



Board of Directors
Tuesday, January 27, 2026 at 9:00 a.m.
In person: Contact Brant, 255 Colborne St.

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

Agenda for Open Meeting

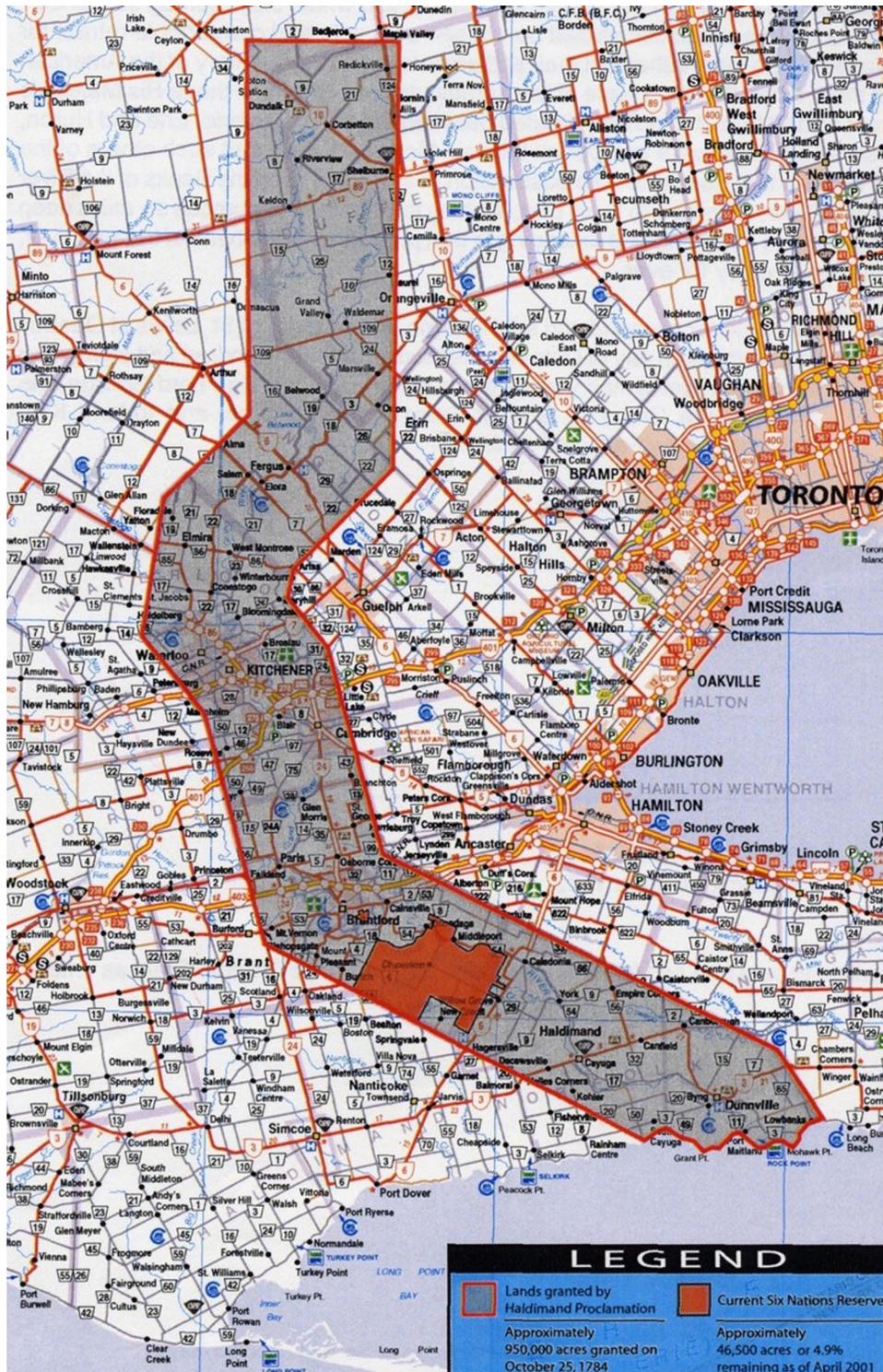
- 1. Call to Order**
- 2. Land Acknowledgement**
- 3. Agenda - Additions, Deletions, Approval** **Decision**
- 4. Conflict of Interest Declarations** **Declaration**
- 5. Approval of Minutes – December 16, 2025** **Decision**
- 6. Business Arising from Minutes**
 - a. None
- 7. Executive Reports**
 - a. Chair's Report **Decision**
 - b. Treasurer's Report – December, 2025 **Decision**
 - c. CEO's Report **Decision**
- 8. Committee Reports**
 - a. Policy Review Committee **Decision**
 - o Abuse Policy
 - o Feedback and Complaints Policy
 - o Code of Conduct for Service Participants
 - b. Nominating Committee – None
- 9. New Business**
 - a. New Community Partnership – DGB Connect **Information**
- 10. Correspondence**
 - a. Chamber of Commerce Award Finalist **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, January 27th, 2026 at 9:00 a.m.

