



Board of Directors

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

In-person at Contact Brant, 255 Colborne St.

or by Zoom: <https://us02web.zoom.us/j/89538534212?pwd=vUuxnVBayUaq09OgC4h63PDhjtIVg.1>

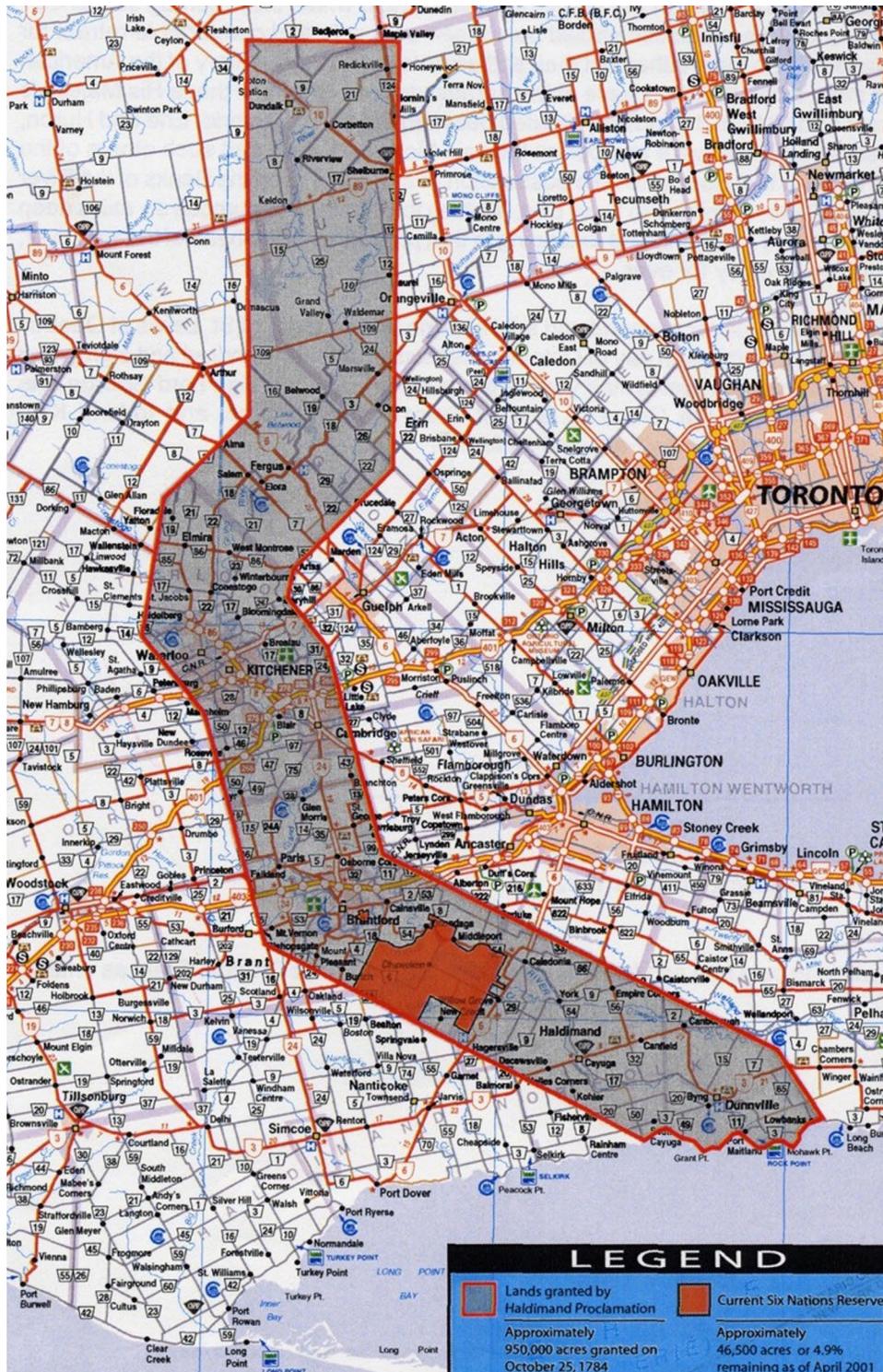
Agenda for Open Meeting

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** **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 30, 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, November 25th, 2025 at 9:00 a.m.

