



**Board of Directors  
Agenda for In-Camera Meeting  
Tuesday, February 28, 2023**

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|---|-----------------|
| <b>1. Agenda - Additions, Deletions, Approval</b>   | <b>Decision</b> |
| <b>2. Approval of Minutes – January 24, 2023</b>    | <b>Decision</b> |
| <b>3. Business Arising from Minutes</b>             |                 |
| a.  |                 |
| <b>4. Executive Reports</b>                         |                 |
| a. Chair's Report                                   |                 |
| b. CEO's Report                                     | <b>Decision</b> |
| <b>5. New Business</b>                              |                 |
| a. Planning for the Future Updates – Kelly and Jane |                 |
| <b>6. Correspondence</b>                            |                 |
| a.  |                 |
| <b>7. Motion to Rise or Rise and Report</b>         | <b>Decision</b> |



## Board of Directors Minutes for the In-Camera Meeting Tuesday, January 24, 2023

### **Present:**

Chair:	Susan Fitzgerald
Vice Chair/Treasurer:	Kelly Skrzypek
Directors:	Laura Miedema, Jenna Dierick, Brian Konst
Chief Executive Officer:	Jane Angus
Manager of Service Coordination:	Alison Hilborn
Executive Assistant:	Cindy Landry (recorder)

**Regrets:** Emily Miller, Greg Hackborn, Elizabeth Abraham

### **Call to Order**

Susan called the meeting to order at 6:05 p.m.

### **1. Agenda**

**Motion:** To approve the agenda.

Laura and Kelly. **Carried.**

### **2. Approval of Minutes – December 20, 2022**

**Motion:** To approve the minutes from December 20, 2022.

Jenna and Kelly. **Carried.**

### **3. Business Arising from Minutes - None.**

### **4. Executive Reports**

a. Chair's Report – nothing to report.

b. CEO's Report

Reviewed the CEO's report.

MCCSS has approved the URS budget, and the revenue will be the same as outlined last year for the 2023-24 year. This budget does not include a fourth Coordinator. Craig's salary is out of the purchase of service for Service Navigation. The Regional Office is supportive of the 4<sup>th</sup> URSC position coming from that funding line. This means we can move the Front Door position into a permanent FT position and take the funds out of the purchase of service \$145,400. The Board fully supports making the Front Door position a permanent FT position.

**Recommendation:** Approve the following grid increases retroactive to April 1, 2022:

1. Increase the salary grid for Resource Coordinators/Service Coordinators/Community Navigator/Urgent Response Coordinators/URS Front Door Coordinator by 5% to reach the target salary;

2. Revise the Lead Resource Coordinator/Urgent Response Coordinator's salary grid as presented (grid range of \$63,850 to \$69,113) to ensure their Step 1 is higher than Step 5 of the grid for RC/SCs. Then, increase this revised salary grid for the Lead Resource Coordinator/Urgent Response Coordinator by 5% to ensure maintenance of grid separation to the RC/SC grid;
3. Increase the salary grid for the Manager of Service Coordination by 5% to ensure maintenance of grid separation to the Lead's grid;
4. Increase the salary grid for the Chief Executive Officer by 2% to reach the targeted salary;
5. Increase the salary grid for the Executive Assistant by 5% to reach the targeted salary;
6. Increase the salary grid for the Administrative Assistant by 8% to reach the targeted salary.

**Motion:** To approve the recommendation of the salary increases as outlined and retroactive from April 1, 2022.

Brian and Jenna. **Carried.**

**Motion:** To approve the CEO's report as presented.

Brian and Kelly. **Carried.**

5. **New Business** – none.

6. **Correspondence** – no correspondence.

7. **Motion to Rise**

**Motion:** To rise, report, and adjourn out of in-camera at 6:30 p.m.

Brian and Jenna. **Carried.**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Chair's Signature



**Board of Directors**  
**In-Camera Report from the Chief Executive Officer**  
February 28, 2023

**Communication and Counsel to the Board**

**Riverside Hub**

No updates as we have not met. They are working on projected operating costs and zoning barriers.

***Information***

**Budget Planning**

**Compensation and Benefits**

A review of the Salary Grid needs to occur prior to the approval of next year's budget, at our March meeting. Ideally, Contact Brant would be able to provide employees with an annual cost of living increase. However, it is not expected that the provincial government will consider increases.

