



ACA Board Meeting **[Video Conference]**

Tuesday, November 19, 2024
[Draft]

David Lumian began the meeting at 7:00 p.m. The agenda formed the general format for the minutes (Appendix A).

Attendance. Attendance was taken from the video logins. **BOD Present:** Hunter Branstetter, Suzanne Britt, Beverly Cosslett, Zach (Bud) Lokken, Kenny Kasperbauer, Robert Kauffman, Anna Levesque, Dave Lumian, Risa Shimoda, Jack Wallace, Andrea White.

BOD Not Present: Thom Crockett,

Staff Present: Beth Spilman

Other Attendees:

WELCOME AND APPROVAL OF THE MINUTES

Dave opened the meeting a 7:00 p.m. on November 19th 2024..

A motion was made and seconded to approve the October 28, 2024 minutes. It was seconded and the motion passed.

EXECUTIVE DIRECTOR REMINDERS

NASBLA Update. Beth noted that she attended her first NASBLA meeting. She indicated that she would participate in the mico-learning subcommittee.

Annual Meeting. Beth indicated that the Annual Meeting was scheduled to be on November 24th on Zoom from 4:00 to 5:30 p.m. Preparations were underway. She indicated that the annual awards and the new BOD members after the election would be announced.

OLD BUSINESS

There were three items listed under old business on the agenda.

Finance Committee Report and Recommendations. Suzanne reported on the finance committee report and the proposed budget (See Appendix B for the 11/14/24 report). A motion was made to approve the budget. It was seconded. This motion was not acted upon. A modified version was voted upon later.

MOTION FOR THE BOD – To approve the budget by line item with the following discretionary amounts added.

Creature Learning

Contractors \$12,250 (from reserve for SEIC)
ACA staff additional budget need for project \$7,500

Two Lead Weekends

\$10,000 from the DEI budget

Sugar Island

New equipment \$10,000 (cash on hand)

Competition

Sprint club development \$25,000 (cash designated for this purpose)
Slalom youth development \$25,000 (cash designated for this purpose)

RAC

ACA Instructor Contest 2024 \$2,800 (cash on hand – funded last three years)
Zoom, Club Express, Every Action \$4,700 (cash on hand – funded last three years)
RAC Officer conferences \$6,000 (cash on hand – increase in budget from prior year)

A discussion of the motion followed. Beth noted that it was board policy not to pay for BOD travel. She indicated that it was a slippery slope to pay for travel to conferences when staff are in attendance. The following are some issues raised. Board members present policy, while staff generally focus on operations. There is a difference between board member's travel as volunteers to board meetings and travel to conferences on behalf of the ACA. Historically, the ACA has never paid for BOD travel. Should volunteers be paid? Instructors who are paid are on the BOD, which is a potential conflict of interest. It is a confusing issue and slippery slope.

The original motion was modified to approve the budget without the RAC travel item. A roll call vote was requested and conducted. There were five yea votes and five nay votes. Dave broke the tie with a yea vote.

MOTION: **To approve the budget [from the Finance committee] without the RAC travel item.** [Disposition: 6 yes, 5 no; motion passed]

A second motion was brought forth from the Finance Committee regarding the funding of the proposed COO position. There was a brief discussion, and the motion was approved unanimously.

MOTION for the BOD – **To approve the funding out of cash for the full-time COO position. The amount will be determined based on the actual hiring but, it is believed it will at a minimum with benefits be at least [redacted¹].** [Disposition: motion passed unanimously]

The Finance Committee received reports and updates on Sebago and Sugar Island. The following reports are included as informational items in the appendices on both.

Appendix C: Sebago Update, October 16, 2024

Appendix D: Sugar Island 2024 Highlights and Action Plan

Appendix E: Species Report for Sugar Island – American Canoe Association

BOD and Team USA AC Rep Election. The results of the recent election are presented below.

- Team USA Athletes' Commission - primary representative: Jonas Ecker [Also BOD voting members]
- Alternate Representative : Casey Eichfeld
- 3 BOD Athlete Rep positions is currently underway and will conclude on 12/15.
- Independent Delegate: Robert Kauffman
- At-Large Delegates: Beverly Cosslett, Brenda Jin

Executive Director Review Process. (Appendix F) Robert provided a quick overview of the review process and what needed to be done at this time. In accordance with the process, Beth has provided a self-statement for the year with suggested performance objectives. A working committee or the default executive committee needs to be appointed to develop the performance objectives for next year. The working group included Beth, Hunter, Anna and Robert. Other things being equal, the working group will report back to the board at the December 11th meeting.

ADJOURNMENT

A motion was made and seconded to adjourn at 8:43 p.m. The motion passed. The next meeting is scheduled for Wednesday, December 11th.