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 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

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



MCCSS Draft Budget 2025 - 2026	2024-2025 YE	2025-2026 Budget	REVISED 2025-2026 Budget
REVENUE			
Access - Children's	1,220	1,220	1,220
DS Children's Specialized	191,165	191,165	191,165
RPAC	702	702	702
Coordinated Service Planning & FASD SC	451,490	451,490	472,077
Complex Needs	66,820	66,820	66,820
Urgent Response Service	7,518,653	7,318,653	7,318,653
Sub-Total Ministry Actual Revenue	8,230,050	8,030,050	8,050,637
Off-Setting Revenue from Projects - 211 Info Services			31,218
TOTAL Revenue	8,230,050	8,030,050	8,081,855
EXPENSES			
Total Salaries	1,535,200	1,644,195	1,738,957
Staff Salaries	1,535,200	1,644,195	1,738,957
Benefits	261,034	335,739	354,691
Mandatory Benefits (CPP, EI, EHT)	117,063	328,839	347,791
Benefits Other (WSIB, group benefits)	143,971	6,900	6,900
Training (education, meetings, recruitment - staff & board)	69,388	63,000	47,000
Staff Development & Recruitment	52,213	25,000	25,000
Staff and Board Expenses	17,175	38,000	22,000
Transportation & Communication	228,907	137,000	289,937
Travel	3,900	4,000	6,000
Communication	24,070	15,000	14,000
Promotion and Membership Fees	102,819	50,000	190,937
IT software & IT equipment & photocopier	36,393	20,000	29,000
IT - Maintenance and DataBase Service (CTSIT, EMHware, KCL)	61,725	48,000	50,000
Building Occupancy	60,292	68,451	65,111
Lease and Building Maintenance	44,248	50,000	47,660
Insurance Expense	16,044	18,451	17,451
Professional/Contracted-out	215,641	30,000	42,000
Audit, Legal, Bank Charges, Payroll, Other	39,161	30,000	42,000
Consulting	176,480	0	0
Other Program/Service Expenditures	5,210,742	5,727,833	5,522,327
Purchased Client Services (URS)	5,195,463	5,712,833	5,494,327
Interpretation and Translation Services	15,279	15,000	28,000
Supplies & Equipment	37,049	23,832	21,832
Furniture and Office Supplies	37,049	23,832	21,832
Contingency	0	0	0
TOTAL Ministry Expenses	7,618,253	8,030,050	8,081,855
Ministry Surplus (Loss)	611,797	0	0
Interest on Ministry Surplus	16,971		
Amount Payable to Ministry	628,768		

June 30 announced CSP Funding Increase

To balance Complex Special Needs deficit

Incl. pay grid adj. Oct 25

Total Benefits HSA (23 x \$300)

PROJECTS Draft Budget 2025 - 2026	2024-2025 YE	2025-2026 Budget	REVISED 2025-2026 Budget
REVENUE			
Your Guide	204	20,641	0
FASD Caregiver Support Group	4,500	0	4,500
Extensive Needs Interdisciplinary	403,862	417,352	418,011
Extensive Needs FASD	71,850	85,350	85,350
Information Services (211, FindHelp)	43,866	44,484	44,436
Other	21,156	6,900	5,000
Intensive Respite Funds (YHCTF, DSO, etc.)	258,680	0	0
CYSC			21,719
Off-Setting Revenue to MCCSS - 211 Info Services			-31,218
TOTAL Projects Revenue	804,118	574,727	547,798
EXPENSES			
Your Guide	204	20,641	
FASD Caregiver Support Group	4,500	0	4,500
Health Spending Account		6,900	
Extensive Needs Interdisciplinary	392,272	417,352	418,011
Extensive Needs FASD	71,850	85,350	85,350
Information Services (211, FindHelp)	0	34,772	12,122
Intensive Respite Expenses	242,672	0	0
CYSC Expenses		0	21,719
Total Projects Expenses	711,498	565,015	541,702
Projects Surplus (Loss)	92,620	9,712	6,096

Includes +1 SC position

Sal.&Ben.: CI Assist. (12,122)

Total MCCSS & Projects	2025-26
Total Revenue	8,629,653
Total Expenses	8,623,557
Total (Surplus/Loss)	6,096



Board of Directors
Report from the Chief Executive Officer - Open Meeting
October 28, 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 upcoming 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.

