



Board of Directors

Tuesday, November 25, 2025, at 9:00 a.m.

In-person at Contact Brant, 255 Colborne St.

or by **Zoom**: <https://us02web.zoom.us/j/81798128784?pwd=jsplmGvgVHWgtmE00Os6PJEME0ra60.1>

Agenda for Open Meeting

1. **Call to Order**
2. **Land Acknowledgement**
3. **Agenda - Additions, Deletions, Approval** **Decision**
4. **Conflict of Interest Declarations** **Declaration**
5. **Approval of Minutes – September 23, 2025 & October 28, 2025** **Decision**
6. **Business Arising from Minutes**
 - a. 1st quarter report stats – covered in CEO's report
7. **Executive Reports**
 - a. Chair's Report **Decision**
 - b. Treasurer's Report – September & October, 2025 **Decision**
 - c. CEO's Report **Decision**
8. **Committee Reports**
 - a. Policy Review Committee **Decision**
 - b. Nominating Committee
9. **New Business**
 - a. Strategic Plan Update **Information**
10. **Correspondence**
 - a. Nomination for Business Excellence Award **Information**
11. **In-Camera - Motion to move in-camera** **Decision**
12. **In-Camera Report** (as appropriate)
 - a.
13. **Adjournment – Motion to adjourn** **Decision**

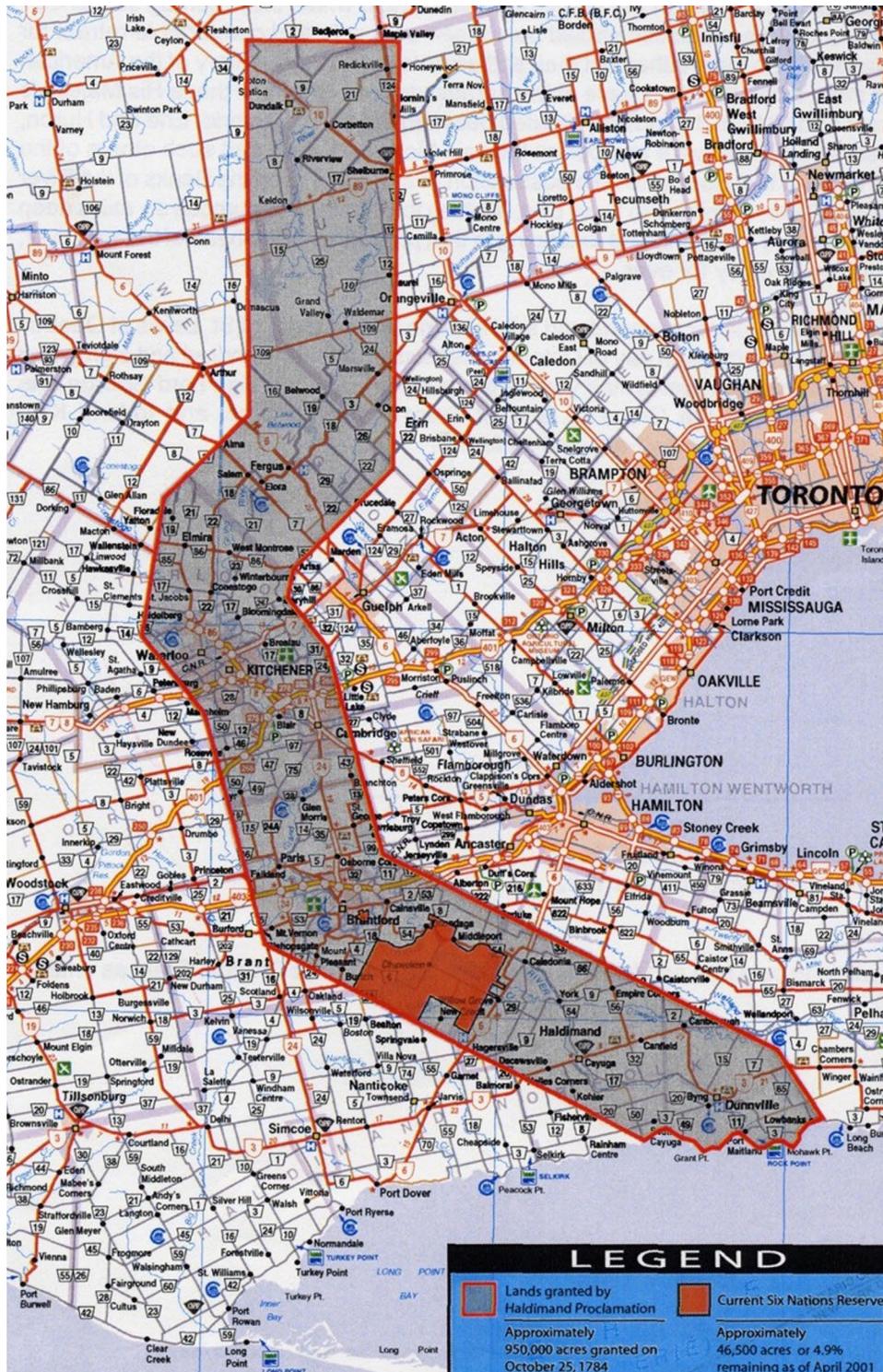
Next Meeting: Tuesday, December 16th, 2025, at 4:30 p.m.

At the Walter Gretzky Golf Centre, 320 Balmoral Dr., Brantford, N3R 7S2

*This is the annual Board and Staff dinner, followed by the meeting with staff presentations
(Zoom will be offered)*

Land Acknowledgment

We are grateful that the land on which we live and work lies along the Grand River and is the traditional territory of the Haudenosaunee (the Six Nations of the Grand River) and the Mississaugas of the Credit First Nation. As an organization in the Brant community, and as individuals who benefit from living and working on this land, we have a responsibility to continuously educate ourselves and celebrate the Indigenous communities we have the opportunity to work with and learn from.





Board of Directors
Open Meeting Minutes - Tuesday, September 23, 2025
In-person at Contact Brant or by Zoom

Present:

Chair:	Patrick Parent
Vice-Chair:	Greg Hackborn
Treasurer:	Emily Miller
Secretary:	Jennifer Tonnies
Directors:	Jill Esposito, Melanie Graham, Maxine Lean, Jennifer Kroesbergen
Chief Executive Officer:	Sandra Parker
Managers:	Linda McFadyen
Executive Assistant:	Cindy Landry

Regrets: Alison Hilborn, Kimberly Vanderburg

1. Call to Order

Patrick called the meeting to order at 5:23 p.m.

2. Agenda - Additions, Deletions, Approval – move Client Complaint to in camera.

Motion: To approve the agenda.

Greg and Jill. **Carried.**

3. Conflict of Interest Declarations – none

4. Approval of Minutes – June 24, 2025

Motion: To approve the agenda.