At Contact Brant, 255 Colborne St. or by Zoom

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, December 16, 2025
In-person at Contact Brant or by Zoom

Present:

Chair:	Patrick Parent
Vice Chair:	Greg Hackborn
Secretary:	Jennifer Tonnies
Directors:	Jill Esposito, Jennifer Kroesbergen, Maxine Lean, Kim Vanderburg, Melanie Graham
Chief Executive Officer:	Sandra Parker
Managers:	Linda McFadyen, Alison Hilborn
Executive Assistant:	Cindy Landry

Regrets: Emily Miller

1. Call to Order

Patrick called the meeting to order at 6:16 p.m.

2. Land Acknowledgement

Jill read the Land Acknowledgement.

3. Agenda - Additions, Deletions, Approval

Motion: To approve the agenda.

Maxine and Jill. **Carried.**

4. Staff Presentation to the Board – staff roles and agency services

5. Staff Recognition – Years of Service

- Alison Hilborn – 5 years
- Lindsay Izsak – 5 years
- Sheryl Ruman – 25 years

6. Conflict of Interest Declarations – none

7. Approval of Minutes – November 25, 2025

Motion: To approve the minutes of November 25, 2025.

Jenn and Greg. **Carried.**

8. Business Arising from Minutes - none

9. Executive Reports:

- a. Chair's Report – nothing to report.
- b. Treasurer's Report – November 30, 2025

The CYSC (Child and Youth Strategic Collaborative) received over a \$4,000 grant from the Brant Community Foundation.

Motion: To approve the Treasurer's report as presented for November 30, 2025. Melanie and Kimberly. **Carried.**

- c. CEO's Report

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

10. Committee Reports

- a. **Policy Review Committee:**

HR 04 Hiring and Conditions of Employment

Motion: To approve the changes to the Hiring and Conditions of Employment Policy as presented.

Kimberly and Jill. **Carried.**

HS 06 Workplace Anti-Harassment Policy

Motion: To approve the changes to the Workplace Anti-Harassment Policy as presented.

Jennifer and Greg. **Carried.**

There will be more policies for approval at the next board meeting. Sandra is working on a Staff Safety policy update. It will be reviewed at the next Manager's meeting. Also, updating a Code of Conduct for clients policy, to be included in the package when clients first start receiving services, including the complaints and feedback procedure.

- b. **Nominating Committee** - Nothing

11. New Business

12. Correspondence - none

13. In-Camera

Motion: To move in-camera at 6:46 p.m. Jill and Maxine. **Carried.**

14. In-camera reports

15. Adjournment

Motion: To adjourn the meeting at 6:58 p.m.
Melanie and Kimberly. **Carried.**

Next Meeting: Tuesday, January 27, 2026, at 9:00 a.m.

