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Foundation to cease to continue as a going concern.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

If we conclude that a modification to our opinion on the financial statements is necessary, we will discuss the reasons with you in advance.



Confidentiality

One of the underlying principles of the profession is a duty of confidentiality with respect to client affairs. Each professional accountant must preserve the secrecy of all confidential information that becomes known during the practice of the profession. Accordingly, we will not provide any third party with confidential information concerning the affairs of Niagara Peninsula Conservation Foundation unless:

- a) We have been specifically authorized with prior consent;
- b) We have been ordered or expressly authorized by law or by the Code of Professional Conduct; or
- c) The information requested is (or enters into) public domain.

Use of Information

It is acknowledged that we will have access to all information about identified individuals ("personal information") in your custody that we require to complete our Engagement. Our services are provided on the basis that:

- a) You represent to us that management has obtained any required consents for our collection, use, disclosure, storage, transfer and process of personal information required under applicable privacy legislation and professional regulation; and
- b) We will hold all personal information in compliance with our Privacy Statement.

Use and Distribution of Our Report

The examination of the financial statements and the issuance of our audit opinion are solely for the use of Niagara Peninsula Conservation Foundation and those to whom our report is specifically addressed by us. We make no representations or warranties of any kind to any third party in respect of these financial statements or our audit report, and we accept no responsibility for their use by any third party or any liability to anyone other than Niagara Peninsula Conservation Foundation.

For greater clarity, our audit will not be planned or conducted for any third party or for any specific transaction. Accordingly, items of possible interest to a third party may not be addressed and matters may exist that would be assessed differently by a third party, including, without limitation, in connection with a specific transaction. Our audit report should not be circulated (beyond Niagara Peninsula Conservation Foundation) or relied upon by any third party for any purpose, without our prior written consent.

You agree that our name may be used only with our prior written consent and that any information to which we have attached a communication be issued with that communication, unless otherwise agreed to by us in writing.

Reproduction of Auditors' Report

If reproduction or publication of our audit report (or reference to our report) is planned in an annual report or other document, including electronic filings or posting of the report on a website, a copy of the entire document should be submitted to us in sufficient time for our review and approval in writing before the publication or posting process begins.

Management is responsible for the accurate reproduction of the financial statements, the auditors' report and other related information contained in an annual report or other public document (electronic or paper-based). This includes any incorporation by reference to either full or summarized financial statements that we have audited.

We are not required to read the information contained in your website, or to consider the consistency of other information in the electronic site with the original document.

Ownership

The working papers, files, other materials, reports and work created, developed or performed by us during the course of the Engagement are the property of our firm, constitute our confidential information and will be retained by us in accordance with our firm's policies and procedures.

During the course of our work, we may provide, for your own use, certain software, spreadsheets and other intellectual property to assist with the provision of our services. Such software, spreadsheets and other intellectual property must not be copied, distributed or used for any other purpose. We also do not provide any warranties in relation to these items and will not be liable for any lost or corrupted data or other damage or loss suffered or incurred by you in connection with your use of them.

We retain the copyright and all intellectual property rights in any original materials provided to you.

File Inspections

In accordance with professional regulations (and by our firm's policy), our client files may periodically be reviewed by practice inspectors, the Canadian Public Accountability Board (CPAB) and by other engagement file reviewers to ensure that we are adhering to our professional and firm's standards. File reviewers are required to maintain confidentiality of client information.

Governing Legislation

This engagement letter is subject to, and governed by, the laws of the Province of Ontario. The Province of Ontario will have exclusive jurisdiction in relation to any claim, dispute or difference concerning this engagement letter and any matter arising from it. Each party irrevocably waives any right it may have to object to any action being brought in those courts, to claim that the action has been brought in an inappropriate forum or to claim that those courts do not have jurisdiction.

Dispute Resolution

You agree that any dispute that may arise regarding the meaning, performance or enforcement of this Engagement will, prior to resorting to litigation, be submitted to mediation.

Any mediation initiated as a result of this engagement shall be administered within the Province of Ontario by a mediation organization, according to its mediation rules, and any ensuing litigation shall be conducted within such province, according to provincial law. The results of any such mediation shall be binding only upon agreement of each party to be bound. The costs of any mediation proceeding shall be shared equally by the participating parties.

Indemnity

Niagara Peninsula Conservation Foundation hereby agrees to indemnify, defend (by counsel retained and instructed by us) and hold harmless our firm (and its partners, agents or employees) from and against any and all losses, costs (including solicitors' fees), damages, expenses, claims, demands and liabilities arising out of (or in consequence of):

- a) The breach by Niagara Peninsula Conservation Foundation, or its directors, officers, agents or employees, of any of the covenants or obligations of Niagara Peninsula Conservation Foundation herein, including, without restricting the generality of the foregoing, the misuse of, or the unauthorized dissemination of, our engagement report or the financial statements in reference to which the engagement report is issued, or any other work product made available to you by our firm.
- b) A misrepresentation by a member of your management or board of directors.

Time Frames

We will use all reasonable efforts to complete the Engagement as described in this letter within the agreed upon time frames.

However, we shall not be liable for failures or delays in performance that arise from causes beyond our reasonable control, including the untimely performance by Niagara Peninsula Conservation Foundation of its obligations.

Billing

Our fees and costs will be billed monthly and are payable upon receipt. Invoices unpaid 30 days past the billing date may be deemed delinquent, and are subject to an interest charge of 1.0% per month. We reserve the right to suspend our services or to withdraw from this Engagement in the event that any of our invoices are deemed delinquent. In the event that any collection action is required to collect unpaid balances due to us, you agree to reimburse us for our costs of collection, including lawyers' fees.

Termination

Management acknowledges and understands that failure to fulfill its obligations as set out in this engagement letter will result, upon written notice, in the termination of the Engagement.

Either party may terminate this agreement for any reason upon providing written notice to the other party not less than 30 calendar days before the effective date of termination. If early termination takes place, Niagara Peninsula Conservation Foundation shall be responsible for all time and expenses incurred up to the termination date and all costs in terminating any agreement with any specialist or other third party retained by us in connection with this Engagement.