Emily and Jenn. **Carried.**

5. Business Arising from Minutes - none

6. Executive Reports:

a. Chair's Report – moving to in-camera

b. Treasurer's Report – July 31, 2025 and August 31, 2025

Motion: To approve the Treasurer's report as presented for July 31, 2025, and August 31, 2025.

Greg and Emily. **Carried.**

c. CEO's Report

Motion: To approve the CEO's report as presented.
Jenn and Emily. **Carried.**

7. Committee Reports

- a. **Policy Review Committee** – Nothing
- b. **Nominating Committee** - Nothing

8. New Business

a. **Projected Board Calendar**

Motion: To approve the meeting schedule for 2025-2026, including the change in the meeting date for December 2025 to the 3rd Tuesday.

Jenn and Greg. **Carried.**

b. **1st Quarter Report Stats**

Discussion about what data the Board would like to see. The Board uses data to review staff workload and perspective, as well as data on referrals and the risks. What impact does it have on the community? The impact and the story of feeling the work.

ACTION: Sandra will develop a template for October for the Board to review and discuss.

9. Correspondence

- a. **MCCSS West Region Correspondence** – CSP Funding Increase
Correspondence for information.

10. In-Camera

Motion: To move in-camera at 6:00 p.m.
Greg and Jill. **Carried.**

11. In-camera reports – Client Complaint

12. Adjournment

Motion: To adjourn the meeting at 6:35 p.m.
Emily and Greg. **Carried.**

Next Meeting:

Tuesday, October 28, 2025, at 9:00 a.m.

Date

Chair's Signature



Board of Directors
Open Meeting Minutes - Tuesday, October 29, 2025
In-person at Contact Brant or by Zoom

Present:

Chair: Patrick Parent
Secretary: Jennifer Tonnies
Directors: Jill Esposto, Jennifer Kroesbergen
Chief Executive Officer: Sandra Parker
Managers: Linda McFadyen
Executive Assistant: Cindy Landry

Regrets: Emily Miller, Jennifer Tonnies, Melanie Graham, Maxine Lean, Alison Hilborn, Kimberly Vanderburg, Greg Hackborn

Quorum was not present and the meeting was adjourned. The next meeting is Tuesday, November 25, 2025, at 9:00 a.m.

1. **Call to Order**
2. **Land Acknowledgement**
3. **Agenda - Additions, Deletions, Approval**
4. **Conflict of Interest Declarations**
5. **Approval of Minutes – September 23, 2025 - deferred**
6. **Business Arising from Minutes - deferred**
 - a. 1st Quarter Report Stats – covered in CEO's report
7. **Executive Reports:**
 - a. Chair's Report – nothing
 - b. Treasurer's Report – September 30, 2025 - *deferred*
 - c. CEO's Report – *deferred*
8. **Committee Reports**
 - a. **Policy Review Committee** – Nothing
 - b. **Nominating Committee** - Nothing

9. New Business

- a. **Strategic Plan Update - FYI**

10. Correspondence

- a. **Nomination for Business Excellence Award - FYI**

11. In-Camera – *deferred*

12. In-camera reports

13. Adjournment – quorum was not present and the meeting was adjourned.

Next Meeting:

Tuesday, November 25, 2025, at 9:00 a.m.

Date

Chair's Signature



Board of Directors
Open Report from the Chair
October 28, 2025

Directors' Consent, Declaration and Confidentiality

Annual Board of Directors Consent, Declaration and Confidentiality forms are due.

Information



Director of the Board Consent, Declaration and Confidentiality

Name of Director: _____

Consent

I agree to take on the role of Director on the Board of Contact Brant for Children's and Developmental Services.

Declaration

I have read the Mission, Vision and Values Statements for Contact Brant and I agree to remain true to the ideas and commitments expressed therein in all deliberations and decisions during my term on the Board of Directors, and as a Member of the organization. I commit to act honestly, and in good faith, in what I reasonably believe to be in the best interests of the Corporation.

Confidentiality

In my line of duty as a Director on the Board of Contact Brant, I commit to keep confidential all information with respect to clients, staff, volunteers, and the organization's business that I receive in any manner, including but not limited to: orally, written, email, fax, or electronic.

I commit to confidentially handle and safeguard the information in my custody or under my control, including but not limited to: any written or electronic information, as well as, the Board log-in page on the website. I commit to take reasonable steps to ensure information is appropriately stored and protected against theft, loss, and unauthorized use or disclosure, as well as, unauthorized copying, modification, or disposal. I will ensure that all records are retained, transferred, and/or disposed of in a secure manner.

I agree not to disclose any information, during or after my term as a Director of Contact Brant, to any third party for any reason, except with written consent from the individual, organization, or unless legally obligated to without consent.

I understand that I will not act as spokesperson for the Board, nor discuss the business of the Board, unless designated to do so by the Chair of the Board.

Signature

Date



Board of Directors
Open Report from the Chair
November 25, 2025

Email Decisions

The following were approved by email:

1. OPEN – Treasurer’s Report with Revised Budget:
 - Based on the original approved budget for 2025-26, we are forecasting a surplus of \$472K
 - Two weeks ago, MCCSS requested a budget submission for URS with additional clarification that we can submit a budget based on current forecasts (MCCSS is using a new budgeting process this year – they’re using historical data for service areas other than URS, which doesn’t have enough historical data)
 - A revised budget has been prepared that includes salary adjustments for specific roles, adjusted allocation for purchased client services, and adjusted allocation for promotional fees under communication to balance the budget
 - The budget submission to MCCSS is due this week

Recommendation: to approve the revised budget as presented

Email Approval received from: Patrick Parent, Jennifer Kroesbergen, Maxine Lean, Jennifer Tonnies, Jill Esposto, Melanie Graham, Greg Hackborn

September 30, 2025

	2024-2025 ACTUAL	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2025-26 MCCSS YTD Sept 30
REVENUE				
Access - Children's (MCCSS)	1,220	1,220	1,220	614
DS Children's Specialized (MCCSS)	191,165	191,165	191,165	95,585
RPAC (MCCSS)	702	702	702	354
Coordinated Service Planning & FASD (MCCSS)	451,490	472,077	472,077	230,895
Complex Needs (MCCSS)	66,820	66,820	66,820	33,412
Urgent Response Service (MCCSS)	7,518,653	7,318,653	7,318,653	3,659,331
	0			0
Sub-Total Ministry Actual Revenue	8,230,050	8,050,637	8,050,637	4,020,191
Off-setting Revenue ENS (ENS - funding for operating costs)			0	
Off-Setting Revenue Info Services (to offset revenue shortfall in MCCSS)	-	31,218	31,218	0
Interest on Ministry Surplus	16,971			
Deferred Capital Contributions	-23,529			0
Amortization Deferred Capital Contributions	24,951			0
TOTAL Revenue	8,248,443	8,081,855	8,081,855	4,020,191