Date

Chair's Signature

December 31, 2025



	2024-2025	ACTUAL	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2025-26 MCCSS YTD Dec 31
REVENUE					
Access - Children's (MCCSS)		1,220	1,220	1,220	917
DS Children's Specialized (MCCSS)		191,165	191,165	191,165	143,375
RPAC (MCCSS)		702	702	702	528
Coordinated Service Planning & FASD (MCCSS)		451,490	472,077	472,077	351,486
Complex Needs (MCCSS)		66,820	66,820	66,820	50,116
Urgent Response Service (MCCSS)		7,518,653	7,318,653	7,318,653	5,488,992
		0			0
Sub-Total Ministry Actual Revenue		8,230,050	8,050,637	8,050,637	6,035,414
Off-setting Revenue ENS (ENS - funding for operating costs)				-	
Off-Setting Revenue Info Services (to offset revenue shortfall in MCCSS programs)		-		-	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	6,035,414

	2024-2025	ACTUAL	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2025-26 MCCSS YTD Dec 31
EXPENSES					
SALARY		1,796,234	2,093,649	2,012,247	1,455,531
STAFF TRAINING (education, conferences, recruitment - staff)		52,213	25,000	19,265	14,031
BUILDING OCCUPANCY (Lease, Utilities, Insurance, Repairs & Mtce)		60,292	65,111	65,111	44,746
TRAVEL & COMMUNICATION		221,147	258,720	209,270	92,992
Supplies & Equipment		21,282	21,832	14,172	9,771
Other Program/Service Expenditures (Purchases client services, all other direct not classified)		5,210,742	5,522,327	5,176,042	3,819,666
Governance Expenses		17,175	22,000	13,802	12,154
Professional/Contracted-out (legal, audit, bank, payroll services, consultant fees)		215,641	42,000	42,000	8,322
Amortization Capital Assets		24,951	0	-	-
TOTAL Ministry Expenses		7,619,678	8,050,639	7,551,909	5,457,213
Ministry Surplus (Loss)		628,766	-2	498,728	578,201
Less: Repayable to the Ministry		-628,766			
Ministry Surplus (Loss)		0	-2	498,728	578,201

Repayable to MCCSS	31-Dec-25
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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>



December 31, 2025

PROJECT FUNDS

	2024-2025 Actual	2025-2026 Budget	2025-2026 Forecast	2025-26 YTD	Notes
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	401,990	YTD Includes PY deferred revenue recognized in income for costs incurred to date (Interdisciplinary \$13,490, FASD \$13,500)
Other (Accrued, Interest Earned, Staff payments, GIC Interest, Miscellaneous)	21,156	0	5,000	4,009	\$900 in cell phone purchases, \$964 interest earned, \$1515 GIC interest, \$200 training stipend
Info Services (211-\$43,116; Findhelp \$1,319.89)	43,866	44,484	44,436	32,997	Findhep revised fee schedule (7/25)
CYSC Income	0		21,719	21,719	\$7,500 received from members, \$4k grant, \$10,218.52 from Your Guide Defd funds to be used for CYSC
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	465,214	
EXPENSES					
Your Guide	204	20,641		0	
FASD Caregiver Support Group	4,500	0	4,500	2,054	
Health Spending Account	0	6,900		0	
Information Services (211, Findhelp)	0	34,772	12,122	7,934	Sal.&Ben.: CI Assist. (12,122); (.25 FTE CN (22,650) - TBD)
Extensive Needs Interdisciplinary	464,122	502,702	503,361	372,482	Includes +1 SC position
CYSC Expenses	0		21,719	9,765	Consulting costs
Intensive Respite Expenses 1924	242,672			0	
Other Expenses	0		0	1,200	
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	393,435	
Projects Surplus (Loss)	92,620	9,712	37,314	71,779	

TOTAL MINISTRY AND PROJECTS

TOTAL REVENUE	9,052,562	8,625,364	8,629,653	6,500,628
TOTAL EXPENSES	8,331,176	8,615,654	8,093,611	5,850,648
TOTAL Surplus (Loss)	721,386	9,710	536,041	649,980

QB Cash Operating Account*	2,399,822
QB 104 Contra Internally Restrict BHN	-16,374
QB Petty Cash	100
QB Savings Account	85,516
Total Quickbooks (QB) Cash Balance	2,469,064
BANK RECONCILIATION - operating account	
Accounting Cash Operating Balance*	2,399,822
Less: Jan 2/26 payroll taken out of bank on Dec 30, recorded Jan	-73,529
Add: AW exp went through in Oct not not paid until Nov	
TD Cash Balance	2,326,293
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	
	44,973
Add: GIC interest	
Closing Internally restricted net assets	44,973

Renewal October 17, 2026

Deferred Revenue	As of Mar 31, 2025	31-Dec-25	Change
CYSC	7,500	0	-7,500 In CYSC income this year
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	238	
	<u>56,238</u>	<u>238</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
January 27, 2026**

Communication and Counsel to the Board

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

The Brant community has not yet made a referral to the new CSN program, although we are anticipating two in the coming weeks. Annual reviews for current CSN recipients are due Jan. 31, 2026, and are on track for submission.