Respectfully Submitted,



Robert B. Kauffman
Secretary

¹ **Secretary's Note:** Due to the sensitive nature of the salary, it was redacted from the minutes in this public document. For the salary amount, consult the original Finance Committee Report.

**American Canoe Association
Board of Directors Meeting Agenda**

Appendix A

November 19, 2024

WELCOME AND APPROVAL OF MINUTES - Dave Lumian	7:00 - 7:10
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EXECUTIVE DIRECTOR REMINDERS	7:10 - 7:15
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OLD BUSINESS

- | | |
|--|-------------|
| • Finance Committee Report and Recommendations (2 motions) | 7:15 - 7:30 |
| • Board of Directors and Team USA AC Rep Election | 7:30 - 7:45 |
| • Executive Director Review Process | 7:45 - 8:00 |

NEW BUSINESS

Attending

Finance Cmttee members

Suzanne Britt
Riaz Shaikh
Jerry Dunne
Kenny Kasperbauer
Risa Shimoda (near the end of the meeting)

Non finance cmttee people attending

Robert Kaufman
Andrea White
Anna Levesque
Bev Cosslett
Beth Spilman (needed to leave early for another meeting)

Agenda

Discuss Budget
Discuss COO – position
Properties update

Budget worksheet was sent to all members – as note the board of directors had received this excel workbook for the Oct 29th board meeting. The workbook has a tab for the entire income/expense by line-item budget. Some tabs with additional information and a tab with the cash breakout. USOPC funding for the year is pretty set and has a larger amount then previously. Other grants were not discussed. Primarily our focus was based on a board directive to review the budget and discretionary amounts – and forward that decision to the board. This was done sort of after the fact – but, it is the board’s intention that this is how it should work going forward. Meaning that the budget will be created, the discretionary amounts will be requested by the office for any items not already imbedded into the budget, review will happen potentially with a smaller subset group and then be forwarded to the finance committee for review. Final budget approval will be done by the board based on the recommendation of the finance committee. Most of the discussion surrounded the idea of this discretionary amount we would like Beth to budget for this fiscal period. The definition of a discretionary amount is in the budget process – compared to the year before it will look like we will end with some extra cash. Those funds are potentially available to be used in the next fiscal year and for the last three years were opened up to the councils for requests and discussions as to whether fund or not a request in the board meeting that approves the budget. Suz had previously met with the RAC and SEIC chairs to gain knowledge about their budget requests. Prior to the finance committee Suz, RAC chair and Beth met to discuss the RAC requests. The finance committee has decided based on the thought the ACA office should manage the regional updates in the future and because of the turn over with the SEIC chair we wish to remove budgeting for a regional update. We feel and Beth did as well that should we have a request halfway through the year for a project – the board and office would field whether there were funds available to be used for a project. Suz made a motion to accept the discretionary amounts discussed, motion seconded and at the request of Suz everyone on the call voted to accept the budget and discretionary amounts discussed.

MOTION FOR THE BOD – To approve the budget by line item with the following discretionary amounts added.

Creature Learning

Contractors \$12,250 (from reserve for SEIC)
ACA staff additional budget need for project \$7,500

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Sugar Island

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Competition

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Next, discussion was focused on funding the coo role, a new position the board would like to see created or recreated. This was actually the first discussion as Beth had to leave early due to being at a large four day conference she was attending. We discussed why the BOD was interested in creating the position and possible ways to fund the position. Most of this discussion surrounded the fact that Beth, the executive director has worked very hard to build some cash surplus in the event we have another crisis like covid or a grant loss. The board has already agreed that there should be at least a 3 month cash supply for expenses as it is a good business practice. This was a decision from about 4 years ago. In addition, through Beth's hard work – we have built a cash supply that would allow the ACA to fund a coo out of cash. While we do not want to drain the cash this might be the best idea for the year. Beth discussed her concerns about possibly raising fees by \$5 a year with a new membership system coming on-line in this fiscal year. These options were discussed pretty extensively and ultimately the finance committee would like to see data out of the new system before we raise membership fees. We also believe that based on the timing we will only need to use around 7 months of salary because of the timing of the hiring and the fact that we are already in the new fiscal year. Suz made a motion to approve the use of cash for the COO role for the next year. Motion seconded and passed by the finance committee.

MOTION for the BOD – To approve the funding out of cash for the fulltime COO position. The amount will be determined based on the actual hiring but, it is believed it will at a min with benefits be at least [REDACTED].

Jerry gave a good update on where Lake Sebago camp is with all the damage. This has recently had the electrical restored and an update is attached separately. We also discussed Sugar Island. They have created a plan for the future which is an awesome start. More so they have been re-energized by having some trustee turnover and have created a relationship with Beth. The Shad foundation has been on the island and was interested in Sugar becoming part of the land trust – trustees are not interested in that. There was a really good species identification for the island that has motivated the sugar island trustees to have a plan for removal of an invasive species. Jerry rightly pointed out that the outhouse issue while solved for the moment – still is a risk for the future – that is might need to be updated. In the meantime – Lake Sebago camp is helping Sugar Island create a better reservation system. Jerry and Suz believe the next steps are to make a better camp evaluation of sugar and to start to create a reserve account. What happened to Lake Sebago is a good reason to consider it. Details attached on the Sugar Plan.