EXPENSES	2024-2025 ACTUAL	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2025-26 MCCSS YTD Sept 30
SALARY	1,796,234	2,093,648	2,093,649	969,132
STAFF TRAINING (education, conferences, recruitment - staff)	52,213	25,000	25,000	9,910
BUILDING OCCUPANCY (Lease, Utilities, Insurance, Repairs & Mtce)	60,292	65,111	65,111	31,454
TRAVEL & COMMUNICATION	221,147	289,937	154,000	70,358
Supplies & Equipment	21,282	21,832	21,832	1,974
Other Program/Service Expenditures (Purchases client services, all other direct not classified)	5,210,742	5,522,327	5,290,833	2,530,586
Governance Expenses	17,175	22,000	22,000	7,765
Professional/Contracted-out (legal, audit, bank, payroll services, consultant fees)	215,641	42,000	42,000	5,555
Amortization Capital Assets	24,951	0	-	-
TOTAL Ministry Expenses	7,619,678	8,081,855	7,714,425	3,626,733
Ministry Surplus (Loss)	628,766	0	367,430	393,458
Less: Repayable to the Ministry	-628,766			
Ministry Surplus (Loss)	0	0	367,430	393,458

Repayable to MCCSS	As of Sept 30, 2025
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Fiscal 2022-23	932,458
Fiscal 2023-24	116,146
Fiscal 2024-25	628,766
Total	1,677,370



September 30, 2025

PROJECT FUNDS

	2024-2025 Actual	2025-2026 Revised Budget	2025-2026 Forecast	2025-26 YTD
REVENUE				
Your Guide	204	20,641	0	0
FASD Caregiver Support Group	4,500	0	4,500	0
Health Spending Account	0	6,900	0	0
Extensive Needs Interdisciplinary	475,712	502,702	503,361	276,478
Other (Accrued, Interest Earned, Staff payments, GIC Interest, Miscellaneous)	21,156	0	5,000	3,508
Info Services (211-\$43,116; Findhelp \$1,319.89)	43,866	44,484	44,436	22,218
CYSC Income	0		21,719	21,719
Intensive Respite Funds 1124 (YHTF, DSO, etc.)	258,680	0	0	0
Revenue ENS (ENS - funding for CB operating costs to offset MCCSS)				
Revenue Info Services (to offset funding shortfalls in MCCSS)			-31,218	
TOTAL Projects Revenue	804,119	574,727	547,798	323,922

EXPENSES				
Your Guide	204	20,641		0
FASD Caregiver Support Group	4,500	0	4,500	977
Health Spending Account	0	6,900		0
Information Services (211, Findhelp)	0	34,772	12,122	5,097
Extensive Needs Interdisciplinary	464,122	502,702	503,361	244,537
CYSC Expenses	0		21,719	8,865
Intensive Respite Expenses 1924	242,672			0
Other Expenses	0		0	0
Non-Ministry Amortization Deferred Capital Contributions	0	0	0	0
Applied to Ministry	0	0	0	0
Total Projects Expenses	711,498	565,015	541,702	259,476
Projects Surplus (Loss)	92,620	9,712	6,096	64,445

TOTAL MINISTRY AND PROJECTS

TOTAL REVENUE	9,052,562	8,656,582	8,629,653	4,344,113
TOTAL EXPENSES	8,331,176	8,646,871	8,256,127	3,886,209
TOTAL Surplus (Loss)	721,386	9,711	373,526	457,903

QB Cash Operating Account*	2,193,123
QB 104 Contra Internally Restrict BHN	-16,374
QB Petty Cash	100
QB Savings Account	85,113
Total Quickbooks (QB) Cash Balance	2,261,962
BANK RECONCILIATION - operating account	
Accounting Cash Operating Balance*	2,193,123
Add: Outstanding cheque	
Add: AW exp went through in Aug not paid until Sept	217
TD Cash Balance	2,193,340
Restricted Assets	
Restricted Cash - restricted for updating BHN info database	16,374
Restricted Investments - GIC restricted for future corporation pressures	30,115
Total Restricted Assets	44,973
Opening Internally restricted net assets	
Add: GIC interest	
Closing Internally restricted net assets	44,973

Renewal October 17, 2026

Deferred Revenue	As of Mar 31, 2025	As of Sept 30, 2025	Change
CYSC	7,500	0	-7,500 In CYSC income t
Your Guide	20,437	0	-20,437 Note 3
Deferred ENS FASD	13,500	0	-13,500 Note 1
Deferred ENS Interdisciplinary	13,490	513	-12,978 Note 2
Other	1,311	1,311	
	<u>56,238</u>	<u>1,824</u>	

Note 1 F2025 Deferred \$13,500, recognized as income in F2026 as all costs have come in
 Note 2 F2025 Deferred \$13,490, recognized \$12,978 as income in F2026 for costs that have been incurred
 Note 3 F2025 Deferred \$20,437, recognized \$10,218 in CYSC income this year and paid \$10,218 to HN Reach

October 31, 2025



	2024-2025 ACTUAL	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2025-26 MCCSS YTD Oct 31
REVENUE				
Access - Children's (MCCSS)	1,220	1,220	1,220	715
DS Children's Specialized (MCCSS)	191,165	191,165	191,165	111,515
RPAC (MCCSS)	702	702	702	412
Coordinated Service Planning & FASD (MCCSS)	451,490	472,077	472,077	271,092
Complex Needs (MCCSS)	66,820	66,820	66,820	38,980
Urgent Response Service (MCCSS)	7,518,653	7,318,653	7,318,653	4,269,218
	0			0
Sub-Total Ministry Actual Revenue	8,230,050	8,050,637	8,050,637	4,691,932
Off-setting Revenue ENS (ENS - funding for operating costs)			0	
Off-Setting Revenue Info Services (to offset revenue shortfall in MCCSS programs)	-		0	0
Interest on Ministry Surplus	16,971			
Deferred Capital Contributions	-23,529			0
Amortization Deferred Capital Contributions	24,951			0
TOTAL Revenue	8,248,443	8,050,637	8,050,637	4,691,932
EXPENSES				
SALARY	1,796,234	2,093,649	2,093,649	1,112,765
STAFF TRAINING (education, conferences, recruitment - staff)	52,213	25,000	25,000	13,666
BUILDING OCCUPANCY (Lease, Utilities, Insurance, Repairs & Mtce)	60,292	65,111	65,111	33,450
TRAVEL & COMMUNICATION	221,147	258,720	154,000	79,638
Supplies & Equipment	21,282	21,832	21,832	2,255
Other Program/Service Expenditures (Purchases client services, all other direct not classified)	5,210,742	5,522,327	5,290,833	2,959,136
Governance Expenses	17,175	22,000	22,000	7,911
Professional/Contracted-out (legal, audit, bank, payroll services, consultant fees)	215,641	42,000	42,000	7,169
Amortization Capital Assets	24,951	0	-	-
TOTAL Ministry Expenses	7,619,678	8,050,639	7,714,425	4,215,990
Ministry Surplus (Loss)	628,766	-2	336,212	475,942
Less: Repayable to the Ministry	-628,766			
Ministry Surplus (Loss)	0	-2	336,212	475,942

