



Hamilton/Burlington SPCA
Board Meeting Minutes
Tuesday December 14, 2021. 5:30 p.m.
By MS Teams

Present: D. Brown, K. Ciavarella, J. Gledhill (5:41 pm), S. Mclean, T. Nelson, R. Piper, C. Trembinski, E. Vis, M. Emo (Interim CEO)
Regrets: A. Papalia, G. Shimoga

1.0 Welcome

The meeting was called to order at 5:35 pm.

2.0 Approval of Agenda

S. Mclean moved the approval of the agenda as amended, that a draft dashboard be added to 6.1 Strategic Plan and that Approval of Philanthropy Committee community member be added under New Business 10.1. **Seconded by C. Trembinski. Motion carried.**

3.0 Declarations of Conflict of Interest

None declared.

4.0 Approval of Minutes

K. Ciavarella moved the approval of the November 9th Board meeting minutes as amended, that S. Mclean be added as “present” and that her name be spelled correctly. **Seconded by T. Nelson. Motion carried.**

5.0 Board Education

5.1 The Future of Animal Welfare

A video on the Future of Animal Welfare was shared with Board members the week prior the Board meeting. The video was a feature presentation at the Annual AASAO Conference in November. Discussion comments included, among others: the presentation is timely as the Board is developing a new strategic plan; program and service partnerships are key to supporting pets and their people; and already we are seeing the value of taking services and supports to families where they live. It was noted that the video as well as other sessions from the Conference should be a resource available to Directors on the Board portal, and that this session and others will be available to staff as part of a Staff education program.

6.0 Business Arising

6.1 Strategic Plan

The Chair facilitated a discussion on a draft dashboard that incorporated the goals and objectives identified at the Board retreat on November 13th. Discussion confirmed:

- a) 4 pillars: Service Excellence, People Experience, Community Engagement and Financial Health.
- b) 1 goal statement for each of the pillars.
- c) 2-3 objectives for each of the goals.
- d) edits for clarity of intent; and
- e) tactics are a means to an objective and are delineated in action plans/tasks.

Next steps identified for Management:

- a) Edit the draft 2025 Dashboard based on the Board's deliberations for presentation to the Board in March 2022 with an identified Executive Lead for each of the pillars.
- b) Present an action plan to the Board in June 2022 for each of the pillars
 - a. accompanied by an update on tasks in progress, and
 - b. measures of success.
- c) Validate relevance of mission, vision and values – timeframe TBD
 - a. Management will review the findings in the 1000+ community service response (2019) and gather insight from Staff on the Communication Plan (work in progress), with a view to informing the validation of mission, vision, values.

6.2 Report of the ED Search Committee

R. Piper advised the Board that three shortlisted candidates will have a first interview with the Search Committee on December 16th, followed by a second interview of lead candidate(s) on December 21st by the full Board.

R. Piper left the meeting at 7:04 pm.

7.0 Chair's Report

The draft dashboard following on the Board retreat and developed by the Chair and the Interim CEO was presented to the Board for fulsome discussion.

8.0 Consent Agenda

K. Ciavarella moved to receive the consent agenda – 8.1 CEO Report and 8.2 Shelter Report.
Seconded by T. Nelson. Motion carried.

In response to a question, M. Emo confirmed that new desk top computers purchased in 2021 do not optimize staff mobility in the shelter.

9.0 Committee Reports

9.1 Finance Committee Report

D. Brown, Chair Finance, drew the Board's attention to the Report of the Finance Committee previously circulated to the Board and reported on the Financial Statements, the Operating Forecast and Capital Expenditure status.

9.1.1 Financial Statements

The Q2 statements indicate that as in Q1, program fees inclusive of PAWS' fees for services, wage subsidies (Covid-19 grants) and the gifts of granting organizations are tracking well. Large cash holdings are invested in GICs. All Development revenue streams are tracking well though ROI on the Fall Lottery may be below that of Spring Lottery and donations are down 8% in Q2 over last year.

9.1.2 Operating Forecast

Noted features in the operating forecast include the following: monthly giving is reasonably consistent year over year; PAWS revenue is difficult to assess but likely the forecast revenue will have been achieved by early December; Seasonal Appeal and End of Year revenue may be at risk due to late execution; program fees are estimated to be on track unless there is interruption to services for instance in the case of community shutdown and strict regulations as to numbers of people working closely together.

Deb Brown moved that the Operating Forecast 2021/22 be approved. **S. Mclean seconded.**
Motion carried.

9.1.3 Capital Status

The status of approved capital expenditures was tabled for review. The autoclave at \$12,000 will be purchased immediately following failure of the current device; external building caulking and flashing repairs will be carried out in the Spring. The Board asked that Staff revisit the need for a generator to service priority program areas in the event of power outage.

9.2 Quality Committee

S. Mclean, Chair Quality Committee, reported that she and M. Emo met to review the status of the Balanced Score Card (BSC) and concluded that indicators of success may be outdated (for instance length of staff considering changing animal demographic profile), and that measures of success should be aligned with strategic directions. The timing of the BSC refresh coincides with the developing 2025 dashboard. The Chair and the Interim CEO will meet again in January to advance the BSC and call a committee meeting prior to May 2022 (next scheduled meeting).

10.0 New Business

10.1 Philanthropy Committee Member

C. Trembinski, Chair Philanthropy Committee presented Melanie DeWildt as a candidate for Community Member, Philanthropy Committee. Pending approval of the Board, the next step would be to develop a member role statement.

K. Ciavarella moved to approve Melanie DeWildt as Community Member, Philanthropy Committee. **Seconded by J. Gledhill. Motion carried.**

11.0 In Camera with Management

K. Ciavarella moved the meeting go in camera at 7:31 pm. **Seconded by E. Vis. Motion carried.**

J. Gledhill moved the meeting go out of camera at 7:48. **Seconded by D. Brown. Motion carried**

K. Ciavarella reported that the Board went in camera at 7:31 pm. to discuss a legal matter and an HR matter. The Board returned to an open session at 6:48 pm.

12.0 Next Meeting: Tuesday March 8, 2022

13.0 **Deb Brown moved** to adjourn the meeting at 7:49. **Seconded by E. Vis. Motion carried.**

Minutes Approved:



3/9/2022

Board Chair Signature

Date



3/9/2022

Board Secretary Signature:

Date