If we are unable to complete the engagement or are unable to form, or have not formed, an opinion on the financial statements, we may withdraw from the audit before issuing an auditor's report, or we may disclaim an opinion on the financial statements. If this occurs, we will communicate the reasons and provide details.

Costs of Responding to Government or Legal Processes

In the event we are required to respond to a subpoena, court order, government agency or other legal process for the production of documents and/or testimony relative to information we obtained and/or prepared during the course of this Engagement, you agree to compensate us at our normal hourly rates for the time we expend in connection with such response and to reimburse us for all of our out-of-pocket costs (including applicable taxes) incurred.

Communications

In performing our services, we will send messages and documents electronically. As such communications can be intercepted, misdirected, infected by a virus, or otherwise used or communicated by an unintended third party, we cannot guarantee or warrant that communications from us will be properly delivered only to the addressee. Therefore, we specifically disclaim, and you release us from, any liability or responsibility whatsoever for interception or unintentional disclosure of communications transmitted by us in connection with the performance of this Engagement. In that regard, you agree that we shall have no liability for any loss or damage to any person or entity resulting from such communications, including any that are consequential, incidental, direct, indirect, punitive, exemplary or special damages (such as loss of data, revenues or anticipated profits).

If you do not consent to our use of electronic communications, please notify us in writing.

Possibility of fraud

Because of the nature of fraud, including attempts at concealments through collusion and forgery, an audit that is designed and executed in accordance with Canadian generally accepted auditing standards may not detect a material fraud. Further, while effective internal control reduces the likelihood that misstatements will occur and remain undetected, it does not eliminate that possibility. For these reasons, we cannot guarantee that fraud, error and illegal acts, if present, will be detected when conducting an audit in accordance with Canadian generally accepted auditing standards.



Limitation of liability

Our liability to your company for any claim related to professional services provided pursuant to this agreement in either contract, negligent misrepresentation or tort, including the partners, officers or employees of the Firm is limited to the extent that such liability is covered by professional errors and omissions insurance in effect from time to time which is available to indemnify the Chartered Professional Accountants at the time the claim is made. Moreover, any penalties arising from civil liability issues brought by Canada Revenue Agency will not be the responsibility of our Firm.

In any action, claim, loss or damage arising out of the engagement, your company agrees and understands that RBW's liability will be several, and not joint and several, and your company may only claim payment from RBW's proportionate share of the total liability based on degree of fault.

Further, this liability will extend to claims made within three years of the date of completion of the related services, which in most cases will be the date of our communication relating to the services performed.

We will use all reasonable efforts to complete the engagement as described in this letter within the agreed upon time frames. However, we shall not be liable for failures or delays in performance that arise from causes beyond our control, including the untimely performance by your company of its obligations.

Income tax returns

In addition to the review services referred to above, we will, as allowed by the Rules of Professional Conduct, prepare your federal and provincial income tax returns and other special reports as required. Management will provide the information necessary to complete these returns/reports and will file them with the appropriate authorities on a timely basis. We will not audit or independently verify the data you provide for the preparation of the returns. However, we may ask for clarification of some of the information.

Management has ultimate responsibility for the tax returns and, therefore, the appropriate corporate officer should review the returns prior to signing and filing them. In preparing the returns, we rely on your representations and that you understand and have complied with the documentation requirements for all expenses and deductions. You should retain originals of all documents and records as, in the event of an examination, you may be asked to produce documents, records or other evidence to substantiate the items of income and deductions shown on the tax returns. RBW does not retain copies of any documentation. If an examination occurs, we will be available, on request, to assist you. Such services could be subject to additional fees.

You will appreciate that tax planning and advice of even the highest standard is based on interpretation of the law and experience with the tax authorities. Therefore, the conclusions reached and view expressed are often matters of opinion rather than of certainty.

Other Services

In addition to the audit services referred to above, we will, as allowed by the Code of Professional Conduct, prepare your federal and provincial income tax returns and other special reports as required. Management will provide the information necessary to complete these returns/reports and will file them with the appropriate authorities on a timely basis.

Conclusion

This engagement letter includes the relevant terms that will govern the Engagement for which it has been prepared. The terms of this letter supersede any prior oral or written representations or commitments by or between the parties. Any material changes or additions to the terms set forth in this letter will only become effective if evidenced by a written amendment to this letter, signed by all of the parties.

If you have any questions about the contents of this letter, please raise them with us. If the services outlined are in accordance with your requirements and if the above terms are acceptable to you, please sign the copy of this letter in the space provided and return it to us.

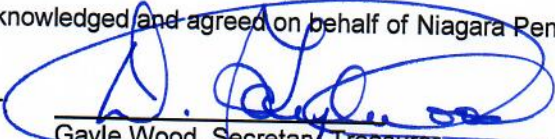
We appreciate the opportunity of continuing to be of service to your Foundation.



Yours very truly,
Root Bissonnette Walker LLP

Andrew Walker, CPA, CA
Licensed Public Accountant

Acknowledged and agreed on behalf of Niagara Peninsula Conservation Foundation by:

Per 
Gayle Wood, Secretary-Treasurer

May 29, 2020

Niagara Peninsula Conservation Foundation

250 Thorold Road West, 3rd Floor
Welland, ON L3C 3W2

Re: Year End Financial Statements – December 31, 2019

Dear Lise:

In preparation of our audit of the financial statements of Niagara Peninsula Conservation Foundation for the year ended December 31, 2019, we suggest that the following will be of assistance. This list is not all-inclusive, but merely to assist you in organizing your year-end records; therefore, please include any additional documents you believe will be of assistance.