Repayable to MCCSS	As of Oct 31, 2025
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Fiscal 2022-23	932,458
Fiscal 2023-24	116,146
Fiscal 2024-25	628,766
Total	<u>1,677,370</u>



October 31, 2025

PROJECT FUNDS

	2024-2025 Actual	2025-2026 Budget	2025-2026 Forecast	2025-26 YTD
REVENUE				
Your Guide	204	20,641	0	0
FASD Caregiver Support Group	4,500	0	4,500	4,500
Health Spending Account	0	6,900	0	0
Extensive Needs Interdisciplinary	475,712	502,702	503,361	308,546
Other (Accrued, Interest Earned, Staff payments, GIC Interest, Miscellaneous)	21,156	0	5,000	3,647
Info Services (211-\$43,116; Findhelp \$1,319.89)	43,866	44,484	44,436	32,997
CYSC Income	0		21,719	21,719
Intensive Respite Funds 1124 (YHTF, DSO, etc.)	258,680	0	0	0
Revenue ENS (ENS - funding for CB operating costs to offset MCCSS)				
Revenue Info Services (to offset funding shortfalls in MCCSS)			0	
TOTAL Projects Revenue	804,119	574,727	579,016	371,409

EXPENSES				
Your Guide	204	20,641		0
FASD Caregiver Support Group	4,500	0	4,500	1,377
Health Spending Account	0	6,900		0
Information Services (211, Findhelp)	0	34,772	12,122	6,068
Extensive Needs Interdisciplinary	464,122	502,702	503,361	275,128
CYSC Expenses	0		21,719	9,765
Intensive Respite Expenses 1924	242,672			0
Other Expenses	0		0	0
Non-Ministry Amortization Deferred Capital Contributions	0	0	0	0
Applied to Ministry	0	0		0
Total Projects Expenses	711,498	565,015	541,702	292,338
Projects Surplus (Loss)	92,620	9,712	37,314	79,070

TOTAL MINISTRY AND PROJECTS				
TOTAL REVENUE	9,052,562	8,625,364	8,629,653	5,063,341
TOTAL EXPENSES	8,331,176	8,615,654	8,256,127	4,508,329
TOTAL Surplus (Loss)	721,386	9,710	373,526	555,012

QB Cash Operating Account*	2,304,410
QB 104 Contra Internally Restrict BHN	-16,374
QB Petty Cash	100
QB Savings Account	85,253
Total Quickbooks (QB) Cash Balance	2,373,388

BANK RECONCILIATION - operating account		
Accounting Cash Operating Balance*	2,304,410	
Add: Outstanding cheque		
Add: AW exp went through in Oct not not paid until Nov	161	
TD Cash Balance	2,304,173	397.62
Restricted Assets		
Restricted Cash - restricted for updating BHN info database	16,374	
Restricted Investments - GIC restricted for future corporation pressures	30,115	<i>Renewal October 17, 2026</i>
Total Restricted Assets	44,973	
Opening Internally restricted net assets		
Opening Internally restricted net assets	44,973	
Add: GIC interest		
Closing Internally restricted net assets	44,973	

Deferred Revenue	As of Mar 31, 2025	As of Oct 31, 2025	Change	
CYSC	7,500	0	-7,500	In CYSC income t
Your Guide	20,437	0	-20,437	Note 3
Deferred ENS FASD	13,500	0	-13,500	Note 1
Deferred ENS Interdisciplinary	13,490	0	-13,490	Note 2
Other	1,311	477		
	<u>56,238</u>	<u>477</u>		

Note 1 F2025 Deferred \$13,500, recognized as income in F2026 as all costs have come in

Note 2 F2025 Deferred \$13,490, recognized \$13,490 as income in F2026 for costs that have been incurred

Note 3 F2025 Deferred \$20,437, recognized \$10,218 in CYSC income this year and paid \$10,218 to HN Reach



**Board of Directors
Report from the Chief Executive Officer - Open Meeting
November 25, 2025**

Communication and Counsel to the Board

Coordinated Service Planning (CSP) and Complex Special Needs (CSN)

MCCSS Program Supervisor, Lauren Watson, attended our case resolution meeting on Sept. 26/25 to present the changes to CSP guidelines (i.e. use of a common CSP template, and tiered service delivery), CSN referral pathway through CPRI, and the interim CSN requirements for eligible children.

A follow-up meeting was held with Brant CSP providers (Contact Brant, Lansdowne, Six Nations Department of Wellbeing, Willowbridge, and Woodview) on Oct. 10/25 to review current MOUs and discuss updates reflecting the impending changes. All partners were aligned to continue our collaborative approach to CSP service delivery across the community. Community partners understand that Contact Brant's role as the lead CSP provider and CSN placing agency means that access to CSN must go through Contact Brant; however, CSN case management can continue with a family's existing service coordinator without having to transition the family to a service coordinator within Contact Brant. All partners agreed that this is the most family-centred approach, and our updated MOUs will need to include specific communication protocols to ensure that Contact Brant can fulfill our obligations as the lead agency.

Implementation of the new requirements started on Nov. 3/25 and are applicable for new children starting in CSP or new referrals to CSN only. I.e. anyone referred prior to Nov. 3rd will continue using previous processes.

Linda and I will attend the Provincial Network of Coordinating Agencies meeting in Toronto on Nov. 26/25 where the agenda will focus on implementation of these changes.

Information

Urgent Response Services

Continued attempts to recruit a temporary coordinator to enhance service delivery capacity have been unsuccessful. The posting was reopened in September, and we made an offer to a candidate who was eager to move forward, and then ultimately declined the offer. Her reasons for declining included a lack of benefits due to the temporary nature of the position, and the frequency of in-office work as she would be commuting to Brantford. We have not identified any new external candidates and are addressing the pressure using existing staffing resources from CSP/CSN temporarily. This will not be sustainable long-term as we suspect the workload related to CSP and CSN will increase.

When we start to prepare our budget for 2026-27, there may be opportunity to look at a permanent role within URS using existing fiscal resources. I continue to have conversations with our MCCSS program supervisor about an annualized increase that would provide more certainty.

In October, we received 98 referrals to URS, which is the highest number of referrals we have ever received in a month since the inception of URS.

