

## The Empire Club Foundation 2021-2022 Activity Report

In 2021-2022 the Empire Club Foundation had a busy and productive fiscal year, managing to successfully complete the goals it set for itself, despite the continuing global pandemic. Prior to this first full year of operations since reactivation, most of the governance and financial foundation necessary for any successful operation had been firmly established. This included a review and update of the bylaws, establishment of all banking networks, creation of new letterhead, Director's liability insurance, a legal consultation framework, a services agreement with the Empire Club of Canada, and a secretarial framework allowing easy access to all documents. Here are the primary accomplishments of 2021-2022:

### Governance

Like all charitable and not-for-profit organizations operating in the Province of Ontario, the Empire Club Foundation must move to be fully compliant with the new ONCA regulations issued by the provincial government of Ontario last Fall.

Over the past fiscal year:

- All bylaws reviewed again and brought into compliance with current practices
- To encourage greater participation in Board activities by all Board members, Committee Structure implemented, with detailed annual timeline that indicates due dates for every Foundation activity
- Board documents on a Google Drive available to all Board members.
- Revised bylaw increased the size of the Board from 9 to 13 members.

### Financial

- Donations to Foundation made through Canada Helps, with charitable tax receipts automatically issued, or cheques sent into its offices.
- All cheques issued by the Foundation to cover expenses and consultants, are co-signed by the Treasurer and the President of the Foundation.
- All Foundation financial matters are dealt with exclusively by the Foundation. (The Club, through a Services Agreement with the Foundation, previously provided certain back office financial services, but these services are no longer available)
- The Foundation banks with the Bank of Montreal through a central branch in downtown Toronto

### Board Composition

- Two new Board members added in 2021-2022, namely Empire Club Past President and communications executive Barbara Jesson and Bank of Montreal executive Karin Treiberg.
- Current size of the Board is 11 with potential to add two more members
- As this is a working board, the skill sets necessary to achieve the strategic goals of the Foundation were closely examined prior to any outreach to new Board members.
- Going forward, increasing the diversity and background of board members will be a focal point

### Basic Strategic Direction

- Agreed that for the first full year of operations the Foundation would begin building its database of schools, colleges, and universities across the country, beginning with the larger institutions and those within the GTA.
- A student was hired on contract and worked on this project for three months.

- Subsequently, a consultant was brought on to begin reaching out to these institutions and promoting the Club's Digital Library as well as two specific events for which the Club developed Teacher's Guides

#### Development of Two Teacher's Guides

- Had never been done by the Foundation since its establishment in 1969.
- Produced by two curriculum consultants and then promoted by both the Foundation and the Club itself
- First Guide completed for the Remembrance Day event, centered around Canada's contribution to undercover operations amongst the allies in WW2, with Canada training young spies at a facility in Ontario.
- Second Guide accompanied the Club's signature event, the third annual Nation Builder of the Year Award, presented to former AFN National Chief Perry Bellegarde
- Both guides were used by several schools and post-secondary institutions
- Given limited amount of outreach done to promote these resources, consensus that this worked very well and should be continued in subsequent years

#### Updating and upkeep of the Digital Library, formerly known as the Archives.

- The one annual obligation of the Foundation, taken over from the Club during the 2021-2022 fiscal year
- Also completed by an outside consultant
- Promotion of the Digital Library, that includes a highly sophisticated search function
- Replaces the promotion of the former Red Book
- Agreed by the Club and Foundation in 2021-2022 to discontinue annual production of Red Books and focus solely on the Digital Library. (Red Book an expensive and unnecessary product due to the move to online research by students, researchers, and the general public.)

#### **Fundraising**

Most fundraising to support the Foundation's programs in 2021-2022, was carried out in the latter part of the 2020-2021 fiscal year.

- Estimated that a minimum of approximately \$30,000.00 would need to be raised to complete the Foundation's projects undertaken in the fiscal year 2021-2022
- Due to the Foundation just recommencing operations after several years of inactivity, decision made to contain the first year's fundraising outreach to members of the Empire Club of Canada and the Empire Club Board, as well as to Past Presidents of the Empire Club of Canada.
- This amount was successfully raised and subsequently disbursed to the various consultants executing the Board's projects
- For 2021-2022, a wider fundraiser undertaken using the entire database of the Empire Club of Canada.
- Once again, the annual and special projects of the Foundation for the coming year require funds of at least \$30,000.00
- Foundation appears to have achieved that goal and can continue all its annual projects, as well as producing at least two Teacher's Guides for events in the coming months.

#### **Relationship with the Club**

While it is extremely important from both a legal and governance perspective to keep the Empire Club of Canada and the Empire Club Foundation entirely separate, especially from a financial perspective, it is equally important that the Foundation work in close collaboration with the Club, so it is aware of upcoming content and events.

- As such, the President of the Foundation retains a seat on the Board of Directors of the Empire Club of Canada and is the primary conduit between the two organizations.
- At present, excellent relationship between the two organizations
- The Club is extremely pleased that the Foundation is back up and running again after a six-year hiatus

### **Going Forward**

The Foundation requires two central components for continued success going forward... a strong and engaged Board, working as a team with agreed-upon objectives and goals; and a strong fundraising campaign every year, to be held in the latter part of each fiscal year and corresponds to the Spring period of the calendar year. It must also be very aware of its compliance obligations, particularly as it moves to become fully compliant with the new ONCA regulations issued in the Fall of 2021 and needs to ensure that it submits all required documents to the Ontario government on a timely basis. The financial and governance compliance obligations are overseen by the Treasurer and the Corporate Secretary to the Board, in consultation with the Foundation's legal counsel, as may be required and with the President of the Foundation.