Information

Urgent Response Services

The temporary URS Coordinator position was filled as of Jan. 12, 2026. We continue to have added support for URS Front Door 3 days/week which has been working well to manage the continued high volume of referrals to 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	9		51
# initiating CSP	10	10	4		45
# waiting for CSP	1	7	7		4
Avg. wait time	49 days	42 days	23 days		23 days
# active in CSP	36	44	39		41
# discharged	20	4	10		44
# served in CSN	14	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	8		n/a
# unique children served	13	12	20		n/a
# of children on wait list	0	2	3		n/a
Avg. wait time	1 day	6 days	11 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	41		51
# of children on wait list	4	3	0		0
Avg. wait time	2 days	1 day	10 days		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	251		696
# re-referrals	15	18	29		47
# eligible	130	100	170		470
# unique children served	113	96	95		387
# of active children at end of quarter	111	162	104		189
<i>Aggression</i>	23	24	21		152
<i>Property destruction</i>	8	3	3		28
<i>Violent thinking</i>	5	4	8		24
<i>Fire setting</i>	0	1	0		2
<i>Harm to animals</i>	2	3	2		5
<i>Risk of exploitation</i>	2	0	0		8
<i>Self-injurious behaviour</i>	29	30	39		122
<i>Suicidal thoughts/behaviour</i>	8	3	14		33
<i>Inappropriate sexual behaviour</i>	7	3	8		20
<i>Flight risk</i>	16	13	16		41
Avg. days to service start	25	26	21		27
Avg. days to service completion	43	49	52		41

Key Highlights:

- Based on current trends, we anticipate receiving 836 referrals in 2025-26 representing a 20% increase in referral volume.
- The average eligibility rate is 63%, so this would result in 526 children deemed eligible for URS for the year. This represents a 12% increase in service volume.
- Based on anecdotal feedback from families and staff, we have made some adjustments in our intake processes which have had a positive impact on the time between referral and the start of services – reduced from 26 days in Q2 to 21 days in Q3.
- The average days to service completion is on target, aligning with our average 10-week (in business days) service timeline.

