



**Board of Directors**

**Tuesday, March 28, 2023, at 5:30 p.m.**

**In-person at 643 Park Road North or Join Zoom Meeting**

<https://us02web.zoom.us/j/86979313280?pwd=VXQxT1M4TWNjelFydTMwYjU4RGtUZz09>

Meeting ID: 869 7931 3280

Passcode: 528691

**Agenda for Open Meeting**

1. **Call to Order and Welcome Jennifer**
2. **Land Acknowledgment**
3. **Agenda - Additions, Deletions, Approval** **Decision**
4. **Conflict of Interest Declarations** **Declaration**
5. **Approval of Minutes – February 28, 2023** **Decision**
6. **Business Arising from Minutes**
  - a. Directors Terms and Executive Succession
  - b. Annual Board Self-Evaluation
7. **Executive Reports**
  - a. Chair's Report
  - b. Treasurer's Report – February 28, 2023 **Decision**
  - c. CEO's Report **Decision**
8. **Committee Reports**
  - a. Policy Review Committee **Decision**
  - b. Nominating Committee
9. **New Business**
  - a. 2023 – 2024 Budget **Decision**
  - b. Draft 2023-24 Strategic Priorities Work Plan
10. **Correspondence**
  - a.
11. **In-Camera - Motion to move in-camera** **Decision**
12. **In-Camera Reports (as appropriate)** **Decision**
13. **Adjournment – Motion to adjourn** **Decision**

**Next Meeting: Tuesday, April 25, 2023, at 5:30 p.m.**

## Land Acknowledgment

We would like to acknowledge that we are on the traditional territory of the Neutral, Mississaugas of the Credit First Nation, and Haudenosaunee Peoples.

The term “Anishinaabe” refers to a broad range of culturally related peoples including the Ojibway, Odawa, Pottawatomi, Oji-Cree, and other Algonquians. The Mississaugas of the Credit are a sub-group of the Ojibway and have been the only Anishinaabe people to occupy, control, and exercise stewardship over the Treaty lands and Territory they now occupy. It is suggested that the term “Anishinaabe” is too broad a term to be used within our statement as it inadvertently includes other First Nations that have no connection with the MCFN lands in question. Removing the word “Anishinaabe” from the statement avoids redundancy and prevents misunderstandings.

We are grateful to have the opportunity to work and live on the Treaty Lands and Territory of the Mississaugas of the Credit First Nation as well as the Traditional Territory of the Neutral and the Haudenosaunee peoples of the Six Nations Grand River.

We offer our respect to our neighbours at Six Nations of the Grand River and Mississaugas of the Credit First Nation. We are committed to fostering meaningful relationships. We strive to honour and respect the land, waters, plants, and animals.





**Board of Directors Minutes for the Open Meeting  
Tuesday, February 28, 2023**

**Present:**

Chair:	Susan Fitzgerald
Vice Chair/Treasurer:	Kelly Skrzypek
Secretary:	Greg Hackborn
Directors:	Laura Miedema, Jenna Dierick, Brian Konst, Emily Miller
Chief Executive Officer:	Jane Angus
Executive Assistant:	Cindy Landry (recorder)

**Regrets:** Alison Hilborn, Elizabeth Abraham

**1. Call to Order**

Susan Fitzgerald called the meeting to order at 5:32 p.m.

**2. Land Acknowledgment**

Susan read the Land acknowledgment.

**3. Agenda – added CEO Report Addendum**

**Motion:** To approve the agenda.  
Jenna and Brian. **Carried.**

**4. Conflict of Interest Declarations**

None declared.

**5. Approval of Minutes – January 24, 2023**

**Motion:** To accept the minutes from January 24, 2023.  
Greg and Brian. **Carried.**

**6. Business Arising from Minutes**

Supplemental Benefits. Kelly and Jane researched and shared their findings with the board. After discussion, the board decided not to move forward with the Supplemental Benefits.