Information

Service Data – Q1 & Q2

Coordinated Service Planning (CSP)					
	2025-26 Q1	2025-26 Q2	25-26 Q3	25-26 Q4	FY 2024-25
# new referrals	10	17			51
# initiating CSP	10	10			45
# waiting for CSP	1	7			4
Avg. wait time	49 days	42 days			23 days
# active in CSP	36	44			41
# discharged	20	4			44
# served in CSN	14	14			21
Extensive Needs Services (ENS)					
	2025-26 Q1	2025-26 Q2	25-26 Q3	25-26 Q4	FY 2024-25
# new referrals	5	7			n/a
# unique children served	13	12			n/a
# of children on wait list	0	2			n/a
Avg. wait time	1 day	6 days			n/a
FASD Service Coordination					
	2025-26 Q1	2025-26 Q2	25-26 Q3	25-26 Q4	FY 2024-25
# unique children served	44	41			51
# of children on wait list	4	3			0
Avg. wait time	2 days	1 day			11 days
Urgent Response Services (URS)					
	2025-26 Q1	2025-26 Q2	25-26 Q3	25-26 Q4	FY 2024-25
# new referrals	207	169			696
# re-referrals	15	18			47
# eligible	130	100			470
# unique children served	113	96			387
# of active children at end of quarter	111	162			189

<i>Aggression</i>	23	24			152
<i>Property destruction</i>	8	3			28
<i>Violent thinking</i>	5	4			24
<i>Fire setting</i>	0	1			2
<i>Harm to animals</i>	2	3			5
<i>Risk of exploitation</i>	2	0			8
<i>Self-injurious behaviour</i>	29	30			122
<i>Suicidal thoughts/behaviour</i>	8	3			33
<i>Inappropriate sexual behaviour</i>	7	3			20
<i>Flight risk</i>	16	13			41
Avg. days to service start	25	26			27
Avg. days to service completion	43	49			41

Key Highlights:

- The number of new referrals and active children receiving CSP is slightly higher than last year, however the number of children initiating CSP is slightly slower
- Average wait time for CSP increased in Q1 due to staff transitions related to Lead CSP Coordinator’s mat leave; wait time is reducing with a full staff complement in place
- Overall, we’re on track to meet targets in CSP, ENS, and FASD
- We’re projecting 750 referrals to URS, representing an 8% increase over last year
- We’re projecting 410 unique children served (i.e. 410 children discharged from URS by fiscal year-end), representing 114% of our service target of 358
- High referral volume continues to put pressure on our ability to complete screenings in a timely manner

Information

Correspondence

Contact Brant has been nominated in the Diversity, Equity & Inclusion category for a Chamber of Commerce Business Excellence Award. (see attached for award acceptance submission)

MCCSS Correspondence – Launch of CSN Program (see attached)

Information



**Board of Directors
Policy Review - Open Meeting
November 25, 2025**

Policy Review

Risk Management Policy

Contact Brant maintains a Risk Management Policy that states: Contact Brant will take appropriate measures to reduce the risk to the organization, including resources, staff, volunteers, finances, and clients.

The procedures included within outline the CEO's responsibilities to identify potential risks and risk management strategies, including due diligence in managing situations proactively to reduce risk through annual policy and procedure reviews; regular and unscheduled workplace inspections and audits to ensure effective health and safety practices; addressing and reviewing with staff any health and safety issues; investigations into all accidents and analysis of any hazards; reviews of record keeping and practices; orientation and regular training of employees / students / volunteers; confidentiality regarding employee information; documentation; enforcement of policies with progressive discipline when necessary; adequate insurance coverage; regular review of financial records; financial transparency and accountability.

There are no changes proposed to the Risk Management Policy at this time.

Information

Business Continuity Plan

Creating and maintaining a Business Continuity Plan will ensure that Contact Brant has the resources and information needed to deal with emergencies. An emergency can impose overwhelming demands and / or significantly restrict access to resources, which include human, material, information, and expertise. Every organization is at risk from potential disasters including natural disasters; accidents and threats; sabotage; power and energy disruptions; communications, transportation, safety, and service sector failure; environmental disasters; or cyber attacks and hacker activity.

The Business Continuity Plan states that: Contact Brant will have a Business Continuity Plan in place to identify the resources, procedures, and information needed to deal with emergencies. Employees will be familiar with and prepared to follow the Business Continuity Plan to ensure service delivery to clients as soon as possible following an emergency and / or disaster.

The procedures included within the plan outline the CEO's responsibilities to review with the Board the potential risks that are most likely to occur, and ensure the plan addresses these risks and the essential services and resources that are required to continue operations.

There are no changes proposed to the Business Continuity Plan at this time.

Information

Governance Policies

Ministry direction and Board governance best practices indicate that the Board of Directors should review governance roles and strategic statements annually. Directors are expected to be familiar with and responsible in their governance role for the organization's policies.

Contact Brant's governance policies were revised, reviewed and approved by the Board in May, 2025. There are no changes to the Governance Policies at this time.

Governance and Governance Assessment	The Board of Directors governs under a policy governance model in accordance with Contact Brant's Governance Policies and By-laws.
Role of the Officers of the Board	The Corporation's Officers are the Chair, Vice Chair, Secretary, Treasurer, and Chief Executive Officer.
Code of Conduct	Directors commit to ethical, professional, and lawful conduct, including proper use of authority when acting as Board members and to discharging their duties with adherence to a standard of care based on the collective knowledge and experience of the Directors.
Conflict of Interest	A Director shall declare a Conflict of Interest any time a Board member's decision is or potentially could be influenced by external affiliations or personal interests.
Board Committees	The Board may establish any committee it determines necessary for executing its responsibilities. The Board shall determine the composition and terms of reference for any such committee. The Board may dissolve any committee by resolution at any time.
Board Meetings	Minutes will be kept at all Board meetings. All decisions should be made by a majority of votes. In-camera agendas will be limited to sensitive matters related to personnel, legal, or contractual matters.
Financial Accountability	It is the Board's responsibility to monitor the organization's financial management. The Chief Executive Officer will ensure sound financial planning, including a Board approved annual budget and regular reporting to the Board on financial conditions and activities. The banking business or any part of it shall be transacted by an Officer or Officers of the Corporation and/or other persons as the Board of Directors may by resolution from time to time designate, direct, or authorize.
Communications	The Chair or their delegate speaks on behalf of the Board of Directors on issues of governance, and the Chief Executive Officer speaks on behalf of the organization on issues of an operational nature.
Strategic Planning Cycle	The Board of Directors will establish and annually review the organization's Mission, Vision, and Values Statements, as well as develop and monitor a Strategic Plan and the annual priorities to be accomplished.
Board and Chief Executive Officer Connection	The Board establishes policies and strategic direction, and the Chief Executive Officer is accountable for implementing operations and the organization's achievements.
Delegation to Chief Executive Officer	The Board of Directors will assign clear authorities and accountabilities that create a sound internal control environment

	while facilitating decision-making; establish matters specifically reserved for determination by the Board and those matters delegated to the Chief Executive Officer; and establish the types and maximum amount of commitments that may be approved by designated individuals for fiscal integrity.
Board Appointment and Monitoring of the CEO	The Board of Directors will establish a process to recruit and select an appropriate individual to fill the position of Chief Executive Officer and will regularly monitor and annually review the Chief Executive Officer's job performance.