MCCSS has still not provided an exact implementation date but shared that it is expected in mid to late November.

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 are continuing to interview candidates and looking at creative solutions to fill the gap internally.

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.

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

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 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 to the Business Continuity Plan at this time.

Information

Emergency Executive Succession Plan

In the event of a temporary or emergency absence of the CEO, two executive members of the Board would need to approve payments and sign documents. Financial information and reports would continue to be provided by the Executive Assistant for review by the Board.

In the event of an extended leave of the CEO, a manager or director of the Board could be appointed to temporarily step into the role on a full-time or part-time basis until such time the Board 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.

During any absence of the CEO, the Board could consult with any other Contact agency's Executive Director regarding Board issues, staffing, Ministry requests, and corporate or legal issues. Additionally, MCCSS Program Supervisors are available as resource to provide guidance on program operations and fiscal accountability.

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

Decision

Correspondence

Contact Brant has been nominated in the Diversity, Equity & Inclusion category for a Chamber of Commerce Business Excellence Award.

Information



POLICY AND PROCEDURE MANUAL

Section Administrative

Policy: AD 03

Policy Date: May 2025

July 2022; November 2018; February 2016; November 2014

Page: 1 of 4

RISK MANAGEMENT

Policy:

Contact Brant will take all appropriate measures to reduce risk to the organization, including resources, staff, volunteers, finances, and clients.

Procedures:

- 1.0 The Chief Executive Officer will annually review the Governance Policies, including the Asset Protection and Risk Management Policy and the Business Continuity Plan Policy, with the Board and staff to identify potential risks and risk management strategies.
- 2.0 The Chief Executive Officer will ensure due diligence in managing situations proactively to reduce risk through:
 - Annual policy and procedures review
 - 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
 - Review 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.
- 3.0 The Chief Executive Officer will annually review the Contact Brant policies and procedures and recommend revisions to the Board based on changes in legislation, agency practices, and Ministry guidelines.
- 4.0 The Chief Executive Officer will ensure that all new employees, students and volunteers are oriented to policies and procedures and will annually ensure that policies and procedures are reviewed at staff meetings.
 - 4.1 All employees, students, and volunteers will display an understanding of Contact Brant's policies and procedures as part of their orientation and performance reviews.
- 5.0 The Executive Assistant will ensure the maintenance, including preventative maintenance, of Contact Brant equipment and the office site. Any equipment should be in good working condition and properly installed.

- 6.0 The Chief Executive Officer will ensure that employees who are required to drive a vehicle as part of their duties at the time of hire have adequate vehicle insurance and a valid driver's license.
- 6.1 Employees utilizing their own vehicles for work will ensure the vehicle is in good working order and is covered by adequate insurance.
- 6.2 Employees who drive a vehicle to perform their job duties are responsible for ensuring they possess a valid driver's license.
- 6.3 Employees are responsible for following all laws while driving a vehicle for work, including, but not limited to, the prohibition on driving under the influence of alcohol, recreational cannabis, or prohibited substances.
- 7.0 Contact Brant will provide employees with opportunities for required and other relevant training (including WHMIS, First Aid, Crisis Intervention, Suicide Prevention, and job-specific skills). All employees are encouraged and supported to take responsibility for their own professional development (Professional Development Policy, HR—10).
- 8.0 All employees are responsible for working safely and healthily (refer to the Health and Safety Policies).
- 8.1 The Chief Executive Officer, the Health and Safety manager, and Health and Safety representatives will ensure that the Contact Brant site meets health and safety codes, policies, and procedures through regular site reviews.
- 8.2 In case of fire, employees will alert others in the building, utilize fire extinguishers when deemed safe to do so, immediately vacate the site according to evacuation procedures and call 911/the fire department.
- 8.3 Employees moving equipment and supplies must lift and transport the equipment properly to limit injury to themselves and others. Employees should utilize personal protective equipment when appropriate.
- 8.4 Workplace health and safety includes addressing the potential for impairment in the workplace; there are many sources of impairment, including, but not limited to, fatigue, life stresses, effects of the use of drugs (over-the-counter, prescription, legal cannabis, illicit drugs), and consumption of alcohol. Employees under the influence of drugs or alcohol on the job can pose serious health and safety risks to both themselves and their fellow employees. To help ensure a safe and healthy workplace, all employees while conducting work on behalf of the organization, whether on or off-site, will abide by the following expectations:
- Employees are prohibited from reporting to work while under the influence of alcohol, recreational cannabis, or any other non-prescribed substances. Employees will arrive at work fit for duty and able to perform their duties safely and to a standard and will remain fit for duty for the duration of their workday.