**7. Executive Reports:**

a. Chair's Report – nothing to report.

b. Treasurer's Report – January 31, 2023

**Motion:** To approve the Treasurer's report as presented.  
Kelly and Greg. **Carried.**

c. CEO's Report

We are working towards meeting expectations for the French Language Services Act but may not have everything in place for April 1, 2023. One of our staff does speak French. The Board needs to keep in mind to try to recruit a francophone Board member.

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

Jenna and Brian. **Carried.**

**8. Committee Reports**

a. Policy Review Committee

**Motion:** To approve the Diversity, Equity and Inclusion Policy as presented, as well as the revised Hiring and Conditions of Employment Policy.

Laura and Greg. **Carried.**

b. Nominating Committee

Application received from Jenn Tonnies, Special Education at BHNCDs. Application and Resume sent to the Nomination Committee. Susan recommends that Jenn be offered a position on the Board. Jenna seconds that recommendation.

**ACTION:** Cindy to send application and resume out to the Board.

With Jenn coming in, Susan would like to give her resignation from the Board as of May 1, 2023. The Board will need to look at someone becoming a Chair. After discussion, Kelly will step up as Chair until the June meeting when decisions need to be made for positions.

**Motion:** To accept Jenn Tonnies as a board member.

Jenna and Brian. **Carried**

**9. New Business**

a. Draft Work Plan Report; direction for Work Plan 2023-24

Need to develop a Strategic Plan in the fall of 2023 for the next three years, 2024-2027

Does the Board have suggestions for the four strategic priorities for work plan for next year? Confirmed the priorities are relevant and valid. Jane will work with staff to develop the work plan for the next meeting.

b. Annual Board Self-Evaluation

The annual Board Self-Evaluation is a form that the board completes, and Cindy rolls up the answers and comments to the survey in one document for Board review and discussion.

**ACTION:** Cindy to forward to the board and have the results ready for March or April.

- c. Plan for recruitment of Directors and Executive Succession – Need to prepare for this for the June meeting.

**ACTION:** Cindy will send out an email asking if there is any interest in the Executive positions. Jane will bring the terms to the next meeting.

**10. Correspondence** - none

**11. In-Camera**

**Motion:** To move in-camera at 6:18 p.m.  
Jenna and Greg. **Carried.**

**12. In-Camera Reports**

**Motion:** To approve the in-camera reports.  
Jenna and Greg. **Carried.**

**13. Adjournment** - Susan adjourned the meeting at 7:00 p.m.

Next Meeting: Tuesday, March 28, 2023, at 5:30 p.m.

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Date

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Chair's Signature



## Contact Brant Board of Directors Terms

The Board needs to annually plan for Nominations of the slate of Directors, as well as the election of Officers, at the June meeting. Susan Fitzgerald, Chair, has given her resignation notice effective May 1, 2023, resulting in a need to also plan for Executive positions for May and June 2023.

### By-Law 20: Number of Directors

- The Board shall be comprised of a minimum of Eight (8) and a maximum of Twelve (12) elected Directors
- The Board shall strive to ensure that membership includes at least one (1) parent member and one (1) youth member, and shall limit the number to two (2) members who are connected to Ministry-funded service provider agencies as a Board member or employee, as well as the parents, siblings, children, spouses, common-law partners and partners of these individuals

### By-Law 21: Term of Office of Directors

- Newly elected Directors shall be elected for three-year terms. The Board shall strive for a balance of experienced Board members and new Board members.
- The maximum number of terms a Director may be elected for is three full terms or ten (10) years, whichever is greater. A Director who has served the maximum terms can be re-elected a Director following a break of at least one year.

### By-Law 24: Appointment of Officers

- No Director may serve for more than three consecutive years in one office, provided however, that following a break in the continuous service of at least one year the same person may be re-elected or re-appointed to any office.