Information

Emergency Executive Succession Plan

Preamble

The purpose of an emergency succession plan is to ensure continuous coverage of executive duties, critical to the ongoing operations and organization's sustainability, in the event of an emergency leave or departure of the Chief Executive Officer (CEO). Per Contact Brant's Governance Policies, the Chief Executive Officer will annually present to the Board, the CEO's emergency succession plan for approval.

Policy

The Chief Executive Officer will ensure that at least one member of Contact Brant's management team is informed of the priorities and issues facing the agency to support the Board in an emergency transition.

In the event of an unplanned or extended leave of the CEO, a Contact Brant manager or Director of the Board may be appointed as the acting CEO on a full-time or part-time basis until such time the Board of Directors can make a longer-term decision to cover the absence. In such instances, the Board will need to consider compensation for the individual and delineate responsibilities for the Interim CEO. The Board may consider the appointment of an external Interim CEO or a consultant with sufficient experience on a contractual basis.

Procedures

1. In the event of a temporary or emergency absence of the CEO, two executive members of the Board of Directors will approve payments and sign documents requiring an authorized signature.
2. The Executive Assistant will provide financial information and reports to the Board for review.
3. The Board of Directors may consult with any other Contact agency's Executive Director regarding Board issues, staffing, Ministry requests, and corporate or legal issues.
4. MCCSS program supervisors are available to the Board as a resource to provide guidance on program operations and fiscal accountability.

Recommendation – To approve the Emergency Executive Succession Plan as presented.

Decision

Contact Brant By-laws

By-laws are the legal document that describes how the organization must be governed. By-laws define the membership, the purpose and requirements of the membership, officers' titles and responsibilities, assignment of officers, terms of Board service, officer/board member succession and removal, how meetings are conducted, how often meetings are held, decision-making, any other non-negotiables deemed necessary, and the provision for amending the by-laws.

Contact Brant's by-laws were revised in May, 2023. There are no proposed changes at this time.

Information

Vision, Mission & Values Statements

Vision: Children, youth and families are connected to and supported by their community.

Mission: Contact Brant makes it simple to find community information and resources, and for children, youth, and families to get connected to community services. We support families by bringing services together for a coordinated plan of care.

Values: We value our clients by providing timely, family-centred help; our community partners and the work we do together; our commitment to diversity and inclusion; and, our knowledgeable team who make it all happen.

There have been no changes to Contact Brant's Mission, Vision and Values since last Board approval.

Information

Health & Safety Policies

Contact Brant endeavors to provide a healthy and safe workplace. Contact Brant follows the requirements of applicable legislation and guideline, including the *Employment Standards Act*, the *Occupational Health and Safety Act*, and the *Workplace Safety and Insurance Board (WSIB)* expectations. It is important for employees and management to work together to ensure a healthy and safe workplace.

Contact Brant is committed to the health and safety of employees and will take all reasonable precautions to protect the health and safety of employees including the prevention of occupational injuries and diseases.

Contact Brant's health and safety policies were revised and approved in June, 2025. There are no proposed changes at this time.

Information

Privacy & Confidentiality

Contact Brant is a Health Information Custodian (HIC) and will adhere to the expectations set out in the Personal Health Information Protection Act and the Child, Youth and Families Services Act, regarding the collection, use and disclosure of personal information in order that clients can access programs and services.

Contact Brant respects privacy and holds person information confidential. Contact Brant will:

- Ensure knowledgeable consent and purposes for the collection, use and disclosure of personal information
- Ensure people are made fully aware of confidentiality and privacy practices
- Limit collection, use and disclosure to what is necessary for the purposes identified
- Ensure personal information is as accurate, complete and up to date as needed for the purposes it is being used
- Take all reasonable measures to safeguard personal information in our custody and control
- Recognize clients' rights for access to and collection of personal information
- Identify and address any breach of privacy

Contact Brant's Privacy and Confidentiality Policy was revised and approved in April, 2025. There are no proposed changes at this time.

Information

Consent

Contact Brant's purposes for collecting, using, and/or sharing information include:

- To provide information/consultation about community services
- To assess individual service and support needs, as well as prioritization and advise on community service options
- To provide a referral to services, which includes the intake package/family story
- To communicate with other providers involved in an individual's care about planning and coordinating services
- To maintain contact for the purposes of establishing appointments, follow-up, referrals, and ongoing service coordination
- To support the development of a Coordinated Service Plan/service plan with each individual/family and with the services involved
- To facilitate case conferences, case resolution, and RPAC
- To track the progress of each child/youth from Access through to discharged from referred services, identifying the states of waiting, in-service, or discharged
- To provide data through the use of non-identifying statistics to inform community service system planning for improvements, as well as to provide reports to Contact Brant's Board of Directors, Ministry, and other funders
- To comply with legal, regulatory, and Ministry requirements
- To ensure continuous high quality services through addressing feedback as to how effective and helpful services have been

Contact Brant will ensure explicit consent is secured for the use and disclosure of personal information and that it is only used or disclosed to those for the purposes it is intended, as documented in the consent provided by the individual.

Contact Brant's consent policy was revised and approved in April, 2025. There are no proposed changes at this time.

Information

Conflict of Interest

Employees are expected to be independent with respect to their actions, decisions and judgements regarding all agency business. To this end, employees are expected not to have any relationships, activities, or personal financial interests that might possibly impair or affect their judgement or influence their decisions concerning Contact Brant business.

Employees are required to support and advance the interests of the organization and avoid placing themselves in situations where their personal interests, actually or potentially, conflict with the interests of the organization.

Contact Brant's conflict of interest policy was revised and approved in June, 2025. There are no proposed changes at this time.

Information

Abuse

Contact Brant has an obligation to ensure staff, students, volunteers, and the Board of Directors are provided with definitions of abuse to support the prevention and identification of abuse as well as understand the requirements for reporting and investigation procedures to be followed related to allegations of abuse.