Although the next few years will have some 'surplus' in the salary line, it does not allow us to use the surplus for anything but fiscal expenses due to the need to ensure funding is in place to meet salary commitments once at top of the grid.

The Board approved grid increases on January 24, 2023 for 2022-23 that resulted in target salaries being reached. It is recommended that the Salary Grid approved at the January 24, 2023 Board meeting be used as the Salary Grid for 2023 – 2024. See the attached draft Salary Grid for 2023 – 2024.

**Recommendation:** Approve the Salary Grid for 2023 – 2024 as presented.

***Decision***

**URS Budget for 2023 – 2024**

As discussed at the January 2023 Board meeting, our MCCSS Program Supervisor, Scott Gregory, indicated we would not be receiving increased funding for an additional URS Coordinator; however, he agreed that we could use the 'Service Navigation' line of the budget (under URS Contracting) to fund the position.

I advocated that a staff has more costs than just salary and benefits, including increased ACA costs. Scott requested that I submit a revised budget based on the MCCSS '2023-2024 Notional Allocation' – see the attached submission. Please note the budget reflects serving 202 clients (an increase from the 190 targets for this fiscal year) which results in some increased revenue.

***Information***

## **Mileage**

Our current mileage rate is \$0.51/km, which was increased by the Board in the past year due to significantly rising gas costs. We again have had limited travel expenses this year due to COVID and are thus under budget.

**Recommendation:** Maintain the current mileage rate of \$.51/km. for 2023 – 2024.

### ***Decision***

## **Draft 2023 – 2024 Budget**

A 'Revised Annual Budget' was presented at the January 2023 Board meeting for the purposes of considering salary increases. Building on that, attached is the draft budget for 2023 – 2024 for the purposes of discussion prior to approval at the March 2023 Board meeting.

Note the following:

- We will have increased revenue for URS due to a higher target to be served.
- Salaries are included with everyone at top of grid to ensure we place hold that commitment. As some staff are working through the salary grid still, the projected actual salaries to be paid next year will result in a \$24,000 fiscal surplus in this line.
- Benefits are calculated at 20% of salaries as we are anticipating an increase in our employee benefit plan costs (currently cost approximately 19%).
- Most budget lines are created with at least a 10% increase over fiscal year end projections.
- The budget includes a \$6,779 contingency.

Our monthly financial reports to the Board also show the following \$53,555.90 in restricted and unrestricted funds:

- \$16,374 internally restricted funds for Community Information. There have been no costs of changing to a new platform as it has been provided by 211. This may mean that the Board can consider these funds for general agency use in the future.
- \$26,955.90 in a GIC. This was restricted funds that we needed to hold in 2008 towards lease payments at our Colborne Street West location. In 2008, we needed to move out of the space quickly due to safety concerns (significant ceiling leakage resulting in ceiling tiles falling, and the landlord was not responsive). We provided notice on the day we moved out and the Ministry said we needed to have funds in place in case the landlord demanded it – he never did. After the 2-year legal period where the landlord could have demanded payment, the Ministry told us they did not want the money back. We have maintained this revenue (plus interest) in a GIC. We should change our purpose to 'Restricted GIC Investment' instead of 'Restricted Lease Funds' as this can be used for any agency purpose at the Board's discretion. (See attached Internally Restricted Net Assets Policy.)
- We have an Unrestricted Funds Balance of \$10,226 from unspent non-Ministry agency funds.

**Recommendation:** Identify the GIC as 'Restricted GIC Investment' to be used by Board approval for future corporation pressures.

### ***Decision***

## ***Discussion/Direction on the 2023 – 2024 Budget***

## Contact Brant Salary Grid *Draft* 2023 - 2024

Position	Starting	Step 2	Step 3	Step 4	Step 5	FTE
Resource Coordinator (RC) & Service Planning Coordinator (SC) & FASD SC, URS Coordinator, URS Front Door	57,988	60,044	62,171	64,433	66,379	4 RCs; 3 URSC; 1 SC; 1 URS Front Door; 2 FASD SC 1 Community Nav.
Lead RC & Lead URS	67,043	68,384	69,751	71,146	72,569	1 Lead RC 1 Lead URS
Manager Service Coordination	73,395	74,862	76,359	77,887	79,444	1
CEO	84,109	88,169	88,975	91,509	96,655	1
Executive Assistant (EA)	54,099	55,941	56,728	59,883	61,692	1
Administrative Assistant (AA)	47,305	48,101	48,870	49,616	50,437	1 AA; 1 AA URS
Peer Support Navigator	46,843	48,439	50,101	51,850	52,888	1