- A copy of your internal financial statements and trial balance as at December 31, 2019.
- A copy of the general ledger for the period January 1, 2019 to December 31, 2019, as well as January 1, 2020 to date.
- Copy of the monthly bank reconciliations and corresponding bank statements for all bank accounts for the year, as well as January 2020.
- A copy of the quarterly investment statements for the 2019 year.
- A listing of amounts receivable at December 31, 2019, if applicable. Please include any supporting documentation.
- A copy of your HST rebate applications for the periods ending June 30, 2019 and December 31, 2019.
- An aged accounts payable listing at December 31, 2019 and at January 31, 2020.
- A copy of the 2019 T4 summary and corresponding T4s.
- A copy of the event summaries (revenues and expenses) for any fundraising events that took place in 2019.
- A summary of donations received in 2019 and a copy of any receipts issued.
- A copy of all invoices paid during the year, as well as all invoices received to date in 2020.
- A copy of the Board of Directors' minutes for the year and any subsequent meetings.
- A copy of the Board of Directors' listing for 2019.

Please let us know if you have any questions regarding the above requests.

Yours very truly,
ROOT BISSONNETTE WALKER LLP



Trina Rubino, CPA, CA
Senior Manager

Ball's Falls Centre for Conservation Gallery Project

Presentation to the Niagara Peninsula Conservation Foundation Board - June 11, 2020

Overview

- Context
- History of the CFC
- Challenges and Opportunities
- 2020 Capital Project Overview
- Future Phases and Vision
- NPCA Proposal
- Questions



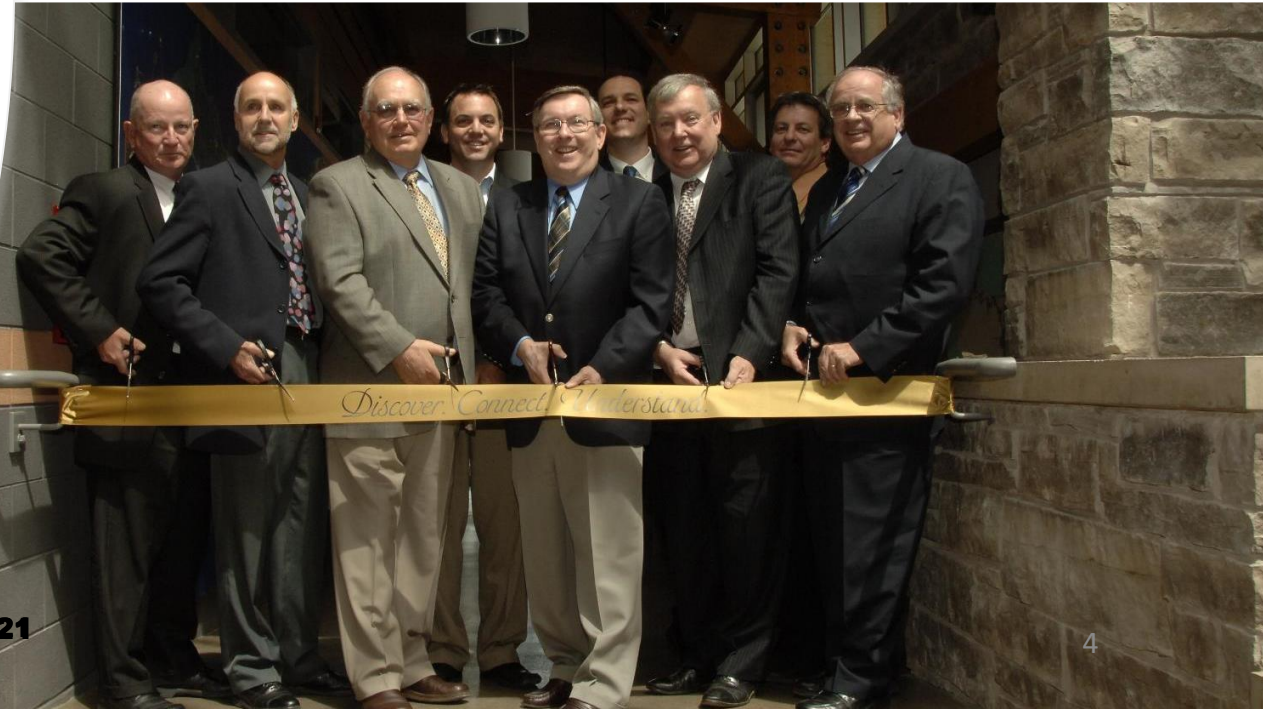
Context

- 2019-2020 NPCA Capital Project at Ball's Falls
- Proposed by NPCA Staff in 2018 for 2019 Capital Funding cycle
- Update existing space and incorporate more interactive exhibits
- To become viable and sustainable tourism site in Niagara
- To further environmental and historical education and contextualization of the site and NPCA