Meeting adjourned.

Sebago Update

- On Oct 16, 2024, at 8:02 AM, Jerry Dunne <jerry.dunne645@gmail.com> wrote:

Suz, I'm not up to speed with Sugar Island. I'll ask for a meeting with their Board and leaders to have an end of the year report for you

As for Lake Sebago, we are now closed for the season. Our lease ends on October 15 as that's when the State shuts off the water supply (our water distribution is pipes laid on the ground and they easily freeze) and drains our water distribution system. Once the water is turned off, the NY State Dept of Health won't allow use of the Camp without special permits. That's been the rule now for about 20 years

We need permits to operate from both the NY State Dept of Parks and Dept of Health. Luckily, they usually work well together!

We will have some volunteer work crews in camp some Saturdays. Mostly to rebuild boat racks and groom the paths, for that we get permission

We're still not fully recovered from the storm last May. Electricity still has not been fully fixed, and we did not have overnights due to lack of power. (NY State Park's decision!) Work crews with some heavy equipment have been (and still are) in camp on weekdays, so members were allowed in camp on weekend days only

We did, however, have lots of weekend usage and many folks pitched in to help where needed

We petitioned the Governor for some emergency relief; and she granted that request. That simplified the process of soliciting bids for repairs; and she assigned NY State emergency crews for storm damage clean up and electrical repair.

So far, we have received over \$100,000 from the insurance company for repairs as down payment, not final relief, and due to the State work crews, have not as yet spent any of the money.

Our application for lost revenue has been received and it seems we will also be granted by the insurance company some funds for our lost revenue in daily fees and cabin rentals.

We sent bids out for cabin repairs and got two differing bids with the insurance company estimates in between. So, we're reconciling and such work as roof repair will begin once the State has completed the electrical repairs (which should be any day now, though we were told they would have been completed two weeks ago!)

The reconciliation process is a bit complicated now as the State electrical crews, when fixing the electrical connections to the cabins, also did the necessary roof and structural repairs from damaged when the power lines were ripped from the cabins. That work was what we assumed to be our responsibility and part of the construction bids we received and part of the money we already received from the insurance company. So, some recalculation now in process!

The State has not in any way even hinted that we or the insurance company need to reimburse the State for their excellent work. Fingers crossed!

We extended all facility leases for a year due to limited use. And so far, no one has requested a refund for this year's facility rent. Some facilities were off limits due to needed repairs. Mine and Ann's, were off limits until last weekend due to repairs not being completed; and some were never given access. So, refunds may be due. If anyone does request a refund, we will likely just issue a credit for next year.

The camp looks very different with so many trees down and removed! We look like a groomed park in some areas. We're planning landscaping, and maybe new access paths to the swim dock. Presently it's a pretty steep climb. And now we so much clearance, we can plan a more roundabout trail near the lake edge with minimal elevation change. Also, we now have cleared spaces for additional needed boat racks. Boat storage space is also at a premium. Just a few new plans we are working on.

The best news of this whole disaster is how well the community worked together. We all learned how much we appreciate the camp, and one another

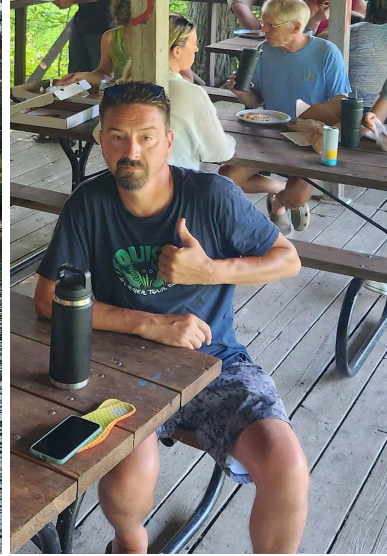
Jerry

Sugar Island 2024 Highlights and Action plan

Sugar Island Trustees have created a plan to bring Sugar Island back to full capacity once again. This document will provide an overview of what the Sugar Island Trustees have been doing the past few seasons to get the Island back to where it once was. Sugar Island is on the up after a tragic low during the pandemic. Many campers returned to find that their once beautiful campsite was overgrown, and restoring it was really difficult. Traveling to Sugar is a task in itself and rebuilding what took decades to create was not really an option, so sadly campsites were abandoned. However a positive taken away from this period of time is a newly developed friendship with Canadians who found the Island. We have a group of Canadian members now that we can rely on. This element has provided many useful additions the Island. As a result we have a core group of Sugar Islanders that have taken on the tasks and rebuilding is underway. This summer was a great success and the momentum and climate is all positive. I firmly believe that this group is devoted to maintaining the island's beauty and restoring it back to the place we all remember and love.