- Use, possession, distribution, or sale of recreational drugs or alcohol during work hours, whether on or off property, including during paid and unpaid breaks, is strictly prohibited
- Employees will report to their supervisor any potential limitations, impairments, or restrictions and request modifications where necessary for their therapeutic needs of a diagnosed medical condition or disability. Where an employee uses medical cannabis, they will provide a copy of their medication document to use cannabis to their supervisor and abide by the agency's accommodation procedures.
- Employees will abide by all legislation pertaining to the possession and use of any drug or alcohol.
- Employees will report any suspected unfit co-workers to the Chief Executive Officer or another manager.

9.0 All employees are responsible for keeping the workplace free from all forms of abuse/neglect directed at employees, clients, volunteers or visitors. Employees must report any disclosure or suspicion of child abuse or neglect to the Children's Aid Society of Brant, in accordance with legislation. Abuse will not be tolerated (Refer to the *Abuse Policy, HR – 18*).

10.0 Employees must have a safety plan in place at all times when meeting with clients, take immediate action to remove themselves from any situation that they feel unsafe in, and report immediately to their supervisor (Refer to the *Staff Safety Policy HR-18*).

11.0 Employees must make risk assessments during any communication with a client, utilize the available tools to assess risk when appropriate, and refer people assessed at high risk to priority services, as well as Police, Child Welfare Services, Crisis Services, or the local hospital emergency department.)

12.0 Employees must respect and appreciate the dignity and worth of clients, their families and other professionals.

12.1 Employee responsibilities include respecting people's right to privacy, self-determination and autonomy. Informed consent and confidentiality are consistent with these rights and must be upheld by employees. (Refer to the *Consent Policy, AD 02* and the *Privacy and Confidentiality Policy, HR 10*)

12.2 Employees must exhibit integrity in relationships with people, including fairness, honesty, impartiality, avoidance of misrepresentation, maintaining a level of competency, acknowledgment of limitations of knowledge and skills, honouring commitments, not exploiting clients, seeking consultation when appropriate, and continual evaluation of personal values that may affect attitude and behaviour.

12.3 Employees are expected to act in a professional and appropriate manner (*Professional Code of Conduct Policy, HR 05*).

12.4 Harassment and discrimination will not be tolerated (*Workplace Anti-Harassment Policy, HS 06; Human Rights Commitment Policy, HR 02, and Equity, Diversity and Inclusion Policy, HR 21*).

- 13.0 Any complaints received by an employee or member of the Board must be responded to according to the *Feedback and Complaints Policy, AD 08*).
- 14.0 Employees must report any incidents of a serious nature to their supervisor, who will follow the Ministry Serious Occurrence Reporting procedures (*Serious Occurrence Policy, AD 05*).
- 15.0 Employees are encouraged to seek medical attention for injuries and serious illnesses. Contact Brant will work with employees to ascertain any risks and limitations in their employment position. Contact Brant provides sick leave and extended sick leave to employees (*Sick Leave Policy, HR 07*).



SECTION: Administrative

POLICY: AD 10

Revised Date: June 2025

December 2022; July 2022; February 2017; September 2015; November 2014

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BUSINESS CONTINUITY POLICY

PREAMBLE

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 (e.g., tornadoes, floods, blizzards, fire); accidents and threats; sabotage; power and energy disruptions; communications, transportation, safety, and service sector failure; environmental disasters (e.g., pollution, hazardous material spills); or cyber-attacks and hacker activity. Also refer to the Health and Safety Policy, *Emergency Preparedness and Response*.

POLICY

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 any emergency and/or disaster.

