

3. Interim CEO Update

Phil Nichols reviewed the Social Capital Study State of the Sector Report released by the Toronto Foundation. Many non-profits are feeling the impact of the economic downturn and looking for ways to maintain sustainability.

4. Board Retreat

Krista Bulmer advised that a Board Retreat will be held on January 13, 2024. David Bronskill has once again kindly offered to host the event at his office. An information package for the retreat will be circulated in advance of the retreat.

5. 2024 Budget

Phil Nichols and Jeff Bernstein reviewed the 2024 draft budget and requested the Board's approval.

- 5.1 THAT the 2024 Budget be approved, subject to year-end cash being at or above the level outlined in the Budget (\$3.5 million).

Krista thanked the team for their excellent work on the budget.

6. Committee Reports

Audit & Finance – Committee matters were discussed earlier in the meeting.

Animal Welfare – Adrienne Macdonald reported that the Committee met in October and received an industry overview. She advised that Dr. Karen Ward discussed the “five freedoms”, which will be replaced by the “five domains”. Phil Nichols will report further on the updated wording at the next Board meeting. The Committee is developing their 2023-2024 work plan.

Governance – Krista Bulmer advised that there were no updates for the Committee.

Development – Damian Creber discussed the 2024 Fundraising strategy. A very informative workshop on major gift donor communication was held.

Human Resources – Yusef Hafez will present the results of the Board Competency Matrix at the next Board meeting. Julie Barac advised that the Committee is discussing succession planning and professional development.

7. Other Business

There was no other business.

8. Next Meeting

Board Retreat – Saturday, January 13, 2024

Board Meeting – Tuesday, January 30, 2024

9. In Camera

The Board moved in camera at 6:45 pm and rose at 7:30 pm.

10. Adjournment

The meeting adjourned at 7:30 pm.

Krista Bulmer, Chair

Gary Milakovic, Secretary

Date

Date