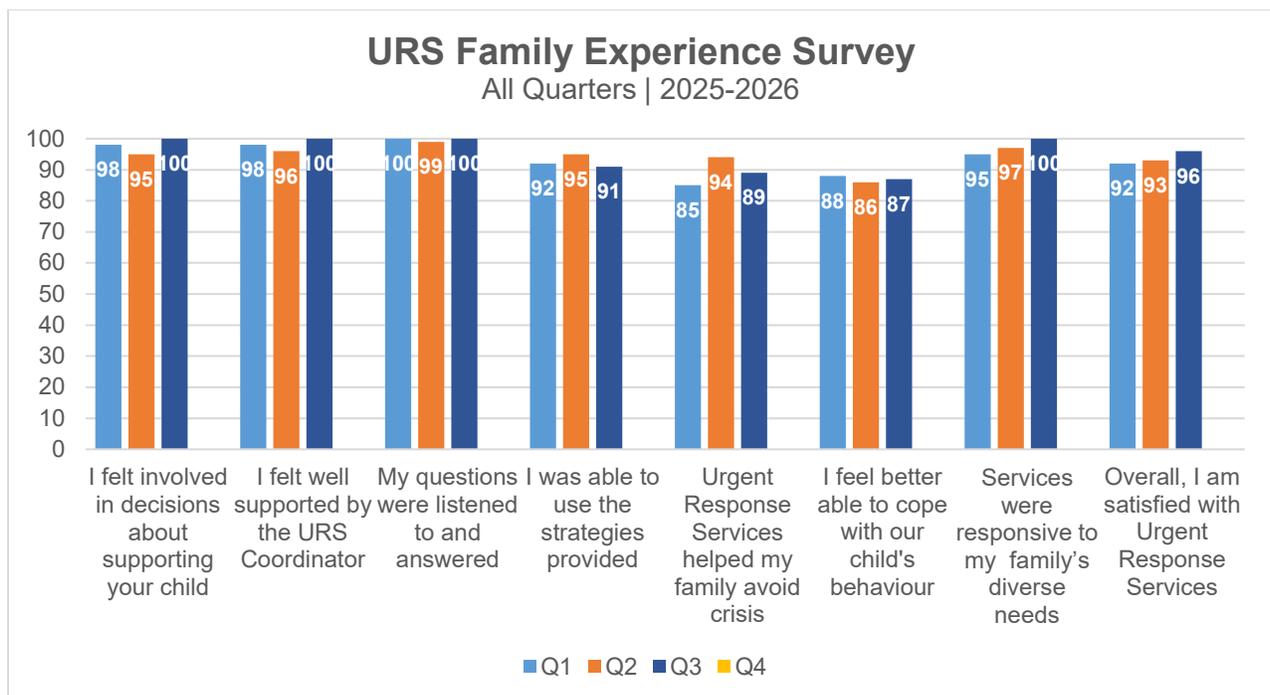
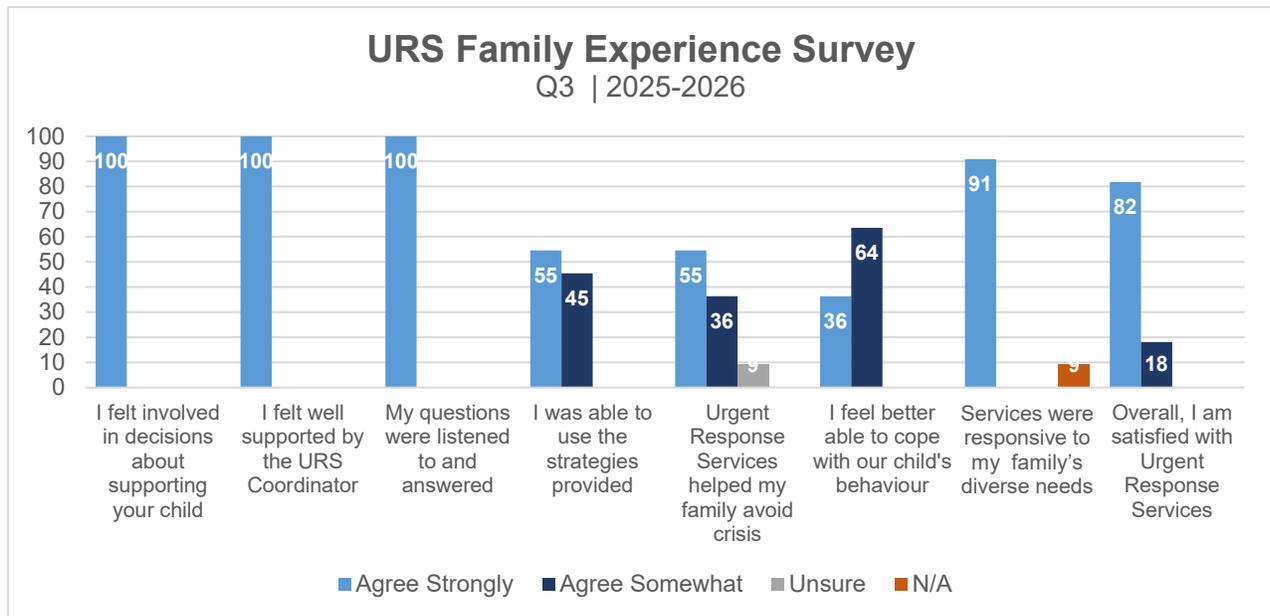
- We are on track to reach ENS targets, and slightly below target for CSP and FASD when compared to last year's data.

Information

Client Feedback Report

URS Client Feedback Summary:

The data below illustrates client satisfaction data from the URS Family Experiences Survey. Overall survey response rates are low in spite of efforts to incentivize responses (gift card draws).



Overall Satisfaction

Client feedback indicates a high level of satisfaction with the service. Families consistently valued the in-home model, timely responsiveness, and the supportive,

compassionate approach of staff during periods of high stress. Respite services were identified as a critical support, helping reduce caregiver burden and prevent crisis escalation. Families also reported strong appreciation for the team-based, collaborative approach, including coordination with schools and allied professionals, and the parent coaching and tools provided to support behaviour management at home and in school settings.