2023 - 2024 URS Budget submitted to MCCSS		Notes
URS Revenue	3,974,000	<p>Original budget was for 3 URS Coordinators including 1 Lead; 1 Front Door; 1 Admin Assistant; and .5 Manager</p> <p>URS Network</p> <p>We will add interpreter services to each client budget if we exceed our internal budget</p> <p>Original operating budget was \$526,622 with \$47,875 for ACA. This revised URS operational budget is \$725,636</p>
Expenses		
Total Salaries	481,132	
Staff Salaries: 4 URSC (1 is Lead); 1 Front Door; 1 Peer Support Navigator; 1 Admin. Assistant; 0.5 Manager	481,132	
Benefits	99,993	
Mandatory Benefits (CPP, EI, EHT)	33,997	
Benefits Other (WSIB, group benefits )	65,996	
Training (education, meetings, recruitment - staff & board)	4,800	
Staff Development	3,000	
Staff and Board Expenses	1,800	
Transportation & Communication	29,274	
Travel	1,000	
Communication - (Postage, Bell, Cozzmic)	4,274	
Promotion and Membership Fees	5,000	
IT software & IT equipment & photocopier	9,300	
IT - Maintenance and DataBase Service (CTSIT,KCL, EMHware)	9,700	
Building Occupancy (Lease, Insurance, Repairs & Mtce)	20,350	
Lease and Building Maintenance	14,800	
Insurance Expense	5,550	
Professional/Contracted-out (legal, audit, bank, payroll fees)	12,120	
Audit, Legal, Bank Charges, Payroll, Other	9,620	
Consulting Fees	2,500	
Other Program/Service Expenditures (other not classified)	3,256,264	
URS Purchased Client Services	3,248,364	
Translation Services	7,900	
Supplies & Equipment	6,600	
Furniture and Office Supplies	6,600	
ACA	63,467	
TOTAL Ministry Expenses	3,974,000	
Ministry Surplus (Loss)	-	

URS Contracting/Purchased Client Services		URS Contracting is reduced by \$145,440 from the Service Navigation line. The budget is based on a target of 202 clients, although Ministry data indicates the HNR target should be 241.
Short-term interdisciplinary consultation	639,936	
Respite	1,226,748	
Service Navigation (in Salaries/Benefits for 4th URSC & PSN)	-	
Direct support/mediator model intervention	1,381,680	
TOTAL	3,248,364	