Highlights and activities from this summer

- Youth paddling classes developed and at full capacity for the first time in years.
- Youth paddling races/novelty races took place
- Sailing races
- All boats in storage were out on the river
- Bingo
- Volleyball
- Line dancing
- Arts and crafts
- Award ceremony and camp dinner



Below is our plan and is a work in progress. It is very difficult to create a concrete plan with the nature of the Island. The unknown elements and obstacles we encounter each year create unexpected changes and we adapt and pivot accordingly.

Phase one provide a place for Islanders to safely dock a boat (completed)

We started with a new dock purchase to provide a safe place for islanders to dock a boat. The old dock is in a location that is not very usable and needs major repairs. See below for more info of what was purchased

New dock purchased

Sugar Island doc proposal

We made a QR code that has a brief description of the intent of the dock and how to register and pay for your boat. After about 3 weeks of greeting people and using the QR it has been working. This QR was just a test and for the most part seems to be working. Moving forward we need new signage in two languages to ensure everyone knows that the dock is private and for members only. This is going to be constructed this winter and installed in May 2025.

Phase two: provide clean facilities (completed)

Outhouse concerns

The Island was in need of some clean usable bathrooms. The ones on the island currently are abandoned and only maintained by the people using them, and over COVID they passed the point of no return. With no outhouses we could not provide a clean place to camp for members and overnight campers. Collaboration with our Canadian members Matt Tooley and Tyler Whaley (Whaley marine construction) We devised a plan and executed it this season (6/24) with great success. This was the first time something like this has been accomplished using many different resources and the plan came together and worked. See below for more info in the plan we developed.

Outhouse plan

Matt Tooley has converted porta potties into outhouses and has the resources to make this happen. He has a camp near Kingston that he did this for and said it is working well. He would remove the tank and frame the bottom with the appropriate treated wood. He will float the money and will not cost us anything until they are delivered. He will do the conversion and deliver the units with Tyler. Tyler agreed to bring his mini excavator out and dig holes where he can get the machine. So here was my plan and I hope it makes sense.

Outhouse timeline plan

- Give Matt the OK to pick out some units they are first come first serve. He will have them delivered to his property and converted into outhouses and waiting for delivery
 - This should be done ASAP. timeline is to have them delivered to the island late JUNE.
- While he is converting I will arrange with Tyler to come out to the Island June 26 27 28 somewhere in there. At that time I usually have a group of guys up and we have a work party. We will prepare the sites for the new thrones.
- Matt will deliver the porta potties from Gananoque 2 at a time. (Tyler said he could possibly help so we can be more efficient.)
- While he is running the units my team on the island will put in place by carrying them to where they will go.
 - Locations for 8 units will be as followed depending on site prep locations may change
 - HQ- 2 units
 - Platform ridge- Coyle, Curtains, Nowicky, Potts, Banholzer 2 units

- Cabin area - Springle, Kanarich, Dermond, Kempson 1 unit
- Platform area Dermond, Blake 1 unit
- Sailors bay 2 units

The plan worked, all units delivered and installed !

Phase three: combat nature in a meaningful way. This is where we are at now

Sugar island is a beautiful place however, when left alone for several years during COVID many of the maintained trails, and sites were abandoned. **We are now at this point.** About 1/3 of the island is usable and people new and old are coming back to Sugar. The sites that have been cleaned and maintained are being used. This was accomplished by hand and takes a tremendous amount of time and energy. I have broken the island down into sections and with the proper equipment we can open up the rest of the island in a few seasons. This will take a large effort but I have confidence with our new Canadian members and old members combined we can take back sections. This will create more sites to generate more income to grow the island's attendance. Within a few seasons the island will be properly maintained and campers will be able to explore and camp all over the island once again.

This phase will be accomplished by purchasing and replacing worn out equipment. The equipment we need will cost around 8,000 (This is just an estimate but would be for several new pieces not just one item) . Our equipment is in dire need of replacement with new ones. They can no longer be repaired and break over and over. This purchase will be made Spring of 2025 and work will begin May 2025

WILDLIFE REPORT

W Sugar Island Species Report.docx

During the summer we received a Species Report from Wildlife Biologists. This report is very useful. We plan on using the report to help grow a healthier island starting in May with a Garlic Mustard removal party. This will be the first task that we will focus on. The population found on Sugar is at an appropriate size to manage according to the report. The time is now to combat this before it spreads.

The other concern from this report is the Pitch pine population. Decreasing reproduction of the Pitch Pine is happening because of the White-Tailed deer. We have a few ideas to promote growth.