Opportunities for Improvement

The most common area for improvement was service duration, with many families reporting that the time-limited nature of the program did not allow sufficient opportunity to build rapport, stabilize behaviours, and fully implement strategies. Additional themes included the need for clearer service orientation at intake, more practical, day-to-day behaviour strategies, and increased flexibility with respite hours. Some families experienced service disruptions related to scheduling challenges, staff availability, and travel distance, which impacted consistency of support.

Quality Satisfaction Survey for CSP:

We received very few survey responses to provide meaningful insight.

Information

Complaints Report

We received one formal complaint in the 2025 calendar year of which the Board has already been apprised.

Information

Serious Occurrence Report

There were no serious occurrences reported in the 2025 calendar year.

Information

Budget Preparations

Thorough analysis of year-to-date actuals is helping to inform our 2026-27 budget preparation, especially as it relates to surpluses in purchased client services and allocated central admin. At this point, we're not anticipating any financial pressures as we are able to move funding between service components (excluding URS) – i.e. we have had financial flexibility within our service contract. However, at a recent MCCSS webinar, they advised of some changes to their financial policies and specifically mentioned financial flexibility. We anticipate this will continue to be available to us, but are awaiting resources to be sent following that webinar.

Information

New Community Partnership – DGB Connect

Contact Brant was approached by a local organization called, Darmont Gives Back (<https://www.darmontgivesback.org/>) to participate in a new initiative, DGB Connect (<https://www.darmontgivesback.org/dgbconnect/>). DGB Connect is a partnership

between Darmont Gives Back, the County of Brant, and the Brant OPP, with funding provided through the Ontario Community Safety and Policing grant program with a focus on reducing barriers for newcomers to access programs and opportunities, strengthening relationships between service providers, Brant OPP, and the community, encouraging culturally aware community engagement, and promoting equity and belonging.

A staff representative from our DEI committee and I attended the first community engagement session on Jan. 22/26.

This partnership will provide us with new opportunities to connect and build relationships with underserved communities and increase awareness of our supports and services.

Information

Correspondence

Contact Brant has been selected as one of three finalists for the Chamber of Commerce Award of Excellence for Diversity, Equity and Inclusion. The awards gala will be held in May, 2026.

Information



**Board of Directors
Policy Review - Open Meeting
January 27, 2025**

Policy Review

Abuse Policy

This policy was reviewed following Contact Brant's experience with the parent of a child receiving services in the fall, 2025. The parent was verbally abusive to multiple staff, and bordered on emotionally/psychologically abusive. As a result of this review, the following changes are proposed for the abuse policy:

- Expand the scope to include abuse from all sources including clients, caregivers, the employer, supervisors, employees, and members of the public
- Add definitions of harassment and sexual harassment as forms of abuse
- Enhance procedures for responding to reports of abuse to include:
 - In instances where an employee of Contact Brant feels they have been abused by a client or their caregiver, service provider, or community member relating to their work at Contact Brant, the employee will report the abuse to their manager, another manager, or the CEO
 - The manager and CEO will work together, and with the staff where appropriate, to determine the most appropriate course of action to ensure staff safety and prevent any future occurrences
 - Where a client's primary caregiver is the alleged abuser, service restrictions may be imposed that could include:
 - Identifying an alternate caregiver with whom Contact Brant staff will work
 - Limiting communication / meetings to occur through virtual means (including email) or by phone only
 - Limiting communication / meetings to occur through virtual means (including email) or by phone and with the manager present / included
 - As determined by the CEO, discharge from services only when all other means have been exhausted and were unsuccessful

Recommendation: To approve the changes to the Abuse Policy as presented.

Decision

Feedback and Complaints Policy

This policy has been reviewed following a formal complaint received in the fall, 2025 and ongoing feedback that has been received anecdotally and via client satisfaction surveys. The following changes are proposed for the feedback and complaints policy:

- Add preamble that states, "Clients, families, community partners and members of the public have the right to respectful, non-judgemental treatment. Contact Brant values and encourages the feedback of clients, families, and community partners

and members of the public about our programs, services, and practices. Feedback and complaints can provide important opportunities for improving services.”