	Director	Start Date	End of First 3-Year Term	End of 2 <sup>nd</sup> 3-Year Term	End of 3 <sup>rd</sup> 3-Year Term	Executive Position	Executive Date
1	Kelly Skrzypek	Feb./15	June/18	June/21	June/24	Vice-Chair & Treasurer	June 2021
2	Greg Hackborn	April/16	June/19	June/22	June/25	Secretary	June 2021
3	Susan Fitzgerald	June/18	June/21	May 1/23		Chair	June 2021
4	Laura Miedema	June/21	June/24				
5	Brian Konst	June/21	June/24				
6	Elizabeth Abraham	Jan./22	June/25				
7	Emily Miller	June/22	June/24				
8	Jenna Dierick	June/23	June 25				
9	Jennifer Tonnies	March/23	June/26				



February 28, 2023

	2021-2022 Actual	2022-2023 BUDGET	2022-23 MCCSS YTD	2022-23 MOH YTD	2022-2023 YTD	2022-2023 Year End Forecast
<b>REVENUE</b>						
Access - Children's (MCCSS)	1,200	1,200	1,100		1,100	1,200
DS Children's Specialized (MCCSS)	185,315	185,315	169,873		169,873	185,315
RPAC (MCCSS)	692	692	635		635	692
Coordinated Service Planning (MCCSS)	261,100	261,100	239,342		239,342	261,100
Complex Needs (MCCSS)	65,280	65,280	59,840		59,840	65,280
FASD (MCCSS)	180,000	180,000	165,000		165,000	180,000
Urgent Response Service (MCCSS)	138,160	3,776,999	3,462,250		3,462,250	3,404,453
Access Intake Service Planning (MOH)	351,493	351,493		322,203	322,203	351,493
Service Coordination Process (MOH)	14,566	14,566		13,352	13,352	14,566
<b>Sub-Total Ministry Actual Revenue</b>	<b>1,197,806</b>	<b>4,836,645</b>	<b>4,098,040</b>	<b>335,555</b>	<b>4,433,595</b>	<b>4,464,099</b>
Off-Setting Revenue Info Services (211-\$43,114; Findhelp \$1,404)	45,953	44,518	51,467	6,236	45,230	45,598
DSO (off-setting revenue in Access Intake Serv Planning)	10,000	0	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>4,149,507</b>	<b>341,791</b>	<b>4,478,825</b>	<b>4,509,697</b>
Applied from Projects	698				0	0
Applied from Unrestricted Funds	0					0