Abuse refers to any act or situation which may be physical, emotional, psychological, sexual, and/or financial, that is unwarranted, demeans, harms, infringes on personal rights or dignity, neglects, or places an individual at risk to personal harm and safety. Definitions of abuse include, but are not limited to the following:

- **Physical abuse** causes pain or may inflict injury on the body, including but not limited to biting, hitting, kicking, slapping, pinching, pushing, pulling, shoving, burning, and improper or unwarranted restraint
- **Sexual abuse** occurs when sexual activity is forced, coerced or is against a person's will, including sexual exploitation
- **Verbal abuse** is using words to hurt or demean another person or destroy self-esteem, including but not limited to swearing, name-calling, and use of derogatory or disrespectful language
- **Emotional or psychological abuse** are actions that negatively affect the self-esteem of a person, including but not limited to a persistent pattern of belittling, criticizing, and undermining; destruction of property; withholding of normal social interaction or contact; and threats
- **Neglect or mistreatment** are acts that are disrespectful or demeaning to a person, punishment of a person by another that is condoned or instigated by staff, requiring or forcing a person to assume an uncomfortable position or to repeat physical movements, and deprivation of basic needs
- **Exploitation** takes selfish or unfair advantage of a person or situation for personal gain or is the wrongful taking, use of, or exercising control over a person's property, resources, time or skills
- **Financial Abuse** is the denial of access to and control over a person's own funds and the misuse of financial resources

- **Harassment** involves engaging in a course of vexatious comment or conduct against an employee in a workplace that is known or ought reasonably to be known to be unwelcome; or, engaging in a course of vexatious comment or conduct against an employee in a workplace because of sex, sexual orientation, gender identity or gender expression, where the course of comment or conduct is known or ought reasonably to be known to be unwelcome, or making a sexual solicitation or advance where the person making the solicitation or advance is in a position to confer, grant or deny a benefit or advancement to the worker and the person knows or ought reasonably know that the solicitation or advance is unwelcome

Contact Brant has zero tolerance for abuse. All incidents, allegations, or suspicions of abuse or willful neglect by Contact Brant staff or others will be appropriately reported immediately, and may result in disciplinary action up to and including termination of employment.

Contact Brant's abuse policy was revised and approved in June, 2025. There are no proposed changes at this time.

Information

After-Hours Alarm Response

This is a new policy and procedure drafted for Board review.

Preamble

From time to time, a situation may occur outside of regular business hours that requires a response from Contact Brant. This policy outlines the expectations and procedures for employees designated to respond to after-hours calls from the organization's security alarm monitoring provider. It ensures timely assessment of alarm notifications, protection of agency property and data, and appropriate escalation when needed.

Definitions:

- **Alarm monitoring provider** refers to the external security company that contacts designated staff when alarms are triggered outside of business hours
- **Alarm event** refers to any notification from the alarm provider indicating a potential security issue (e.g. break and enter, fire, system malfunction)
- **On-call staff** refers to the designated employee responsible for answering and responding to alarm-related calls

Policy

Contact Brant has an alarm system with 24/7 monitoring protection. The alarm system safeguards Contact Brant's location against unauthorized access and potential threats. The CEO is primarily responsible for responding to after-hours alarm calls. Contact Brant maintains a list of designated on-call staff to be contacted, and in what order, if the CEO is unavailable:

1. CEO

2. Executive Assistant
3. Manager of Autism Services
4. Manager of Service Coordination

The Executive Assistant is responsible for keeping contact information for these individuals up to date and for providing it to the alarm monitoring provider.

Procedures

1. Designated on-call staff will have the alarm monitoring provider's user app installed on their agency provided mobile device.
2. Upon receiving a call from the alarm provider, staff will:
 - a. Receive details of the alarm event / type of activation
 - b. Direct the alarm monitoring provider to contact police if applicable
 - c. Review the live view and / or playback on the alarm monitoring provider's user app
 - d. Determine if on-site attendance is required
3. If on-site attendance is required, staff must not enter the building if they observe signs of an unsafe situation, forced entry, or perceived threat to personal safety. In such instances, they must wait for police and follow instructions from emergency responders.
4. Once the site is confirmed to be safe, staff may reset the alarm and leave the premises.
5. All alarm-related calls and actions must be communicated to the management team (CEO, Executive Assistant, Manager of Autism Services, Manager of Service Coordination) before the next business day. Serious incidents (e.g. fire, break-in, other property damage triggering an alarm response) will be communicated to all staff before the next business day.
6. Any incidents deemed a Serious Occurrence under MCCSS serious occurrence requirements will be reported according to the requirements outlined in Contact Brant's Serious Occurrence Policy.

Recommendation – To approve the After-Hours Alarm Response policy and related procedures as presented.

Decision

2025 – 2026 Strategic Work Plan Report

Strategic Priority	5 Year Goals	2025-26 Activities (Year 2)	Outcomes	Update
A. Organizational Effectiveness	A1. To increase the understanding of service effectiveness	A1.1 Identify and establish improved evaluation processes for key activities/services (Access, Information, CSP, FASD, URS).	Implement revised evaluation processes, and review annually.	Client surveys continue to have limited responses; consideration being given for more narrative / storytelling to highlight Contact Brant's impact for families. New videos include family testimonials to showcase our impact.
		A1.2 Analyze feedback and create changes based on recommendations to improve service effectiveness.	Identify needed changes at least annually.	Ongoing.
	A2. To increase efficiencies, processes, and services to address the growing demand for service and information.	A2.1 Review administrative processes and general practices to identify areas for improvement and efficiencies.	Implement efficiencies and processes; address service changes/new opportunities.	Standardized data reporting elements from EMHWare have been developed and shared with managers. With recent staff changes (Admin Assistant, General Office Assistant, and Accounts Payable Clerk), administrative functions were reviewed. Managers and CEO continue to look at administrative functions and define responsibilities.
		A2.2 Identify missing resources in our Community Information website and develop a plan to add these.	Continue to build the CI website.	Ongoing.
B. Commitment to Community	B1. To strengthen relationships with community partners.	B1.1 Active leadership and participation in community planning and events including membership on key committees.	Continue on current and identify new opportunities	Contact Brant continues to chair the Child & Youth Strategic Collaborative (as co-chair), Coordinated Service Planning Network, and West Region OAP Providers. Recently joined the Best Start Network and participated in 2025 strategic planning meeting for the network.