****Phase four updated registration systems****

The way to reserve a site and register is outdated. In collaboration with Ann, and Jerry Dunne we are going to investigate the system BOOK which Camp Sebago currently uses. This will create a new and simple way to register and use the island. This development phase is going to start immediately and we understand it is going to be a challenge but is necessary for the future

of the island. The entire fee and rates need to be overhauled. This needs to be explored and reworked to be clear. Too many members complain about how confusing the system is. This will all be addressed while creating the registration system. Along with Fees membership proof has become another concern we have. We need a convenient way to check and or have campers submit proof for all campers on the Island. Many people claim they thought only the person renting the site needs to be a member and this is simply unacceptable. This phase is going to be our main focus this winter and hopefully have a soft start this spring.

Phase five

Once we are comfortable using a new registration system and the island is cleaned up and maintained we will focus our efforts on the groups. This will be accomplished by advertisement of the island at paddling, sailing events along with outdoor show booths. We are working hard to rebuild Sugar Island and have it covered with campers all summer long. The island is really not ready to accommodate large groups yet. We are well on our way to having the island at full capacity and that is our driving force. We will be there in a few seasons. Sections will begin opening systematically to use the island efficiently.

TREASURER'S REPORT

 **2023 Sugar Island Treasurers Report.xlsx**

Conclusion

The Island is moving in a great direction and has motivated leadership in place to complete these phases. The Trustees are working hard to develop the member benefit that Sugar Island is for all ACA members. This plan is a work in progress and we are a group of volunteers who whole heartily love the Island and have its best interest in mind. The love for the Island is what motivates all of us. We want to see the IC's racing, canoes and kayaks piled up in the meadow, children paddling in large groups and exploring every inch of the island like we all once did. This is our goal and we plan on reaching it within a few seasons. Sugar Island will rebound once again like it has over the past 100 plus years. It will take time but we have a plan and feel that in a few seasons we will be back to where we need to be.

Species Report for Sugar Island – American Canoe Association



Maggie Stevenson

Head Wildlife Biologist

Thousand Islands Watershed Land Trust

biologist@tiwlt.ca

Landscape & Property Details

Landscape Characterization:

Sugar Island is an approximately 35-acre island within the Thousand Islands region of the Frontenac Arch Biosphere. The Frontenac Arch Biosphere region is an ecologically rich area which supports many species at risk wildlife & plants. This narrow passage consists of intact forests, wetlands, and waterbodies which connect the Adirondack Mountains in New York to Algonquin Park in Ontario.

The Frontenac Arch is known to be one of the most important migration corridors in Ontario and is used by migrating mammals, birds, bats, and insects. Either side of the Frontenac Arch consist of highly developed areas that are not suitable for migration. The land to the East is too developed to allow for migration. To the West, extreme development of southwestern Ontario combined with the Great Lakes act as a barrier to migration. Sugar Island, along with the many other islands of this region act as critical “stepping stones” to assist wildlife in their crossing of the St. Lawrence River.

In addition to being a migration corridor, it is also a range shift corridor for wildlife and plants moving North to escape climate change. With rising temperatures and extreme weather patterns associated with climate change, several species are being forced to shift their home ranges further North to find suitable climate conditions. The Frontenac Arch is similarly one of the only intact corridors that facilitates this shift in range. As a result of this range shift corridor, the Frontenac Arch contains a unique diversity of flora and fauna that would normally inhabit areas further south.

Species & Habitat information

Overview:

The forest habitat of Sugar island is an Oak-Maple-Pine dominant community. Dominant species include White Oak (*Quercus alba*), Red Oak (*Quercus rubra*), Sugar Maple (*Acer saccharum*), and White Pine (*Pinus strobus*). Sub-dominant and associate species include Shagbark Hickory (*Carya ovata*), Bitternut Hickory (*Carya cordiformis*), Ironwood (*Ostrya virginiana*), as well as many others. The forest community is healthy and diverse with a variety of species and age classes of trees. The lack of regenerating seedlings/saplings is likely due to browsing by White-tailed Deer.

The topography of the island is characteristic of the Frontenac Arch, with rolling ridges and exposed granite rock present in some areas. Small ridges/barrens contain species like Common Juniper (*Juniperus communis*), Red Cedar (*Juniperus virginiana*), rock polypody, as well as numerous lichens and mosses.

Species at Risk & Rare Species:

Along the shoreline of Sugar Island, there are several Pitch Pine (*Pinus rigida*) which is considered rare in Ontario. This species is Ontario's only native Pine tree with bundles of three needles. Another key identification feature is the needles that are often found sprouting straight from the trunk.

This is a provincially significant species, as it is only found within the Frontenac Arch in Ontario. Specifically, it's found along the Thousand Islands region of the St. Lawrence River North to Charleston Lake. It grows primarily on shallow, sandy soils and rocky ridges.