less \$372,546 due to surplus


Notes

	2021-2022 Actual	2022-2023 Budget	2022-23 MCCSS YTD	2022-23 MOH YTD	2022-2023 YTD	2022-2023 Year End Forecast
<b>EXPENSES</b>						
<b>Total Salaries</b>	<b>861,454</b>	<b>1,224,688</b>	<b>973,503</b>	<b>235,945</b>	<b>1,076,200</b>	<b>1,226,195</b>
Staff Salaries	861,454	1,070,101	840,255	235,945	1,076,200	1,226,195
ACA Salaries	0	154,587	0	0	0	0
<b>Benefits</b>	<b>137,302</b>	<b>202,000</b>	<b>133,247</b>	<b>38,500</b>	<b>171,748</b>	<b>197,708</b>
Mandatory Benefits (CPP, EI, EHT)	57,851		59,100	17,442	76,542	89,209
Benefits Other (WSIB, group benefits)	79,451		74,148	21,058	95,206	108,499
<b>Training (education, meetings, recruitment - staff &amp; board)</b>	<b>10,365</b>	<b>14,000</b>	<b>14,007</b>	<b>7,705</b>	<b>21,712</b>	<b>32,500</b>
Staff Development	7,285		4,634	2,011	6,595	11,000
Staff and Board Expenses	3,080		9,372	5,694	15,117	21,500
<b>Transportation &amp; Communication</b>	<b>107,439</b>	<b>69,600</b>	<b>38,537</b>	<b>15,376</b>	<b>53,913</b>	<b>156,037</b>
Travel	473		1,092	108	1,200	1,300
Communication - (Postage, Bell, Cozzmic)	16,892		10,346	5,197	15,543	16,737
Promotion and Membership Fees	15,773		14,896	6,932	21,828.34	52,000
IT software & IT equipment & photocopier	40,633		8,845	1,574	10,419	49,000
IT - Maintenance and DataBase Service (Backup Server,KCL, EMHware)	33,669		3,357	1,566	4,923	37,000
<b>Building Occupancy (Lease, Insurance, Repairs &amp; Mtce)</b>	<b>46,672</b>	<b>63,855</b>	<b>30,094</b>	<b>14,750</b>	<b>44,844</b>	<b>52,000</b>
Lease and Building Maintenance	33,610		21,550	9,592	31,142	37,000
Insurance Expense	13,062		8,544	5,158	13,702	15,000
<b>Professional/Contracted-out (legal, audit, bank, payroll services, consultant fees)</b>	<b>52,886</b>	<b>27,063</b>	<b>13,618</b>	<b>6,495</b>	<b>20,113</b>	<b>36,418</b>
Audit, Legal, Bank Charges, Payroll, Other	23,131		13,618	6,495	20,113	31,000
Consulting	29,755		0	0	0	5,418
<b>Other Program/Service Expenditures ( Dues/Fees for Memberships, all other not classified)</b>	<b>1,593</b>	<b>3,248,160</b>	<b>1,496,755</b>	<b>0</b>	<b>1,496,755</b>	<b>1,819,000</b>
Purchased Client Services	1,593		1,489,192	0	1,489,192	1,810,000
Interpretation and Translation Services			7,563		7,563	9,000
<b>Supplies &amp; Equipment</b>	<b>36,747</b>	<b>31,797</b>	<b>4,931</b>	<b>1,277</b>	<b>6,208</b>	<b>31,000</b>
Furniture and Office Supplies	36,747		4,931	1,277	6,208	31,000
Amortization Deferred Capital Contributions	0		0	0	0	0
Contingency					0	0
<b>TOTAL Ministry Expenses</b>	<b>1,254,457</b>	<b>4,881,163</b>	<b>2,571,444</b>	<b>320,049</b>	<b>2,891,493</b>	<b>3,550,858</b>
<b>Ministry Surplus (Loss)</b>	<b>0</b>		<b>1,578,063</b>	<b>21,743</b>	<b>1,587,332</b>	<b>958,839</b>

938,426 URS Purchased Services to be refunded  
20,413 Operational - to be spent

Quick Books Cash Balance*	1,627,846
Internally Restricted BHN	16,374
QuickBooks Balance	1,611,472
TD Account Actual Balance	1,677,430
Outstanding Transactions	49,585
Cash Balance (TD - Outstanding)*	1,627,846
Restricted Lease Funds	26,464
Unrestricted Funds Balance	10,226

GIC bank statemc GIC bank statement balance \$26,955.90 (Difference \$491.90)

 <b>February 28, 2023</b>	<b>PROJECT FUNDS</b>				<b>Notes</b>
	2020-2021 Actual	2022-2023 BUDGET	2021-2022 Forecast	2022-2023 YTD	
<b>REVENUE</b>					
Your Guide	23,240	23,240	23,240	0	\$23,239.78 deferred from 2021/2022; will defer again
FASD Caregiver Support Group	4,500	4,500	4,500	4,500	
Other (Accrued, Interest Earned, Staff payments, <b>GIC Interest</b> , Miscellaneous)	692	1,000	1,000	13,268	
Non-Ministry Amortization Deferred Capital Contributions	0	0	0	0	
<b>TOTAL Projects Revenue</b>	<b>28,432</b>	<b>28,740</b>	<b>28,740</b>	<b>17,768</b>	
<b>EXPENSES</b>					
<b>Your Guide</b>	<b>0</b>	<b>23,240</b>	<b>0</b>	<b>0</b>	No printing; no expenditures
<b>FASD Caregiver Support Group</b>	<b>4,500</b>	<b>4,500</b>	<b>4,500</b>	<b>3,981</b>	
<b>Other Expenses (Staff personal charges i.e.: postage, Miscellaneous)</b>	<b>196</b>	<b>1,000</b>	<b>500</b>	<b>0</b>	
Non-Ministry Amortization Deferred Capital Contributions	0	0	0	0	
<b>Applied to Ministry</b>	<b>698</b>	<b>0</b>		<b>0</b>	
<b>Total Projects Expenses</b>	<b>4,696</b>	<b>28,740</b>	<b>5,000</b>	<b>3,981</b>	
<b>Projects Surplus (Loss)</b>	<b>23,038</b>	<b>0</b>	<b>23,740</b>	<b>13,787</b>	