		B1.2 Identify staff to be key contacts with schools/school boards and key service providers to increase communication and understanding between our agency and others.	Continue membership on both school board's SEAC	SEAC reps are identified for GEDSB and BHNCDDB as SEAC reps.
		B1.3 Identify events that we need to participate in to increase our presence in the community.		Participation in several community engagement events throughout the summer and fall. Currently exploring opportunity to speak at a Rotary Club breakfast or lunch event.
	B2. Participate in ongoing cooperative program planning and development activities	B2.1 Collectively identify community needs and explore new collaborative service opportunities to address system-wide child and youth service issues/gaps.	Implementation, review and further planning	Contact Brant is the lead for Extensive Needs Service (ENS) in Brant to build on community unmet needs. Lead staff has collaborated with service delivery partners to streamline processes for ENS. Working closely with other Contact agencies and local CSP providers to plan for implementation of new CSP and CSN requirements.
	B3. To increase the understanding of our role as the Community Information Center.	B3.1 Increase the number of new records in the Community Information website.	Especially needed for Haldimand-Norfolk area.	Community Information Centre website views continue to increase, with 99-100% data accuracy for all records.
		B3.2 Plan for regular in-services and learning opportunities with agencies so all staff are confident in relaying information about community service providers, services and resources.	Establish new activities each year	Set this as a goal for Contact Brant's Communications Committee to identify new opportunities to promote the Community Information Centre.
	B4. To increase proactive engagement with clients.	B4.1 Focus on strategies to highlight Contact Brant's impact for families to increase client engagement	Further develop communication strategy including opportunities for engagement throughout the year	

C. Diversity, Equity and Inclusion	C1. To increase our understanding and commitment to Truth and Reconciliation.	C1.1 DEI Committee to review DEI policy to make recommendations for improvements related to serving / supporting Indigenous communities		Policy review is underway. Once final recommendations have been provided, the policy will be shared with the Board for approval.
	C2. To increase our practices that align with the people we serve	C2.1 DEI Committee to review DEI policy to make recommendations for improvements to better align with the people and communities we serve	Establish new activities each year	Policy review is underway. Once final recommendations have been provided, the policy will be shared with the Board for approval.
	C3. To increase the applications of DEI learnings into how services are provided.	C3.1 Following approval of an updated DEI policy, develop a DEI framework to implement policy across all of Contact Brant's services and communications.	Implement changes	Not yet started.
	C4. To understand families' comfort level in our services – is ours a culture of inclusion?	C4.1 Identify opportunities to build relationships with underserved / under-represented communities	Shape service delivery to ensure cultural safety with ongoing evaluation	Existing partnerships with Six Nations Dept. of Well-Being; new opportunities have not yet been identified.
	C5. To build a workplace where everyone can bring their authentic self	C5.1 Following approval of an updated DEI policy, develop a DEI framework to ensure Contact Brant is promoting an inclusive workplace for all staff	Implement changes	Not yet started.
D. Brand Understanding	D1. To heighten the understanding of Contact Brant's services with staff, clients, partners, and community.	D1.1 Streamline external communications including but not limited to print material and social media.	Review and identify new plans.	Website re-design is complete. New video series complete
		D1.2 Review Songbird Marketing data on our social media and build on successes to ensure a high social media presence.	Identify plan to bring communications / marketing internal.	Ongoing evaluation of Songbird Marketing suggests that it may not be meeting our needs and there is opportunity to build out a more fulsome communication strategy.
		D1.3 Increase staff and Board's consistency in use of plain language to describe what we do, as well as presentation (how things look).	Develop an enhanced communications strategy that provides key messages for all staff and use of consistent materials	Not yet started.

			representative of Contact Brant's "voice"	
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Please list the activities and/or programming your organization has in place, through efforts to promote diversity, equity, and inclusion. How long has the program been in existence, and how are your employees involved in the various programs? (500 words)

Contact Brant is deeply committed to fostering a culture where diversity, equity, and inclusion (DEI) are foundational to all aspects of our work. We recognize that diverse ideas, perspectives, and lived experiences strengthen our organization and enhance outcomes for the children, youth, and families we serve. Our approach is grounded in continuous learning, reflection, and meaningful collaboration with staff, community partners, and the diverse communities of Brant.

As part of Contact Brant's 2021–2024 Strategic Plan, the organization established a staff-led DEI Committee to advance an identified strategic priority – to strengthen inclusivity, promote cultural safety, and reinforce a sustained commitment to learning. The Committee continues to meet monthly and is co-chaired by two direct service staff, together with a management representative and the Chief Executive Officer. This structure ensures representation and shared accountability across all levels of the organization.

DEI remains a central focus in our current Strategic Plan, reflected in key objectives to: deepen our understanding and commitment to Truth and Reconciliation; align organizational practices with the diverse people and communities we serve; integrate DEI learning into service delivery and organizational decision-making; understand and strengthen families' sense of inclusion and comfort in accessing our services; and, foster a workplace culture where all individuals feel respected, valued, and able to bring their authentic selves to work.

Employees at all levels are actively engaged through training, discussions, and opportunities to contribute to the DEI Committee's initiatives and recommendations. The Committee plays an advisory and action-oriented role, identifying areas for growth and supporting the integration of DEI principles across programs and operations. Staff also participate in the regular review of Contact Brant's DEI policy, ensuring that it remains relevant, effective, and reflective of current best practices. This review process extends to the Board of Directors, underscoring DEI as an organizational responsibility shared at all levels.



To strengthen implementation and accountability, Contact Brant is developing a DEI framework that will guide how principles of equity and inclusion are embedded across service delivery, human resource practices, employee engagement, and communications. This ensures that DEI is not a standalone initiative but an integral part of organizational culture and operations.

When Contact Brant relocated to its downtown Brantford location in 2024, DEI principles informed all planning decisions. The site at 255 Colborne Street is fully accessible, located on the main floor, and well served by public transportation, reflecting our commitment to accessibility and inclusion.

Through these efforts, Contact Brant continues to cultivate a respectful, inclusive, and learning-focused environment that celebrates diversity, advances equity, and strengthens belonging—for our employees, partners, and the families we serve.

Please describe how our community and/or individuals are impacted by your organization's implementation of Diversity, Equity, and Inclusion activities. (300 words)

Contact Brant's commitment to DEI has a direct and meaningful impact on the children, youth, and families we serve, ensuring services are accessible, culturally responsive, and informed by lived experience. Through inclusive staffing practices, community partnerships, and barrier-free service delivery, Contact Brant removes obstacles and strengthens trust between our organization and the diverse communities of Brant.

A significant example highlighting this approach is our ongoing partnership with the Six Nations Department of Well-Being. This partnership supports service delivery within the Ontario Autism Program – Urgent Response Services (URS) and Coordinated Service Planning. Our collaboration ensures that Indigenous children, youth, and families receive timely, culturally safe, and community-informed support that honors their strengths, values, and traditions.

The creation of a Peer Support Navigator role within our URS program has further enhanced families' experiences. Bringing their own lived experience, this staff member provides guidance, empathy, and practical support, helping families feel seen, heard, and supported as they navigate complex systems.



Contact Brant’s hiring and recruitment practices intentionally encourage applications from individuals with lived experience and from underserved communities. This results in a workplace that reflects the diversity of the community and brings a broad range of perspectives and insights into our work.

Our service delivery model ensures equitable access through multiple options, including in-person appointments at our office or in families’ homes, virtual meetings, and phone consultations. Families also benefit from translation and interpretation services, reducing language barriers and fostering inclusion. Additionally, Contact Brant’s website re-design incorporated enhanced accessibility features, further supporting barrier-free engagement with our programs and services.

Through these initiatives, Contact Brant continues to advance DEI in tangible ways – ensuring that every family experiences inclusion and a sense of belonging in their interactions with our organization.