PROCEDURE

1. Annually, the Chief Executive Officer will review with the Board the potential risks that are most likely to occur. Following are those risks deemed most likely to occur, and requiring risk management through the Business Continuity Plan:
 - 1.1. Natural and Other Emergency situations including tornadoes, earthquakes, blizzards, and fire
 - 1.2. Accidents including medical emergencies
 - 1.3. Major Power and Energy disruptions
 - 1.4. Infectious Diseases/ Pandemics
 - 1.5. Technological disruptions.
2. Employees are responsible to mitigate any risks by identifying any potential threats and solutions, both in the on-going risk management and in the case of an actual emergency, to their Supervisor.

3. Following are the sections of the Business Continuity Plan to be addressed:
 - A. Governance to outline roles and responsibilities
 - B. Business Impact Analysis
 - C. Plans for Business Continuity
 - D. Readiness Procedures – Refer to the *Emergency Preparedness and Response Policy*.
 - E. Quality assurance
 - F. Emergency Response Plan.

A. Governance

1. The Chief Executive Officer will annually review the Business Continuity Plan with the Board of Director's and ensure the Plan addresses the risks most likely to occur as well as the essential services and resources that are required to continue operations.
 - 2.1 The Chief Executive Officer, Managers and the Executive Assistant will be responsible for the oversight, initiation, testing and audit of the Business Continuity Plan in communication with the Chair of the Board or alternate.
2. During any emergency, the Board of Directors should be prepared to meet more frequently to address issues arising from the emergency. The Board should make recommendations on the overall course of action based on the information regarding operations received from the Chief Executive Officer, or alternate, who is responsible to monitor the situation daily; act as an emergency resource to the Chief Executive Officer, or alternate; and help to determine the substance of news releases for on-going interruptions.
3. The Chief Executive Officer must ensure information is up to date and provided to the Board of Directors to help inform decision making.
4. It is the intention of Contact Brant to operate in accordance with existing policies and procedures, both governance and operational.

B. Business Impact Analysis

1. The Chief Executive Officer will annually ensure employees review the Business Impact Analysis to recommend to the Board the organization's critical business services and the priority of services for continuous service delivery and rapid recovery, as well as identifying internal and external impacts of disruptions.
2. Identifying the critical business services that must be delivered is based on the Contact Brant Mission Statement and the severity of impact a disruption could cause; prioritization of the services is also based on the anticipated minimal time of recovery needed to continue these services after a disruption and a potential loss of revenue that otherwise could be caused. Following are the identified critical business services:
 - 2.2 Coordination of services for families may be especially important during a community disaster, especially for those most in need; the Case Resolution function may need to be implemented to address individuals at risk. Coordination supports could be implemented at a minimum once communication systems are available.

- 2.3 Information, especially general information provided by the municipality or province, may be especially important during a community disaster and Contact Brant, as a recognized access point and manager of the Information Database utilized by 211, may be able to play a key role. Information services could be implemented at a minimum once communication systems are available.
 - 2.4 Intake and referral to appropriate services to be responsive to families and community partners, may be especially important during a community disaster where families will experience increased stress. Intake and referral could be implemented at a minimum once communication systems are available, or staff are able to travel to meeting sites.
 - 2.5 Payment of the organization's bills, including employees' salaries, should be completed in a timely fashion. This could be implemented at a minimum once communication systems are available.
3. Internal resources may further impact the disruption and need to be considered in each situation, including but not limited to: employee availability, corporate assets (facilities, computers, computer applications, data), financial (additional expenses related to implementing the continuity plan, length of time of emergency), and intangible losses (damage to reputation).
 4. External factors may further impact disruptions and need to be considered in each situation, including but not limited to: suppliers, support services (security, technology support, phone and internet suppliers), finance institutions, transportation, insurance providers, government services, legal services, health and safety services, other community services).