<b>TOTAL MINISTRY AND PROJECTS</b>				
<b>TOTAL REVENUE</b>	<b>1,282,191</b>	<b>4,909,903</b>	<b>4,909,903</b>	<b>4,496,593</b>
<b>TOTAL EXPENSES</b>	<b>1,259,153</b>	<b>4,909,903</b>	<b>4,886,163</b>	<b>2,895,474</b>
<b>TOTAL Surplus (Loss)</b>	<b>23,038</b>	<b>0</b>	<b>23,740</b>	<b>1,601,120</b>

<b>ACCRUED EXPENSES 2022-2023</b>	Amount	Amount Paid	Date Paid
Audit Expenses - 2022-2023 Fiscal Year	7,500.00		
Translation - March 2023			
Cozzmic - April 15, 2022 for March 2023			
Bell - April 15, 2023 for March long distance			
Backup Server CTSit			
<b>TOTAL ACCRUED</b>	<b>7,500.00</b>	<b>0.00</b>	

<b>AMORTIZATION</b>	<b>Annual 20/21</b>
Equipment/Furniture	4,256
Computers	11,615
Software	37,029
<b>Amortization MCCSS</b>	<b>52,900</b>

<b>HST Refund</b>	10,371.17
<b>HST Paid/yet to be Refunded</b>	8,076.97

HST is paid at time of cheque issued, yet bookkeeping & financial report take out the rebate which will be refunded; this reflects the rebate which balances the cheque written to the bookkeeping/financial report.

<b>Month's Transaction Totals</b>	
Total revenue deposited	415,922.80
Total cheques written	232,946.82
Total withdrawals	417,286.94





**Board of Directors  
Report from the Chief Executive Officer - Open Meeting  
March 28, 2023**

**Communication and Counsel to the Board**

**French Language Services Act**

Our phones will be answered with an English and French greeting effective April 1, 2023. Any callers speaking French will be transferred to our bilingual staff for triaging to the appropriate person/service. We will continue to use interpreters for our Access and Service Coordination services; our bilingual staff are part of the URS Team and will be able to offer that service in French.

***Information***

**Coordinated Service Planning and FASD**

MCCSS has informed us that the MPOC will no longer be used to collect family feedback after March 31, 2023. We will return to using the locally developed Parent Satisfaction Survey for CSP, and for FASD. These surveys are 10 questions compared to MPOC's 33 questions. These surveys will give us better feedback on the services received in our community.

Additionally, the CSP Annual Report which originally needed to be approved by the CSP Steering Committee will now become part of our TPON reporting from our agency. We will still ensure that the report is distributed to CSP members.

***Information***

**AGM**

Donna Dubolt is a well-known expert and speaker on FASD (Fetal Alcohol Spectrum Disorder). We are planning to have her present to professionals in September and think she would make an excellent speaker for our AGM in September. Does the Board support Donna as our AGM speaker?

***Direction***

**Policies – Operational Policies Overview**

**Financial Policies** and procedures ensure accountability and reasonable internal controls including segregation of duties wherever possible; the financial statements conform to generally accepted accounting principles; assets are safeguarded; guidelines of funders and donors are complied with; and finances are managed with accuracy, efficiency, and transparency. The general ledger is maintained using the agency's accounting software, QuickBooks.

Governance Policies also set financial standards and boundaries for the CEO related to Asset Protection and Risk Management, Financial Planning and Budgeting, Compensation and Benefits, and Financial Conditions and Activities. By-Laws outline expectations regarding Financial Year End, Banking Arrangements, Borrowing Powers, Annual Financial Statements, and Signing Officers.

Following are the operational Financial Policies which provide specific standards and procedures for employees in the day-to-day implementation of financial responsibilities:

- **Financial Management Policy:** “Contact Brant will operate in a fiscally responsible manner, be accountable for all expenditures, complete an annual audit, and provide regular financial reports to the Board of Directors as well as to funders in accordance with the requirements of funding contracts.”