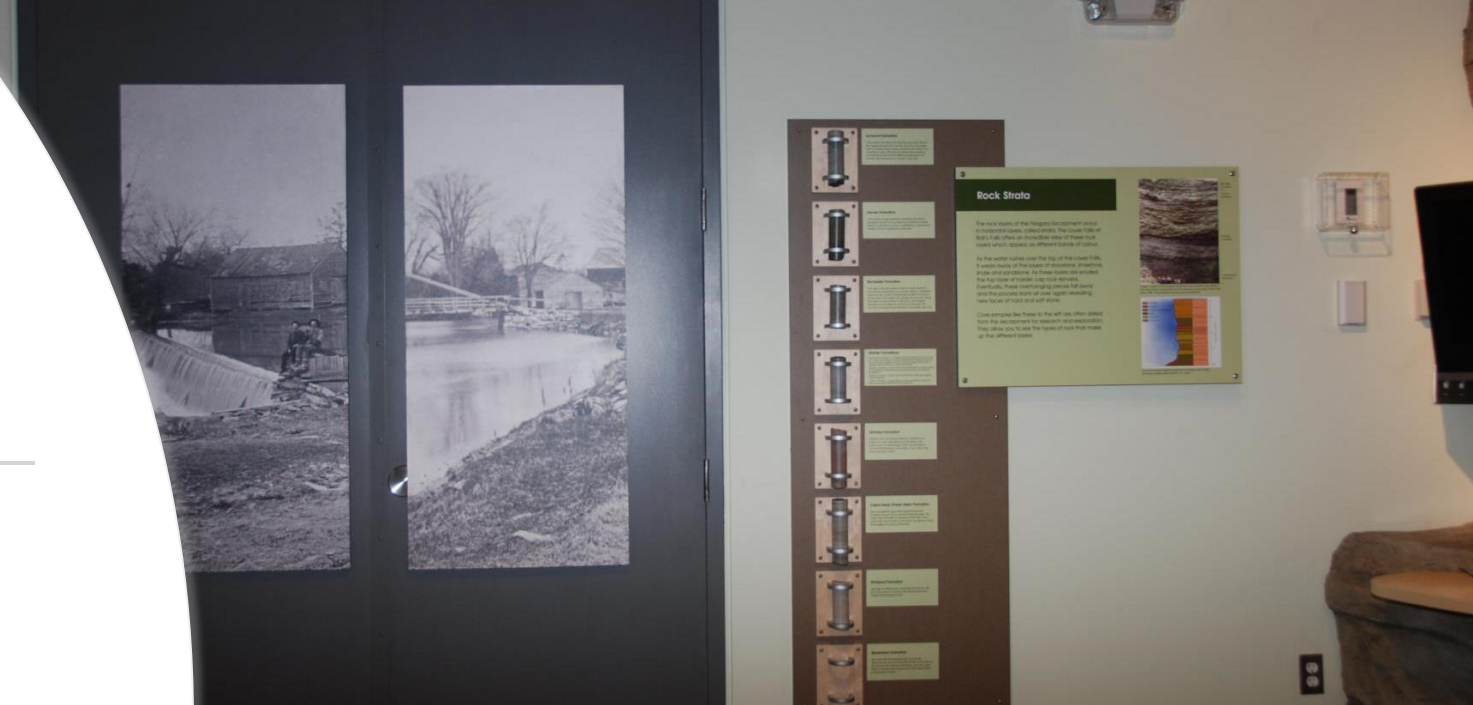
History of the Centre for Conservation

- Ball's Falls Centre for Conservation opened May 2008
 - State of the art, Certified Gold LEED Building designation
- Total project cost over \$2 million, including Gallery
- Exhibit Gallery budget \$500,000 (\$100,000 allotted to design and Planning)
- From prior to 2008-2014 Ball's Falls operated with Community Museum status
- Ball's Falls has never formally been designated a Heritage Site by the Town of Lincoln under the Ontario Heritage Act
- No significant upgrades or changes to Gallery were undertaken in last 12 years
- Space and interactives provide minimal opportunity to integrate into various programming initiatives or return tourism destination



Challenges

- Outdated features and information
- Lack of interactivity, multi-media aspects outdated
- Dead-end space and lack of flow
- Space and interactives provide minimal opportunity to integrate into various programming initiatives or return tourism value
- English-only panel copy
- Little marketing and advertising value
- Need for integration in regional tourism partnerships and programmes
- Required investment and budgeting to assist in the ongoing maintenance and upgrades required to sustain a captivating and robust gallery space
- Museum and Heritage status
- Need for contextualize and self-guided learning of site features and significance



Opportunities

- Improve accessibility and flow of space
- Establish tourism sector viability
- Engage in 2020+ Tourism Strategy for Twenty Valley, Town of Lincoln, West Niagara
- Participation and primary geosite within proposed Ohniakara Global GeoPark
- Ecotourism Hub in west Niagara
- Create starting place for outdoor education programs
- Engage all ages, abilities, diversities and incorporate accessible learning and activities
- Communicate Conservation Authority programs and services
- Integrate with broader watershed programming initiatives and ventures



2020 Capital Project Overview I

Capital Project Goals

- Importance of educating visitors on natural and cultural history
- Contextualize the geography, ecology and geology of the site
- Contextualize Indigenous and settler history of the Twenty Mile and Ball's Falls specifically
- CFC gallery provides a link between the natural, cultural and historical aspects of the site
 - Importance of currency and relevancy
 - Reuse and repurpose of exhibit aspects, importance of use of space (small, one way)
- Importance of accessibility and inclusion of key stakeholders and experts, as well as partner organizations
 - Niagara Peninsula Hawkwatch, Bruce Trail, naturalist clubs, birding conservation group, etc.
 - Necessary inclusion and involvement of Indigenous peoples
 - Importance of the area: Niagara Escarpment, Ontario Greenbelt, UNESCO World Biosphere, UNESCO Geopark Ohniakara
- CFC can provide an understanding of what CA's do



2020 Capital Project Overview II

- RFP for Design-Build services of CFC Gallery Renovation
- Submission deadline May 25, 2020
 - Three competitive submissions received
 - Update on evaluation process as of June 11
- Next phase in evaluation includes formal presentation to the evaluation committee



2020 Capital Project Overview III

Funding Allocated

- 2019 NPCA Capital Funding: \$80,000
 - NPCA staff applied for additional \$80k in 2020, funding was deferred
- 2019 Enbridge Donation: \$8,000

Funding Sought

- Ontario Ministry of Infrastructure
 - ICIP: Community, Culture and Recreation Stream – Rehabilitation and Renovation Intake (2020-2022)
 - \$267k total eligible (plus 15% contingency)
 - 40% Federal, 33.33% Provincial, 26.67% Recipient
 - Total project: \$307,050 (\$81,890.24 Recipient)
 - Funding decision (provincial competition) from ICIP in late spring 2020
- Additional funding opportunities



2020 Capital Project Overview IV

Vision was established by internal NPCA team:

- Program Assistant, Ecologist, Community Outreach Coordinator, Communications, Ball's Falls Superintendent, Manager of CAS

Flowing Past: The Twenty Mile Creek *How culture and the environment interact*

1. Twenty Mile Creek Watershed
2. Birds of Niagara Identification
3. Carolinian Forest Diversity: Plants and Animals
4. Indigenous History
5. Early Settler History: The Rise and Fall of Glen Elgin
6. Geological History: The Niagara Escarpment
7. The NPCA and Ball's Falls Today
8. Climate Change in Niagara: Impacts and Solutions
9. Nature is Health: Wellbeing and Recreation