This species is fire-resistant and relies on fire for the removal of competing plant species, as well as to open the serotinous seed cones. Decreased reproduction due to wildfire suppression and over browsing by White-tailed Deer have contributed to declines in population numbers.

Additional species at risk observed on the island include the Midland Painted Turtle (*Chrysemys picta*) and the Eastern Wood-pewee (*Contopus virens*), which have both been designated as "special concern". A list of all species recorded on the island can be found in Appendix A. This is not intended to be a complete inventory of species, as there are additional species to be identified during different seasons.

Invasive Species:

Invasive species are a threat to biodiversity because they outcompete our native species. These species have been introduced to our ecosystems from areas with similar climate patterns. Once here, the lack of natural predators allows these plants or animals to spread rapidly, reducing our native diversity. Two invasive species, Garlic Mustard (*Alliaria petiolate*) and Tatarian Honeysuckle (*Lonicera tatarica*) have been observed in the areas visited.

Garlic Mustard was first introduced in the 1800's as an edible herb and has now become one of Ontario's most aggressive forest invaders. Garlic Mustard is allelopathic, meaning that its roots produce chemicals that prevent native species from growing nearby. The chemicals produced by Garlic Mustard affect the growth of mycorrhizal fungi in the soil, changing a forest's soil chemistry. Seeds can remain dormant in the soil for 5 years. The population found on Sugar Island is quite small and is at an appropriate size to manage. Hand-pulling plants is the best control method if done in May prior to seed development. Care should be taken to ensure the entire taproot is removed to prevent re-sprouting. The leaves of this plant are edible and can be used in pesto, sauces, etc.

Appendix A – Species List

Category	Common Name	Scientific Name
Herptiles	Painted Turtle	<i>Chrysemys picta</i>
	Garter Snake	<i>Thamnophis sirtalis</i>
	Dekay's Brown Snake	<i>Storeria dekayi</i>
	Ring-necked Snake	<i>Diadophis punctatus</i>
	Common Watersnake	<i>Nerodia sipedon</i>
	Northern Leopard Frog	<i>Lithobates pipiens</i>
Birds	Yellow-bellied Sapsucker	<i>Sphyrapicus varius</i>
	Pileated Woodpecker	<i>Dryocopus pileatus</i>
	Flycatcher	<i>Myiarchus crinitus</i>
	Northern Flicker	<i>Colaptes auratus</i>
	Turkey	<i>Meleagris gallopavo</i>
	Yellow Warbler	<i>Setophaga petechia</i>
	Red-eyed Vireo	<i>Vireo olivaceus</i>
	Pine Warbler	<i>Setophaga pinus</i>
	House Wren	<i>Troglodytes aedon</i>
	American Redstart	<i>Setophaga ruticilla</i>
	Red-winged Blackbird	<i>Agelaius phoeniceus</i>
	Common Loon	<i>Gavia immer</i>
	Double-crested Cormorant	<i>Phalacrocorax auritus</i>
	Mallard Duck	<i>Anas platyrhynchos</i>
	Canada Goose	<i>Branta canadensis</i>
	Turkey Vulture	<i>Cathartes aura</i>
	Osprey	<i>Pandion haliaetus</i>
	Ring-billed Gull	<i>Larus delawarensis</i>
	Caspian Tern	<i>Hydroprogne caspia</i>
	Mourning Dove	<i>Zenaida macroura</i>
	Great-horned Owl	<i>Bubo virginianus</i>
	Spotted Sandpiper	<i>Actitis macularius</i>
	Downy Woodpecker	<i>Picoides pubescens</i>
	Black-capped Chickadee	<i>Poecile atricapillus</i>
	Common Grackle	<i>Quiscalus quiscula</i>
	American Crow	<i>Corvus brachyrhynchos</i>
	Brown-headed Cowbird	<i>Molothrus ater</i>
	European Starling	<i>Sturnus vulgaris</i>
	Eastern Wood-pewee	<i>Contopus virens</i>
	Eastern Kingbird	<i>Tyrannus tyrannus</i>
	Tree Swallow	<i>Tachycineta bicolor</i>
	American Goldfinch	<i>Spinus tristis</i>
	Cedar Waxwing	<i>Bombycilla cedrorum</i>