This policy identifies the CEO and Executive Assistant’s responsibilities and accountability regarding the management of finances; separation of duties is addressed where possible through such procedures as logging cheques/cash received into the deposit book at the time of opening mail.

- **Banking Policy:** “Contact Brant will maintain an appropriate number of bank accounts required for agency reporting. All bank accounts will be reconciled monthly. Contact Brant will have a business credit card under the Chief Executive Officer’s name.”

This policy outlines the monthly reconciliation of bank statements by the Executive Assistant and CEO; all withdrawals, whether by cheque or other means, require two signatures or Board approval; and accountable use of the business credit card.

- **Investments Policy:** “Contact Brant will invest any funds that are not required for immediate use and maximize any investment returns.”

The procedures identify that any funds not required for immediate use will be invested and outlines the process to identify the need to invest as well as accountability regarding investments.

- **Cheque Requisitioning Policy:** “All cheques written on behalf of the Corporation will be approved and signed by two signatories of the Chief Executive Officer, Chair, Vice Chair, Treasurer or Secretary of the Board of Directors.”

Authorization of reimbursements to the CEO are by an Officer of the Board; CEO approves all other requisitions and payments.

- **Purchasing Policy:** “The Chief Executive Officer will ensure that appropriate purchasing policies and procedures are in place to manage procurement contracts fairly and effectively, ensure purchases are fiscally responsible, and purchases are made to ensure the organization has appropriate equipment and resources to operate. The Chief Executive Officer is authorized to make purchases of up to \$20,000 in accordance with the Executive Boundaries established by the Board of Directors.”

Procedures align with the *Broader Public Sector Accountability Act, 2010* and ensure comparative pricing; identifies the CEO as responsible for oversight of appropriate purchasing; and confirms the Executive Boundaries identified in the Governance Policies.

- **Staff Mileage and Expenses Policy:** “Staff using a personal vehicle traveling on behalf of the Contact Brant will be paid mileage at a rate approved annually by the Board of Directors.

Travel and other expenses for reimbursement must be: work-related; modest and appropriate; strike a balance among economy, health and safety, and efficiency of operations; submitted with appropriate documentation.”

The procedures outline appropriate expenses that will be reimbursed for work-related activities and hospitality based on Ministry guidelines; employee expectations when using their own vehicle on business and submitting expenses; and CEO/Board signatory review and approval of requests for reimbursement.

- **Petty Cash Policy:** “A Petty Cash Fund will be available to use for small purchases required immediately or miscellaneous items for business use as approved by the Chief Executive Officer.”

The procedures outline maintaining, use, and reconciliation of petty cash with division of responsibilities identified; usually have petty cash of \$100.

- **Payroll Processing Policy:** “Contact Brant employees will be paid on a bi-weekly basis by direct bank deposit.”

This policy ensures payroll accountability. It also outlines employees’ responsibilities to follow the Hours of Work Policy and submit Attendance Records on a monthly basis to the CEO; the record identifies approved vacation days taken, compensatory hours accrued or used, sick days utilized, and approved Personal Emergency days utilized.

- **Internally Restricted Net Assets Policy:** “The Contact Brant Board may restrict the use of any unrestricted net assets and funds for specific future uses.”

Procedures outline that the CEO may recommend to the Board to restrict the use of unrestricted funds and net assets to fund specific activities in the future, and that the internally restricted net assets are established and dissolved by Board motion.

- **Accounting for Contributions Policy:** “The Chief Executive Officer will be accountable to the Contact Brant Board for funding received and as identified through contractual agreements. Contact Brant will follow the deferral method of accounting for contributions, in accordance with Canadian accounting standards for not-for-profit organizations.”

Procedures outline that Contact Brant follows the deferral method of accounting, that the majority of funds are externally restricted by funders, and that the use of unrestricted funds may be internally restricted or used for general operating expenses.