2020 Capital Project Overview V

- Current Project Status and Moving Forward
 - COVID-19 impacts on tourism, museums and interactive children's programming
 - Importance of easily sanitized tactile materials, holistic and accessible experience (audio, visual, 360 degree immersive exhibitions)
 - Translation and multi-media incorporation
 - Importance of connectivity and accessibility
- Overview of submissions and evaluation progress



Future Phases and Vision

- Waterscape, play-table
- Adapting CFC hallways for interactive, holistic experience
- Integrate with trail systems (NPCA, Bruce Trail) and Heritage Village
- Connectivity to similar heritage sites and museums
 - (Ex. Morningstar Mill and Town of Lincoln Museum)
- Integration with Conservation Ontario and Authority initiatives
- Provide a ecotourism hub in west Niagara, a starting place for natural and cultural heritage exploration



NPCA Proposal

NPCA staff are seeking additional funding through external sources to further the Ball's Falls Gallery Upgrade Capital Project.

In order to achieve vision for Gallery, and additional \$250,000 is being sought.

NPCA staff propose that the Niagara Peninsula Conservation Foundation Board consider supporting this project for future fundraising campaigns.

Thank you for your consideration.





NIAGARA PENINSULA
CONSERVATION
AUTHORITY

Questions



NIAGARA PENINSULA
CONSERVATION
AUTHORITY



— NIAGARA PENINSULA —
CONSERVATION FOUNDATION

NPCA & NPCF 2020-2022 Bench Program Proposal

NPCF Board Meeting June 11, 2020

Presentation Outline

- Purpose
- History
- Current Status
- New proposed program
- Financial breakdown
- Comparisons
- Website and promotion
- App development and status
- Next steps
- Questions

Purpose of a Bench Program



To provide individuals, businesses or organizations the opportunity to adopt a bench in area that is meaningful to them



The donation of a bench is a lasting tribute that benefits NPCA parks by enhancing the visitor experience



The Bench Program raises funds for the Foundation to support a variety of NPCA initiatives (projects, programs, land acquisition)



Proposed name change to “Tribute Giving” to include other items such as trees, or to “Commemorative Bench Program” as many benches are purchased by community groups in recognition of service or by family members to mark other celebrations other than in memorial

Program History



- Benches were installed periodically over many years
- A more formal “Memorial Bench and Tree Planting” program originated in 2010
- The NPCF Executive Director handled some aspects of the program (promotions, financial, administrative)
- Operations managed logistics (ordering, installation and maintenance)
- Agreements were in the form of letters (\$1,500 for bench, \$100 plaque, included 10 years of maintenance then donor would have covered the cost for a full bench replacement)
- More research on existing/past agreements required

Current Status of Program

- Most benches are cedar planks with painted galvanized steel frame
- Majority are located at Ball's Falls and St. Johns
- These CA's are full but continue to be the most popular for bench requests, hence the need for future tribute items
- Lack of records of past agreements and/or current contact information
- St. Johns requires many bench replacements
- Existing wait list of 7 requests from 2018 to 2020 (for both new benches and replacements)
- No updated program marketing materials or website presence
- No dedicated NPCF staff member



Existing Benches: Original & Current

New Proposed Bench

- Ends are made from solid cast aluminum
- Seat employs 1.25" x 3.375" (3.2cm x 8.6cm) recycled plastic (composite boarding)
- Brown



New Proposed 2020-2022 Bench Program

1. Donors apply through an application process on the NPCF Website, or by email.
2. NPCA staff contact customer and discuss details including cost, timeline, maintenance, and payment process. Deposit is taken to reserve spot.
3. NPCA staff work with donor on selecting a Conservation Area and choose a location at an available site through a meeting with NPCA staff, google maps or the new app.
4. NPCA staff take full payment from donor on behalf of the Foundation.
5. NPCA staff mail tax receipt to donor.
6. The donor submits desired tribute text for the recognition plaque to NPCA staff. Payment for plaque is collected.
7. The bench is installed by NPCA staff between June 1 and October 31.
8. NPCA staff notify the donor of installation. Thank you letter is sent.

Financial Breakdown

NPCA

Expenses

Bench \$1,500

Labour & Supplies \$1,500
= \$3,000

Donor

Pays \$5,000

Includes bench with
recognition plaque,
installation and
lifetime maintenance

NPCF

Raises \$2,000 from
each donation to
support projects.

Potential \$10,000
annually.

Comparison: Niagara Parks

Customer Cost

- Hyde Park Bench (\$5000)
- Victoria Bench (\$3250)

Maintenance

- Includes lifetime maintenance



Comparison-Hamilton CA

Customer Cost

- Cedar Plank Bench (\$3000)

Maintenance

- Includes 10 years maintenance that covers necessary repairs and full replacement in case of damage

Program

- Managed by their Foundation

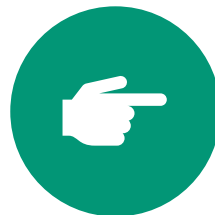
Website and Promotion



HARD COPY
BROCHURES
UPDATED



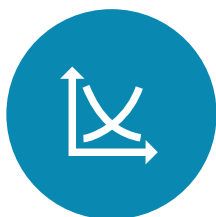
UPDATED MAPS
FOR ONLINE AND
HANDING OUT



DESIGNATED
WEBPAGE WITH
DIRECTIONS



ONLINE ORDERING
EXPLORED
(ECOMMERCE)