	Ruby-throated Hummingbird	<i>Archilochus colubris</i>
	Black and White Warbler	<i>Mniotilta varia</i>
	Baltimore Oriole	<i>Icterus galbula</i>
	Rose-breasted Grosbeak	<i>Pheucticus ludovicianus</i>
	Song Sparrow	<i>Melospiza melodia</i>
	Common Merganser	<i>Mergus merganser</i>
	Great-blue Heron	<i>Ardea herodias</i>
	American Robin	<i>Turdus migratorius</i>
Mammals	Grey Squirrel	<i>Sciurus carolinensis</i>
	Red Squirrel	<i>Sciurus vulgaris</i>
	Raccoon	<i>Procyon lotor</i>
	White-tailed Deer	<i>Odocoileus virginianus</i>
	Muskrat	<i>Ondatra zibethicus</i>
	Meadow Vole	<i>Microtus pennsylvanicus</i>
	Red Fox	<i>Vulpes vulpes</i>
	Mink	<i>Neovison vison</i>
	Long-tailed Weasel	<i>Mustela frenata</i>
	Beaver	<i>Castor canadensis</i>
Invertebrates	Eastern-eyed Click Beetle	<i>Alaus oculatus</i>
	Monarch Butterfly	<i>Danaus plexippus</i>
Trees, Shrubs and Vines	Shagbark Hickory	<i>Carya ovata</i>
	Red Oak	<i>Quercus rubra</i>
	Bitternut Hickory	<i>Carya cordiformis</i>
	Maple-leaved Viburnum	<i>Viburnum acerifolium</i>
	Low-bush Blueberry	<i>Vaccinium angustifolium</i>
	Pitch Pine	<i>Pinus rigida</i>
	Black Huckleberry	<i>Gaylussacia baccata</i>
	White Pine	<i>Pinus strobus</i>
	White Cedar	<i>Thuja occidentalis</i>
	Red Cedar	<i>Juniperus virginiana</i>
	Red Pine	<i>Pinus resinosa</i>
	Sugar Maple	<i>Acer saccharum</i>
	American Elm	<i>Ulmus americana</i>
	Smooth Serviceberry	<i>Amelanchier laevis</i>
	White Ash	<i>Fraxinus americana</i>
	Prickly Gooseberry	<i>Ribes cynosbati</i>
	White Birch	<i>Betula papyrifera</i>
	Black Cherry	<i>Prunus serotina</i>
	Eastern Hemlock	<i>Tsuga canadensis</i>
	White Oak	<i>Quercus alba</i>
	Basswood	<i>Tilia americana</i>
	Ironwood	<i>Ostrya virginiana</i>
	Smooth Arrowwood	<i>Viburnum dentatum</i>

	Red Raspberry	<i>Rubus idaeus</i>
	Alleghany Blackberry	<i>Rubus allegheniensis</i>
	Staghorn Sumac	<i>Rhus typhina</i>
	Tatarian Honeysuckle	<i>Lonicera tatarica</i>
	Elderberry sp.	<i>Sambucus sp.</i>
	Chokecherry	<i>Prunus virginiana</i>
	European Biuckthorn	<i>Rhamnus cathartica</i>
	Green Ash	<i>Fraxinus pennsylvanica</i>
	Common Juniper	<i>Juniperus communis</i>
	Scotch Pine	<i>Pinus sylvestris</i>
	Willow sp.	<i>Salix sp.</i>
Herbaceous Plants	Mayapple	<i>Podophyllum peltatum</i>
	Common Cow Parsnip	<i>Heracleum maximum</i>
	Jewelweed	<i>Impatiens capensis</i>
	Wild Sarsaparilla	<i>Aralia nudicaulis</i>
	Red Columbine	<i>Aquilegia canadensis</i>
	Bluntleaf Sandwort	<i>Moehringia lateriflora</i>
	Cleavers	<i>Galium aparine</i>
	Spreading Dogbane	<i>Apocynum androsaemifolium</i>
	Pussytoes	<i>Antennaria neglecta</i>
	Rose-twisted Stalk	<i>Streptopus lanceolatus</i>
	Meadow Hawkweed	<i>Hieracium caespitosum</i>
	Canada Mayflower	<i>Maianthemum canadense</i>
	Bracken Fern	<i>Pteridium aquilinum</i>
	Large-leaved Aster	<i>Eurybia macrophylla</i>
	Rock Polypody	<i>Polypodium virginianum</i>
	Bastard Toadflax	<i>Comandra umbellata</i>
	Garlic Mustard	<i>Alliaria petiolata</i>
	Herb Robert	<i>Geranium robertianum</i>
	Common Motherwort	<i>Leonurus cardiaca</i>
	American Germander	<i>Teucrium canadense</i>
	Water Horehound	<i>Lycopus americanus</i>
	Narrow-leaved Cattail	<i>Typha angustifolia</i>
	Virginia Creeper	<i>Parthenocissus quinquefolia</i>
	Bindweed sp.	<i>Convolvulus sp.</i>
	Sheep's Sorrel	<i>Rumex acetosella</i>
	Blue-stem Goldenrod	<i>Solidago caesia</i>
	Spinulose Wood Fern	<i>Dryopteris carthusiana</i>
	Marginal Wood Fern	<i>Dryopteris marginalis</i>
	Lady Fern	<i>Athyrium filix-femina</i>
	Sensitive Fern	<i>Onoclea sensibilis</i>
	Dames Rocket	<i>Hesperis matronalis</i>
	Daisy Fleabane	<i>Erigeron annuus</i>