C. Plans for Business Continuity

1. At a minimum, the following business options should be maintained or resumed as soon as possible:
 - Phone reception
 - Provision of Information, including management of the Community Information website to ensure updated records for the community and 211
 - Intake and Referral
 - Service Coordination including Case Resolution for complex needs, and
 - Financial Accountability including payments and financial statements.
2. In the case of any temporary closures of the Contact Brant office, employees are expected to complete work at home or an alternate location, wherever possible:
 - Employees are provided with home office equipment including an office or cell phone and computer.
 - The Executive Assistant, or alternate, will ensure that the answering machine message is changed to reflect that the office is temporarily closed and the reason, with anticipated timelines for re-opening.
 - The Executive Assistant will post a notice on the Contact Brant website indicating the office is temporarily closed and the reason, with anticipated timelines for re-opening.
 - The Community Information website can continue to be updated, helping to disseminate information.

- The Chief Executive Officer, or alternate, will communicate with staff about the temporary closure and when the Contact Brant office will re-open.
3. Recovery arrangements should be made with external contractors including telecommunications, IT Supports, backup systems:
 - 3.1 The contracted IT Support, as well as web-based databases EMHware and Community Information, provide offsite backup and should be expected to make systems and records available to employees as soon as possible, according to the contractual agreements.
 - 3.2 Employees can access email and the databases from off-site with passwords through agency home office equipment, which may make it possible to carry on services quite quickly if access to the office site is limited. Employees should work from their home if the Contact Brant office site is not accessible or usable.
 - 3.3 Intake information including the Common Tool for Intake and associated information and forms can be completed utilizing paper copies if access to the database is not available. Data can be input at a later date.
 - 3.4 Referral packages to agencies can be handwritten or typed as a Word document if the database is not available.
 - 3.5 Meetings can be held by teleconference, videoconference, or at other sites.
 - 3.6 All employees are expected to participate in the process of rebuilding following an emergency, to the best of their ability.
 4. The Chief Executive Officer will ensure an alternate location for services if the office site is not accessible for an extended period of time after any emergency or disaster.
 - 4.1. The Chief Executive Officer will annually review the Business Continuity Plan and Emergency Response and Preparedness Policies with employees to ensure preparedness in case of an emergency.
 - 4.2. All employees are expected to use reasonable judgment on how to respond in case of an emergency, follow Contact Brant policies and procedures, and participate in an annual review of the Business Continuity Plan to be prepared for emergency situations to assist in the organization's response.
 5. The Chief Executive Officer, in consultation with the Board of Directors, will ensure adequate insurance, health and safety policies and procedures, staff training, and workplace health and safety measures are in place to minimize the organization's risks, as well as to minimize the time that services are not available.

D. Readiness Procedures

1. Refer to the *Emergency Preparedness and Response Policy*.
2. The Chief Executive Officer will annually review the Business Continuity Plan and Emergency Response and Preparedness Policy with employees to ensure preparedness in case of an emergency.

3. All employees are expected to use reasonable judgment on how to respond in case of an emergency, follow Contact Brant policies and procedures, and participate in an annual review of the Business Continuity Plan to be prepared for emergency situations to assist in the organization's response.

E. Quality Assurance

1. Following any emergency, the Chief Executive Officer will facilitate a review of the response by both employees and the Board, and incorporate recommendations into new business practices, policies, and procedures.
2. Employees and the Board should build on any experiences in disruptions of service, including occasional interruptions or closures due to weather, brief power outages, and the agency's 2008, 2012 and 2024 moves to new sites.
3. The Chief Executive Officer will facilitate an annual review with both employees and the Board regarding the business and operational practices.

F. Emergency Response Plan

1. The Chief Executive Officer will ensure that an Emergency Response Plan is posted (Appendix 1). The Emergency Response Plan shall apply to Contact Brant employees, volunteers, and visitors on, in, or around the premises.
2. The Emergency Response Plan will include procedures for Fire, Natural Disasters, Bomb Threats, Water/Heat/Utility Disruptions, and Missing Persons.
3. Employees need to be aware that the Emergency Response Plan may need to be provided in a format that takes into consideration individual needs, as well as that supports may be required to some individuals in emergency situations.
 - 4.1 Employees will work with the individual, as soon as practicable, to identify solutions and options that take into consideration their needs. Alternative options include but are not limited to enlarged text; communication support either in person or over the phone; ensuring the individual's support person is aware of the Plan.
4. **Emergency Survival Kit:** One of the best ways to prepare for an emergency, regardless of the type, is to prepare an Emergency Survival Kit. As a best practice, emergency survival kits should include enough supplies to survive for 72 hours. The Emergency Survival Kit includes:
 - Flashlights
 - Cell phones that will work in a power outage
 - A well-stocked First Aid kit (located in kitchen area); the First Aid Station has additional specific supplies and is located in the kitchen cupboards
 - Manual can opener (located in the kitchen)



Emergency Response Plan

Employees need to be aware that the Emergency Response Plan may need to be provided in a format that takes into consideration individual needs, as well as that supports may be required to some individuals in emergency situations.