### ***Information***

## 2023 - 2024 Budget

	2021-2022 Actual	2022-2023 Approved BUDGET	2022-2023 Revised Forecast	2023 - 2024 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
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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>Applied from Unrestricted Funds</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>	<b>861,454</b>	<b>1,224,688</b>	<b>1,226,195</b>	<b>1,333,239</b>
<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	114,659
Benefits Other (WSIB, group benefits )	79,451		115,994	151,989
<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>106,319</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	36,000
IT - Maintenance and DataBase Service (CTSIT,KCL, EMHware)	33,669		25,700	31,619
<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	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>Contingency</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</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>

## Strategic Priorities 2023 – 2024 Work Plan *Draft*

PRIORITY	GOALS	PERFORMANCE INDICATORS	TIMELINE
1. Examine efficiencies, processes and services to address the growing demand for service.	a) Decrease the need for families to unnecessarily repeat their story	<ul style="list-style-type: none"> <li>Develop clear process with Lansdowne regarding SmartStart Hub intake and our Access intake, and sharing information</li> <li>Develop clear process with Woodview and St. Leonard's for Child and Youth Mental Health intakes and sharing information</li> <li>Complete revisions to Intake Report</li> </ul>	•
	b) Support coordinated services for each client with our community partners.	<ul style="list-style-type: none"> <li>Review current community protocols with stakeholders annually that focus on coordinated services</li> <li>Provide at least 2 training or in-service sessions on service coordination for community</li> </ul>	•
	c) Recognize and support employees for the work they do	<ul style="list-style-type: none"> <li>Regular Team meetings (Access, SC's, URS, etc.) to problem-solve challenges and recognize successes.</li> <li>Board and Staff opportunities to meet together at least 2x per year.</li> <li>Regular communication with EMHware re need for making corrections requested, and simplifying their database processes.</li> <li>Fully implement hybrid work model</li> </ul>	•
2. Identify various ways to best engage clients, partners and the community.	a) Enhanced family and youth engagement	<ul style="list-style-type: none"> <li>Plan an Open House event</li> <li>Evaluate the creation of a Contact Brant newsletter considering frequency, staff capacity, distribution</li> <li>Quarterly review of QSS feedback on Access services; Family Satisfaction Survey feedback for CSP and URS; Family Experience Survey for URS</li> </ul>	•
	b) Enhanced community partner engagement processes established	<ul style="list-style-type: none"> <li># in-service sessions with partners about Contact Brant</li> <li>Target doctors, police services for a meet and greet/presentation on our services</li> <li>Revise and distribute the Community Partner Survey; distribute survey to broader stakeholders.</li> </ul>	•

3. Improve inclusivity within the organization, including enhancing cultural safety and a continuous commitment to learning.	a) Increase learning for all staff re diversity, equity and inclusion as well as cultural competency	<ul style="list-style-type: none"> <li>• Diversity Equity &amp; Inclusion Committee to share information monthly at Staff meetings to further the discussion/learning</li> <li>• Provide Indigenous training and DEI training for staff</li> <li>• Establish regular connection with Six Nations' services through the Manager of Service Coordination</li> <li>• Understand diversity/demographics in our community – how can we target particular communities, what more do we need to learn through information received from Immigration Partnership Table</li> </ul>	•
4. Heighten awareness of Contact Brant's services with a variety of audiences.	a) Increase the number of the general public who know to call Contact Brant.	<ul style="list-style-type: none"> <li>• Increased # of unique clients served</li> <li>• QSS Survey responses show increases re "Easy to find out about Contact Brant"</li> <li>• Track data from website and social media use</li> <li>• # Promotion events attended</li> <li>• Advocate to attend school events (e.g., Kindergarten Registration, etc.)</li> </ul>	•
	b) Further develop the promotion plan for the agency and services	<ul style="list-style-type: none"> <li>• Review and revise the Communication Strategy re the effectiveness of the 2022-23 promotion plan (e.g., promotional videos, Google ads, social media flyers, revised website)</li> <li>• Develop distribution plan for printed materials (e.g., childcare, EarlyON's, doctors offices, etc.)</li> </ul>	•