WORD OF MOUTH
CREATES THE
CURRENT DEMAND



MARKETING COULD
CREATE A WAIT LIST



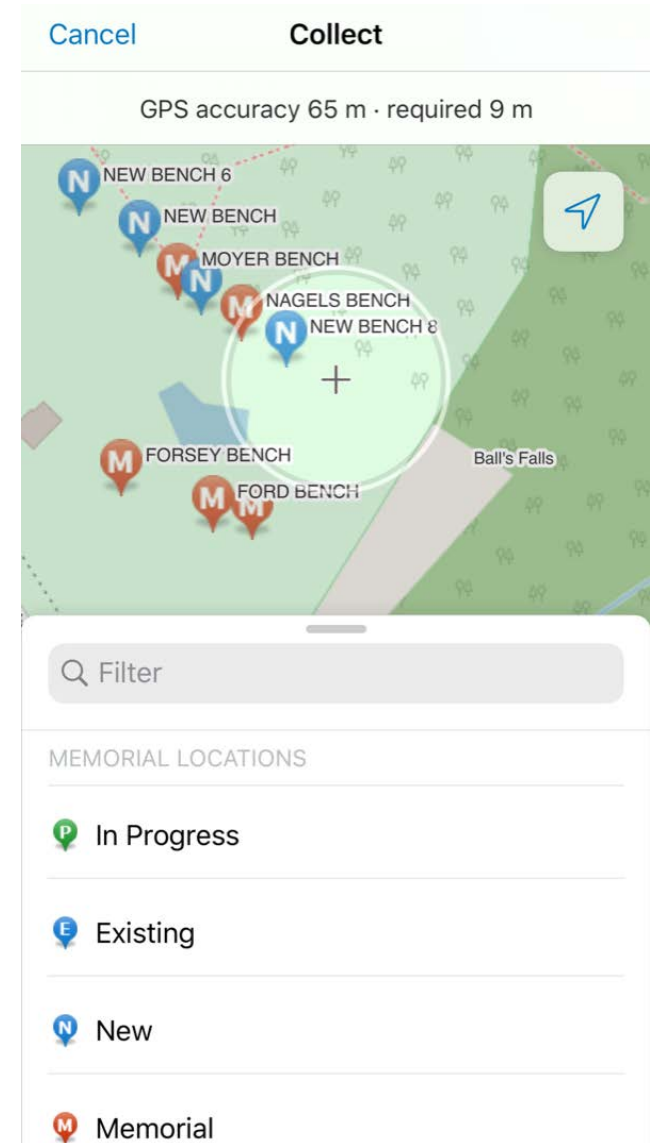
CONSERVATION
AREA AUDIT FOR
POTENTIAL SITES



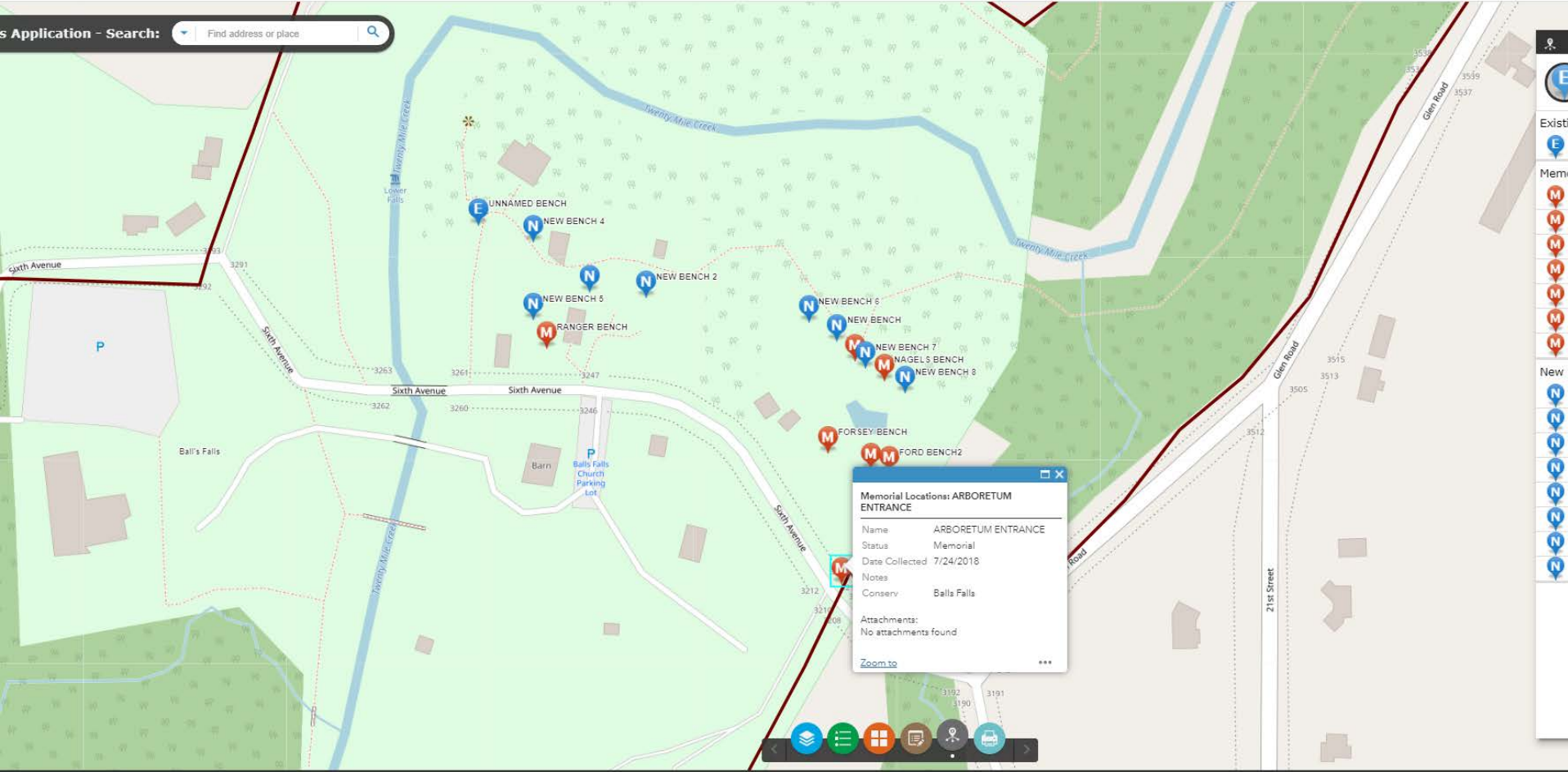
NEW FUTURE
TRIBUTE ITEMS

App/Online Tool

- Development began in 2018, was put on hold and is still under construction
- Provides real-time information on current bench locations
- Designates each bench as existing, new or a pre-determined site
- Allows for families to select sites online, or in-person via location finder
- Photos have been uploaded to feature the potential location, bench condition etc.
- Set up for Binbrook, Chippawa, Morgan's Point and Ball's Falls.