## Revised Annual Budget

	2021-2022 Actual	2022-2023 Approved BUDGET	2022-2023 Revised Forecast	2023 - 2024 Draft Budget
<b>REVENUE</b>				
Access - Children's (MCCSS)	1,200	1,200	1,200	1,200
DS Children's Specialized (MCCSS)	185,315	185,315	185,315	185,315
RPAC (MCCSS)	692	692	692	692
Coordinated Service Planning (MCCSS)	261,100	261,100	261,100	261,100
Complex Needs (MCCSS)	65,280	65,280	65,280	65,280
FASD (MCCSS)	180,000	180,000	180,000	180,000
Urgent Response Service (MCCSS)	138,160	3,776,999	3,776,999	3,974,000
Access Intake Service Planning (MOH)	351,493	351,493	351,493	351,493
Service Coordination Process (MOH)	14,566	14,566	14,566	14,566
<b>Sub-Total Ministry Actual Revenue</b>	<b>1,197,806</b>	<b>4,836,645</b>	<b>4,836,645</b>	<b>5,033,646</b>
Off-Setting Revenue Info Services (211-\$43,114; Findhelp \$1,404)	45,953	44,518	44,518	44,518
DSO (off-setting revenue in Access Intake Serv Planning)	10,000	0	0	0
Amortization Deferred Capital Contributions	0	0	0	0
<b>TOTAL Revenue</b>	<b>1,253,759</b>	<b>4,881,163</b>	<b>4,881,163</b>	<b>5,078,164</b>
<b>Applied from Projects</b>	<b>698</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Applied from Unrestricted Funds</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EXPENSES</b>				
<b>Total Salaries</b>	<b>861,454</b>	<b>1,224,688</b>	<b>1,226,195</b>	<b>1,333,239</b>
<b>Staff Salaries</b>	861,454	1,070,101	1,226,195	1,333,239
<b>ACA Salaries</b>	0	154,587		
<b>Benefits</b>	<b>137,302</b>	<b>202,000</b>	<b>202,926</b>	<b>266,648</b>
Mandatory Benefits (CPP, EI, EHT)	57,851		86,932	
Benefits Other (WSIB, group benefits )	79,451		115,994	
<b>Training (education, meetings, recruitment - staff &amp; board)</b>	<b>10,365</b>	<b>14,000</b>	<b>17,567</b>	<b>19,300</b>
Staff Development	7,285		7,240	8,000
Staff and Board Expenses	3,080		10,327	11,300
<b>Transportation &amp; Communication</b>	<b>107,439</b>	<b>69,600</b>	<b>112,253</b>	<b>99,540</b>
Travel	473		1,257	3,000
Communication - (Postage, Bell, Cozzmic)	16,892		16,500	18,200
Promotion and Membership Fees	15,773		33,000	17,500
IT software & IT equipment & photocopier	40,633		35,796	30,000
IT - Maintenance and DataBase Service (CTSIT,KCL, EMHware)	33,669		25,700	30,840
<b>Building Occupancy (Lease, Insurance, Repairs &amp; Mtce)</b>	<b>46,672</b>	<b>63,855</b>	<b>46,422</b>	<b>55,800</b>
Lease and Building Maintenance	33,610		34,000	40,800
Insurance Expense	13,062		12,422	15,000
<b>Professional/Contracted-out (legal, audit, bank, payroll fees)</b>	<b>52,886</b>	<b>27,063</b>	<b>23,000</b>	<b>25,300</b>
Audit, Legal, Bank Charges, Payroll, Other	23,131		23,000	25,300
Consulting Fees	29,755		0	0
<b>Other Program/Service Expenditures (all other not classified)</b>	<b>1,593</b>	<b>3,248,160</b>	<b>2,010,000</b>	<b>3,265,558</b>
URS Purchased Client Services	1,593		2,000,000	3,255,558
Translation Services (originally in Purchased Services)	0	0	10,000	10,000
<b>Supplies &amp; Equipment</b>	<b>36,747</b>	<b>31,797</b>	<b>5,000</b>	<b>6,000</b>
Furniture and Office Supplies	36,747		5,000	6,000
<b>Amortization Deferred Capital Contributions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Contingency</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6,779</b>
<b>TOTAL Ministry Expenses</b>	<b>1,254,457</b>	<b>4,881,163</b>	<b>3,643,363</b>	<b>5,078,164</b>
<b>Ministry Surplus (Loss)</b>	<b>0</b>	<b>0</b>	<b>1,237,800</b>	<b>0</b>

Increased target & revenue

Budget: Top of grid for all

20% benefit costs

10% increase

10% increase

May increase with more in-person

10% increase

Fiscal: add'l social media promotion

Fiscal: Add'l computers purchased

20% increase due to increased staff

Current lease 33,750; 20% increase plan for future

20% increase

10% increase

Target of 202 next fiscal

Translation costs re FLSA

20% increase





## **POLICY AND PROCEDURE MANUAL**

**SECTION: Financial**

**POLICY: FI 09**

**DATE: November 24, 2015**

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### **INTERNALLY RESTRICTED NET ASSETS**

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#### **PURPOSE**

The overall purpose of restricting net assets is to provide for specific longer term future needs of the Corporation. The policy is to ensure that the spending of internally restricted net assets follows specific guidelines and procedures that support the purposes for which the net assets were restricted.

#### **DEFINITIONS**

Internally restricted net assets: Designations of accumulated annual surpluses/deficits to reflect a policy purpose, and unrestricted funds that have been set aside for specific purposes by the Board.

Unrestricted funds: Contributions received by Contact Brant that have no specific requirement for expenditure.

#### **POLICY**

The Contact Brant Board may restrict the use of any unrestricted net assets and funds for specific future uses.

#### **PROCEDURES**

1. The CEO may recommend to the Board to restrict the use of unrestricted funds and net assets to fund specific activities in the future.
2. Internally restricted net assets accounts are established and dissolved by Board motion.
3. Internally restricted net assets approved by the Board are not available for the corporation's general operations.
4. The CEO is authorized to approve the spending of these accounts.
5. The CEO will account to the Board for the expenses of each of the internally restricted net assets accounts in conjunction with the presentation of the monthly financial statements.
6. When related internally restricted fund expenses are incurred, these expenses are charged to operations and the balance of the internally restricted net assets is reduced accordingly.