Contact Brant employees will work with the individual, as soon as practicable, to identify solutions and options that take into consideration their needs. Alternative options include but are not limited to: communication support either in person or over the phone; documents provided via email or website; ensuring the individual's support person is aware of the Plan; documents provided in enlarged text or Braille.

FIRE Emergency Response Plan Procedures:

If you hear a fire alarm, all individuals in or around the premises will:

- Remain calm and encourage others to remain calm.
- Evacuate the building immediately, using the nearest and safest exit.
- Close all doors behind you as you leave.
- Report to the designated "Emergency Evacuation Area" (corner of Colborne Street and Wahrfe Street).
- Immediately report employees or visitors who have remained in the building.
- Dial 9-1-1 to notify the authorities - follow any and all instructions. Provide your name, correct address of the fire (255 Colborne Street, Units 1 & 2, Brantford, N3T 2H3) and the location of the fire in the building.
- Use the fire extinguisher *only if deemed safe to use rather than exit the building.*
- *Do not return into the building until it has been declared safe to do so by the Fire Department.*

If you are unable to leave the area or building due to fire or heavy smoke:

- Remain calm.
- Close all doors to prevent the entry of smoke and fire.
- Dial 911 to notify the authorities and inform them of who and where you are.
- Signal to the Fire Fighters, by any means possible, to draw attention to you.
- If possible, seal all cracks where smoke can get in.
- Crouch low to the floor if smoke begins to enter your area.
- Move to the nearest protected location in the room or area.
- Wait to be rescued and remain calm.
- Do not leave the area.
- Do not panic.
- Listen for instructions or information which may be given by authorized personnel.

NATURAL DISASTERS Emergency Response Plan Procedures:

A "weather watch" means that conditions are favourable for severe weather to develop.

A "weather warning" means that severe weather has been sighted in the vicinity.

- Remain calm and encourage others to remain calm in a weather warning.
- Account for all employees and visitors ensuring that everyone is safely inside the facility.
- Close doors.
- Move away from windows and doors.
- Gather in windowless or other enclosed areas.
- Listen to weather reports for updates and instructions.
- Do not leave the area until the weather warning has been lifted.

POWER Disruptions Procedures:

In the event of a major power outage:

- Remain calm and encourage others to remain calm.
- Gather flashlights and other needed supplies.
- Check on all employees and visitors to ensure their safety.
- If the power outage is prolonged, the Chief Executive Officer or designate will consider sending everyone home for the remainder of the day.

In the case of other utility disruptions, all attempts will be made to determine the cause of the disruption and the probable length of shutdown. Where required, the local utility provider shall be contacted to assess and resolve the situation. If the shutdown is prolonged, dismissing employees for the day shall be considered by management.

Bomb Threats; Chemical, Biological, Nuclear Hazards Procedures:

In the event of a bomb threat, or if a contaminant, virus, or other harmful agent poses an immediate threat, all employees and visitors are to:

- Remain calm and encourage others to remain calm.
- Evacuate the building immediately.
- Report to the designated "Emergency Evacuation Area".
- Dial 9-1-1 to notify the authorities and follow any and all instructions.

MISSING PERSON Procedures:

During an emergency, ensure that all necessary steps are taken when an employee or visitor cannot be accounted for:

- Two individuals, usually the CEO or designate, will engage in a systematic search, both inside and immediately outside the premises, if safe to do so.
- Should a search of the premises prove unsuccessful or not be safe to complete, call 9-1-1 and provide a description of the missing person, or a photograph.
- Emergency Responders will assume control of the search at this point.
- All previously contacted persons and law enforcement shall be notified if the missing person turns up due to search or of their own accord.

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 BHNCDSB 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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