Application - Search: Find address or place



Zoom to Clear selection Refresh

Status	Date Collected	Notes	Conserv
Existing	8/22/2018		Morgans Point
Memorial	7/24/2018		Balls Falls
New	8/18/2018		Binbrook
New	8/22/2018		Chippawa Creek
New	8/22/2018	Location at second entrance to the Dune Trail & Shoreline behind washrooms	Morgans Point
New	8/18/2018		Binbrook
New	8/22/2018		Chippawa Creek
New	8/22/2018		Chippawa Creek
New	8/22/2018		Chippawa Creek
New	8/22/2018		Chippawa Creek

Next Steps

1. Foundation formally adopts the new program as an NPCF project
2. NPCA and NPCF sign MOU
3. Follow-up calls for current wait list
4. Add new program to NPCF website
5. Implement new internal ordering process
6. Order and install new benches following new process

Questions?

Item	Name of Event	Locations	Logistical Capability	Staff Intensity	Cost Level	Revenue Potential
1	Drive-Thru Classic Car Show: "Circle the Watershed Tour"	All	High	Low	Low	Moderate
2	Drive-in Movie	All	High	Low	Moderate	Moderate
3	Food Drive, "Food Plus Four"	All	High	Low	Low	Moderate
4	50/50 Raffle	Event, Corporate	High	Low	Low	Low
5	Directors Donation Challenge	Corporate?	High	Low	Low	Moderate
8	Movie on the Water	Binbook, Chippawa Creek	High	High	Moderate	Moderate
9	Bounty of Niagara Farmers' Market	Ball's Falls, Binbrook	High	Moderate	Low	Moderate

2020 NPCA-NPCF Program Proposals			
Earliest Launch	Lead	Partners	NPCA / NPCF
July	Manager of CAS, NPCF Exec	Classic car clubs, associations, swap meet clubs,	BOTH
July	Manager of CAS, NPCF Exec		BOTH
June (when CAs open in full)	Director, NPCF Exec		BOTH
ASAP	NPCF Exec	NPCF and NPCA Board of Directors and Staff	NPCF
ASAP	NPCF Exec	NPCF Directors, NPCA Board of Directors, NPCA Staff Directors	NPCF
July	Director, NPCF Exec		BOTH
July	Manager of CAS, NPCF Exec	Local producers, vendors, BIAs, Markets	BOTH

Details

Drive thru to view display of classic cars, tour of the primary parks, can incorporate food trucks, concessions, vendors, entertainment, draws, admission fee

When people come into an conservation area for a social distancing event in the near future, they could pay a fee but also ask them to bring something for the Food Bank. Themes are always great for marketing. For example we could use "Food plus Four" as a theme which would charge a \$4.00 entrance fee plus food donation. The fee could be higher if there is no food donation.

If all staff, NPCF and NPCA Boards placed \$10.00 in a raffle it could generate just over \$700. The winner of the raffle would receive around \$350. Again, this will generate interest and engagement; not a high level of funds

Rob Foster created a "donation challenge" last year which I think the Foundation should reintroduce and challenge NPCA and NPCF Directors to donate through a "Directors For Donations" Campaign. We could also include the NPCA Staff Directors

Rotating famers' markets through seasons and regions of Niagara

NIAGARA PENINSULA CONSERVATION FOUNDATION

BOARD OF DIRECTOR'S REGISTER

UPDATED MAY 13, 2020

NAME	DATE ELECTED	DATE RETIRED	OFFICE
G. Francis D. Goldring	Mar. 6, 1969	Nov. 10, 1984	Chair – 1969 - 1984
Douglas Elliot	Mar. 6, 1969 Jan. 1993	Jan 26, 1975	Director Director
D. A. Elliot	Mar. 6, 1969	Sept. 1979	Vice Chair – 1969 - 1979
L. J. Leo	Mar. 6, 1969	Mar. 12, 1982	Vice Chair – 1980 -1982
J. W. Dominski	Mar 6, 1969	Dec. 1999	Vice Chair – 1985 - 1986
W. E. Theobald	Mar. 6, 1969	July 15, 1969	Sec.-Treas. -1969
J. F. Doyle	Jul. 15, 1969	Mar. 29, 1972	Sec.-Treas. – 1969 - 1972
Donald E. Duff	Apr. 17, 1972	Nov. 15, 1984	Sec.-Treas. - 1972 - 1984
James C. Duffy	Feb. 27, 1981	May 7, 1987	Director
Jack A. Hickey	Oct. 23, 1985	Jan. 1993	Chair - 1985
Gord. J. White	Oct. 23, 1985	Mar 19, 1990	Chair - 1986
D. Gayle Hall	Oct. 23, 1985	1991	Vice Chair – 1987 – 1989 Chair - 1990
Alfred A. Marinelli	Oct. 23, 1985		Director (NPCA)
Andrew L. Burt	Oct. 23, 1985		Sec.-Treas. – 1985 – 1986 Treasurer – 1997 - 2001
R. K. Marcellus	May 7, 1987	1989	Sec. Treas. - 1987
D. P. Whipple	May 7, 1987	Jul. 28, 1989	Director
Ross Williams	Jul. 19, 1990	Mar. 1994	Director
Cyril T. Armstrong	June 28, 1990	Mar. 1994	Chair – 1991- 1992
John Kirby	Sept. 17, 1990	Dec. 7, 1992	Director
R. Stewart Willmot	Feb. 6, 1990	Dec. 2002	Vice Chair – 1990 – 1992 Chair – 1994 - 1998
Molly Harding	Oct. 28, 1991	Dec. 1997	Director
Frank Leslie	Dec. 2, 1991	July 1992	Director
Earl Blackadder	Sept. 1992	Apr. 1993	Director
Nancy Eidt	Dec. 1992	Apr. 1993	Director
Charlie Ort	Jan. 1992 April 20, 1995	Dec. 31, 1996	Director Chair - 1993
Rita Hornby	June 18, 1993	Dec. 31, 1995	Director
Lynn Russo	May 20, 1993	Dec. 31, 1995	Director
Grant Dobson	May 24, 1994	Dec. 31, 1995	Director
Al Plosz	May 23, 1995	Dec. 31, 1996	Director Vice Chair - 1998
Paul Berketo	Jan 9, 1996	Dec. 31, 2000	Director
Andrew Panko	Apr. 22, 1996	Dec. 31, 2001	Director Vice Chair - 1997
Andre Mazerolle	Apr. 22, 1996	May 1998	Director
Larry Lovett	Dec. 17, 1997	Dec. 2003	Director Chair – 2000 - 2001