	Philadelphia Fleabane	<i>Erigeron philadelphicus</i>
	Wild Mint	<i>Mentha arvensis</i>
	Scullcap	<i>Scutellaria lateriflora</i>
	Common Cinquefoil	<i>Potentilla simplex</i>
	Sulfur Cinquefoil	<i>Potentilla recta</i>
	Common Silverweed	<i>Potentilla anserina</i>
	Dandelion	<i>Taraxacum officinale</i>
	Stinging Nettle	<i>Urtica dioica</i>
	Common Burdock	<i>Arctium minus</i>)
	Goldenrod sp.	<i>Solidago sp.</i>
	Mouse-ear Chickweed	<i>Cerastium fontanum</i>
	Pale Corydalis	<i>Corydalis flavula</i>
	Blue-flag Iris	<i>Iris versicolor</i>
	Common Mullein	<i>Verbascum thapsus</i>
	Bloodroot	<i>Sanguinaria canadensis</i>
	Common Milkweed	<i>Asclepias syriaca</i>
	Common Yarrow	<i>Achillea millefolium</i>
	False Solomon's Seal	<i>Maianthemum racemosum</i>
	White Trillium	<i>Trillium grandiflorum</i>
	Red Trillium	<i>Trillium erectum</i>
	Red Baneberry	<i>Actaea rubra</i>
	Purple-flowering Raspberry	<i>Rubus odoratus</i>
	Poison Ivy	<i>Toxicodendron radicans</i>
	Ghost Pipe	<i>Monotropa uniflora</i>
	Wild Strawberry	<i>Fragaria vesca</i>
Grasses and Sedges	Sedge spp.	<i>carex spp.</i>
	Bulbous grass	<i>Poa bulbosa</i>
Mosses and Lichens	Reindeer Lichen	<i>Cladonia rangiferina</i>



American Canoe Association
Executive Director Review Process
Committee Approved: 5/22/24

Purpose

- Develop a system of communication between the board and executive director that keeps the organization on track with our mission, goals and strategic plan.
- Meet our Board obligation to provide a review of the executive director's performance in meeting the key performance goals and objectives of the organization.
- To gain insight into support that the ED may need from the Board, and ensure successful succession planning.

Schedule

- Annual review once per year beginning in October and ending in December
- Quarterly check-ins (3 per year)

Review Process

During its October meeting, the board will review the previous year's performance goals and metrics, provided by the Executive Director, and make general recommendations for the forthcoming year. The board is responsible for the following:

- Review and make recommendations to the review committee on any of the responsibilities listed under the review committee below.
- Receive a self- assessment from the ED successes and challenges in meeting/not meeting the key performance objectives set out by the Board the previous year.
- Determine if there is a need to survey specific constituents for additional information (e.g. staff, volunteers, other stakeholders, etc.).

Serving as the work group for the board, the Executive Committee or a committee specifically appointed by the board to manage the review process is responsible for the following:

- Meet with the ED and communicate the Board's review from the October meeting, if the ED was not at that meeting.
- Get feedback from the ED on support they need from the Board.
- Review the job description of the executive director and make recommendations, if necessary.

- As directed by the board, complete a survey of specific constituents for additional information (e.g. staff, volunteers, other stakeholders, etc. By January 1, provide a written report to the board of the executive director's review and recommended next steps for both the Executive Director and the Board of Directors.
- As directed by the board, develop measurable and quantifiable performance goals and metrics with realistic deadlines for the forthcoming year. The performance goals and metrics developed are recommendations to the board for approval.

Dissenting Reports

If there is no agreement between the Executive Director and the committee, the Executive Director may submit a dissenting report on one or more of the findings as part of the committee's written report submitted to the board. In addition, one or more committee members may write a dissenting report on one or more of the findings. Approval of the written report by the board is approval that the report was submitted and not with anyone's position presented, unless specifically noted.

Debriefing

The Board Chair will meet with the Executive Director to go over the review completed by the Committee.

Board Approval

During the December meeting and no later than the January meeting, the board will approve the performance goals and metrics for the forthcoming year and the written report of the Executive Director's review. The Board may choose to:

- Approve the report as presented.
- Approve the report with minor or specific recommendations. The report is not returned to the committee for change.
- Defer approval and return the report to the committee for revision.

Quarterly Check Ins

The Executive Director shall prepare a short formal review on the performance objectives to present to the Board before the March and August meetings. At that time, the Board can ask questions and gain insights into the ED's performance, challenges and successes so far. The ED can also request support from the Board.

The Board Chair shall also have shorter and more frequent check-ins with the ED and report to the full Board when support is needed.