

# THS Board Meeting (#13)

## Minutes

Tuesday, September 29 , 2020, 5:30 pm

By Teleconference

**Present:** Shelley Austin, Malcolm Bernstein, David Bronskill, Martin Buckle, Krista Bulmer, Kathy McDonald, Bronwen Morgan, Peter Newell, Emily Pang, Dominique Rousselle, Stephen Steele, Angela Young

**Regrets:** Mark Dilworth, Elaine Wong, Chris Wood

**Staff:** Jacques Messier, CEO; Phil Nichols, COO; Tegan Buckingham, Director, Integrated Marketing and Development; Claudette Turner, Manager, Executive Department (Recording Secretary)

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Malcolm Bernstein called the meeting to order at 5:30 pm.

### **1. Regular Business**

1.1 THAT the Agenda be approved.

Moved: Bronwen Morgan

Seconded: Kathy McDonald

**Carried.**

1.2 THAT the amended Minutes of the June 30, 2020 meeting be approved.

Moved: Dominique Rousselle

Seconded: Stephen Steele

**Carried.**

1.3 THAT the Minutes of the August 20, 2020 meeting be approved.

Moved: Angela Young

Seconded: Bronwen Morgan

**Carried.**

### **2. Business Model**

Jacques Messier, Phil Nichols and Tegan Buckingham presented the proposed new business model, which is harmonized with the 2019 – 2025 Strategic Plan. The model focuses on four key outcomes: increased number of lives both saved and improved; reduced cost of animal-in-shelter programs; increased revenue; and lower reliance on bequest funding. These outcomes will be achieved through

an increase in community-based sheltering (foster program); increased provision of accessible veterinary services, some of which are anticipated to be off-site; services and support to build, maintain and strengthen the human-animal bond, such as training and behavioural support services; ancillary services such a pet supply support and pet insurance; education to improve quality of care; enhanced collaboration and partnerships to nurture relationships that allow the Society to further its mission in two main areas: rescue transport and human/animal support services. The Society will remain a place of last resort for needy animals as it is now.

In Fundraising, the business model projects the implementation of a new data management system, which is on track for completion by year-end, resulting in significant improvement to data availability and tracking tools. A significant focus will be pursuing the aggressive growth of monthly donors. Other areas of focus will be on corporate giving, major gifts, grants and foundations, and lottery and gaming. It is expected that these enhanced programs will see approximately \$2.6 million in total net revenue growth by 2025.

The business model also assumes annual expenditure savings through the utilization of the public veterinary services program for shelter animals; increased use of community sheltering; and other animal welfare advancement activities.

Reliance on bequest revenue is expected to drop substantially between 2020 and 2025.

By the end of 2025, the Society aims to achieve an annual net surplus, which will accumulate over time to provide a solid reserve for the future.

Phil, Jacques and Tegan responded to the Board’s queries. Staff were asked to break out the financial slides for further discussion. Smaller group meetings will take place for Board members over the next few weeks and the Business Model will be brought to the Board for approval at the October Board meeting.

The Board expressed its appreciation to Phil, Jacques and Tegan for their excellent presentation.

**3. AGM Planning**

Krista Bulmer reviewed the proposed bylaw amendments being made to permit the Society to have virtual/electronic members’ meetings. She also reviewed the Condonation motion that will go forward for the members’ approval permitting the December 9, 2020 AGM to proceed. Other bylaw changes will be considered for next year’s AGM by the Governance Committee.

Krista asked for approval of the following motions:

- 3.1 THAT all members in good standing as at September 30, 2020 and all those who renew their expired memberships in accordance with Article 44 of the Society's bylaw No. 2017 are confirmed as members in good standing of the Society for purposes of the 2020 AGM.
- 3.2 THAT the bylaw amendments permitting the 2020 and future AGMs to be held electronically be recommended to the members for approval.
- 3.3 THAT the condonation motion permitting the 2020 AGM to proceed be recommended to the members for approval.
- 3.4 THAT the Notice/Agenda and Form of Proxy/Instructions for the December 9, 2020 AGM be approved.

Moved: Krista Bulmer

Seconded: David Bronskill

**Carried.**

#### **4. Next Meeting**

Tuesday, October 27, 2020, 5:30 pm.

#### **5. In-camera**

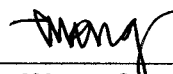
The Board moved *in camera* at 7:10 pm and rose at 7:35 pm.

#### **6. Adjournment**

The meeting adjourned at 7:35 pm.



Malcolm Bernstein, Chair



Elaine Wong, Secretary

OCTOBER 23, 2020

Date

NOV 20<sup>th</sup> 2020

Date