Flexix Barbetti	Dec. 17, 1997	Dec. 2001	Director Vice Chair – 2000 - 2001
Dave Stuart	Feb. 21, 2001	Dec. 31, 2003	Director
Linda Watts		Dec. 2001	Director
Terry Carruthers	Sept. 25, 2001	Dec. 31 2004	Director
Jim Reid	Feb. 19, 2002	Dec. 31, 2004	Director
Anne Middleton	Nov. 16, 2004	Dec. 31, 2007	Director
John Mastroianni	Dec. 13, 2006	Dec. 13, 2009	Director
Draj Fozard	Sept. 19, 2007	Dec. 31, 2010	Director
Brian Lagenwerf	Jan. 17, 2009	Dec. 31, 2010	Director
Roger Jette	Feb. 18, 2009	Dec. 31, 2011	Director
Gail Meyer	May 10, 2011	Dec. 31, 2013	Director
Dominic DeFruscio			Director
Brian Baty		Jan 2019	Chair - 2018
Tom Insinna	Mar. 20, 2019	AGM 2022	Chair – 2019 - 2020
Robert Foster	Mar. 20, 2019	Appt NPCA	Vice Chair – 2019 - 2020
D. Gayle Wood	Mar. 1, 2019 – Dec.31, 2019	Appt by NPCA	Director
	Jan. 1, 2020	AGM 2023	Director Sec.-Treas. 2020
Chandra Sharma	Jan. 1, 2020	Appt NPCA	Director

LIST OF FOUNDATION CHAIRS

AS OF MAY 18, 2020

LIST OF FOUNDATION CHAIRS	UPDATED MAY 15, 2020
Name of Chairperson	Date(s) in Position
George Francis Denison Goldring	1969 to 1984
Jack Hickey	1985 to 1986
Gord White	1987 to 1989
D. Gayle Hall (Wood)	1990
Cyril Armstrong	1991
Ross Williams	1992 to 1994
R. Stuart Willmot	1995 to 1998
Dr. Andrew Panko	1999
Larry Loret	2000 to 2004
Terry Carruthers	2005 to 2015
Bruce Timms	2016 to 2017
Brian Baty	2017 to 2018
Tom Insinna	2019 to 2020

LIST OF FOUNDATION VICE CHAIRS

AS OF MAY 18, 2020

Name of Vice Chairperson	Date(s) in Position
Douglas Elliott	1969 to 1979
L. J. Leo	1980 to 1984
Gord White	1985
Joseph Dominiski	1986 to 1987
D. Gayle Hall (Wood)	1987 to 1989
R. Stuart Willmot	1990 to 1994
Dr. Andrew Panko	1995 to 1997
Al Plosz	1998
Ann Middleton	2001
Felex Barbetti	2002
Terry Carruthers	2003
Larry Lovett	2005 to 2014
Sandy Annunziata	2015 to 2016
James Kaspersetz	2017 to 2018
Robert Foster	2019 to 2020

**FOUNDATION LIST OF SECRETARIES, TREASURERS AND SECRETARY-TREASURERS
AS OF MAY 15, 2020**

Name of member	Position	Dates on Position
Walter Theobald	Secretary-Treasurer	1969
James F. Doyle	Secretary-Treasurer	1969 to 1972
Donald Duff	Secretary-Treasurer	1972 to 1984
Andrew L. Burt	Secretary - Treasurer	1985 to 1986
Marcellus	Secretary-Treasurer	1987
Christine Jones	Secretary	1992 to 1996
Terry MacDougall	Secretary	1999 to 2011
Andrew L. Burt	Treasurer	1992 to 2010
Tony D’Amario	Treasurer	2008 to 2014
Sandy Annunziata	Secretary	2015 to 2016
James Kaspersetz	Secretary	2017
Robert Foster	Secretary	2019
D. Gayle Wood	Secretary-Treasurer	2000
Lise Gagnon	Assistant Treasurer	2020
C. Christine Jones (Dir)	Executive Director	1987 to 1996
Terry McDougall (Dir)	Executive Director	1999 to 2011
Mary Stack	NPCA Comm. Director	2012 to 2014
Kevin Vallier	NPCA Man. Bus. Develop NPCF Foundation Man.	2015 to 2016
Andrea Crosby	Foundation Coordinator	2017 to 2018
D. Gayle Wood (Dir)	CAO/S.T. NPCA	2019

NPCF Board of Directors Terms

As of May 27, 2020

Name	Surname	Term Ends	2017	2018	2019	2020
Dominic	DiFruscio	AGM 2023	01-18-2017	Dir.	Dir.	Dir.
Tom	Insinna	AGM 2022			03-20-2019 04-18 -2019	Dir. Chair
Robert	Foster	Apt by NPCA Annually			03-20-2019 04-18-2019	Dir. Vice Chair
Chandra	Sharma	Term as NPCA CAO				Dir. 01- 01-2020
D. Gayle	Wood	Term as NPCA CAO AGM 2023			03-20-2019 -12-31-2019 02-10-2020	Dir. Dir./S-T

First Term

Second Term