- Enhance policy language to reflect DEI principles, and alignment with anti-violence, anti-harassment, and abuse policies as follows:
 - Contact Brant is committed to listening to complaints and feedback and responding in a fair, timely and respectful manner
 - All complaints made about Contact Brant are taken seriously, and will be given due consideration without reprisal or discrimination
 - Complaints and feedback will be handled in accordance with Contact Brant’s Privacy & Confidentiality Policy
 - Contact Brant is not expected to attempt to resolve complaints that it may determine to be frivolous or vexatious
- Add definition for frivolous complaint to mean a complaint lacking in a legal basis or legal merit; a matter that has little prospect of success; not serious, not reasonably purposeful
- Add definition for vexatious complaint to mean a complaint without reasonable or probable cause or excuse; harassing; instituted maliciously or on the basis of improper motives; intended to harass or annoy
- Update language to reference current management structure
- Replace “Office of the Provincial Advocate for Children and Youth” with “Ombudsman Ontario”

Recommendation: To approve the changes to the Feedback and Complaints Policy as presented.

Decision

Code of Conduct for Service Participants

This is a new policy drafted for Board review.

Preamble

Contact Brant is committed to providing services in a safe, respectful, family-centered and supportive environment for everyone. This Code of Conduct outlines what service participants and families can expect from Contact Brant, and what Contact Brant expects in return to support positive and effective working relationships.

Policy

Contact Brant believes that positive outcomes are best achieved when everyone works together in a spirit of mutual respect. By engaging in services, all parties acknowledge and agree to uphold these standards of respect, safety, and professionalism. This shared commitment helps create an environment where services can be delivered effectively and service participants and families feel supported.

Contact Brant commits to:

- Treating service participants and families with dignity, respect, and fairness
- Communicating clearly and professionally
- Listening to concerns and working collaboratively to find solutions
- Providing services in a safe and supportive manner

To help ensure a positive experience for everyone, Contact Brant asks that service participants and families:

- Treat staff, service providers, and other families with respect
- Communicate in a calm and respectful way, including in person, by phone, email, and online
- Respect personal boundaries and privacy
- Follow agreed-upon service plans, schedules, and safety guidelines
- Raise concerns or complaints through appropriate channels

The following behaviours are unacceptable and will not be tolerated:

- Verbal abuse, threats, intimidation, bullying or harassment
- Aggressive or unsafe behaviour toward staff, service providers, or others
- Discriminatory language or actions
- Repeated disrespectful or hostile communication
- Damage to property or interference with service delivery

Procedures

1. The Code of Conduct will be shared and reviewed with all families at the start of service delivery.
2. If behaviour occurs that does not align with the Code of Conduct, staff will address concerns respectfully and clearly, and review the Code of Conduct with the individual.
3. Staff will make every effort to resolve issues through communication and collaboration. If staff are not able to resolve the issue, the concern will be escalated to a manager.
4. The manager will listen to the concern, and ensure that all staff and individuals involved are behaving in accordance with this Code of Conduct.
5. The manager may take any or all of the following actions as deemed necessary to maintain safety and mutual respect for everyone involved:
 - a. Re-assign the service participant to another service coordinator
 - b. Work with the family to identify an alternate caregiver with whom Contact Brant staff will communicate
 - c. Limit communication to occur through virtual means, including email, or by phone only
 - d. If communication is to occur by phone, impose a requirement that phone calls are to be pre-scheduled at a mutually agreeable time for all parties
 - e. Require the manager to be included in all communications
6. If concerns continue, the situation will be escalated to the CEO. The CEO will continue to support the manager and staff to maintain safety and mutual respect and determine if there are other strategies that may be used to resolve the concerns.
7. The CEO, in consultation with MCCSS program supervisor and/or Contact Brant's lawyer as required, may deem it necessary to discharge an individual from services only when all other means to resolve the concerns have been exhausted and were unsuccessful.
8. The CEO will advise the Board of Directors when a client discharge due to serious violations of the Code of Conduct is being considered.

Recommendation: To approve the Code of Conduct for Service Participants as presented.

Decision