Board of Directors
Tuesday, February 24, 2026
Riverside Hub Presentation at 9:00 a.m. followed by the Board Meeting at 10:00 a.m.
In person: Contact Brant, 255 Colborne St.
or by **Zoom**: https://us02web.zoom.us/j/89538534212?pwd=vUuxnVBayUaq09OgC4h63PDhjytlVg.1

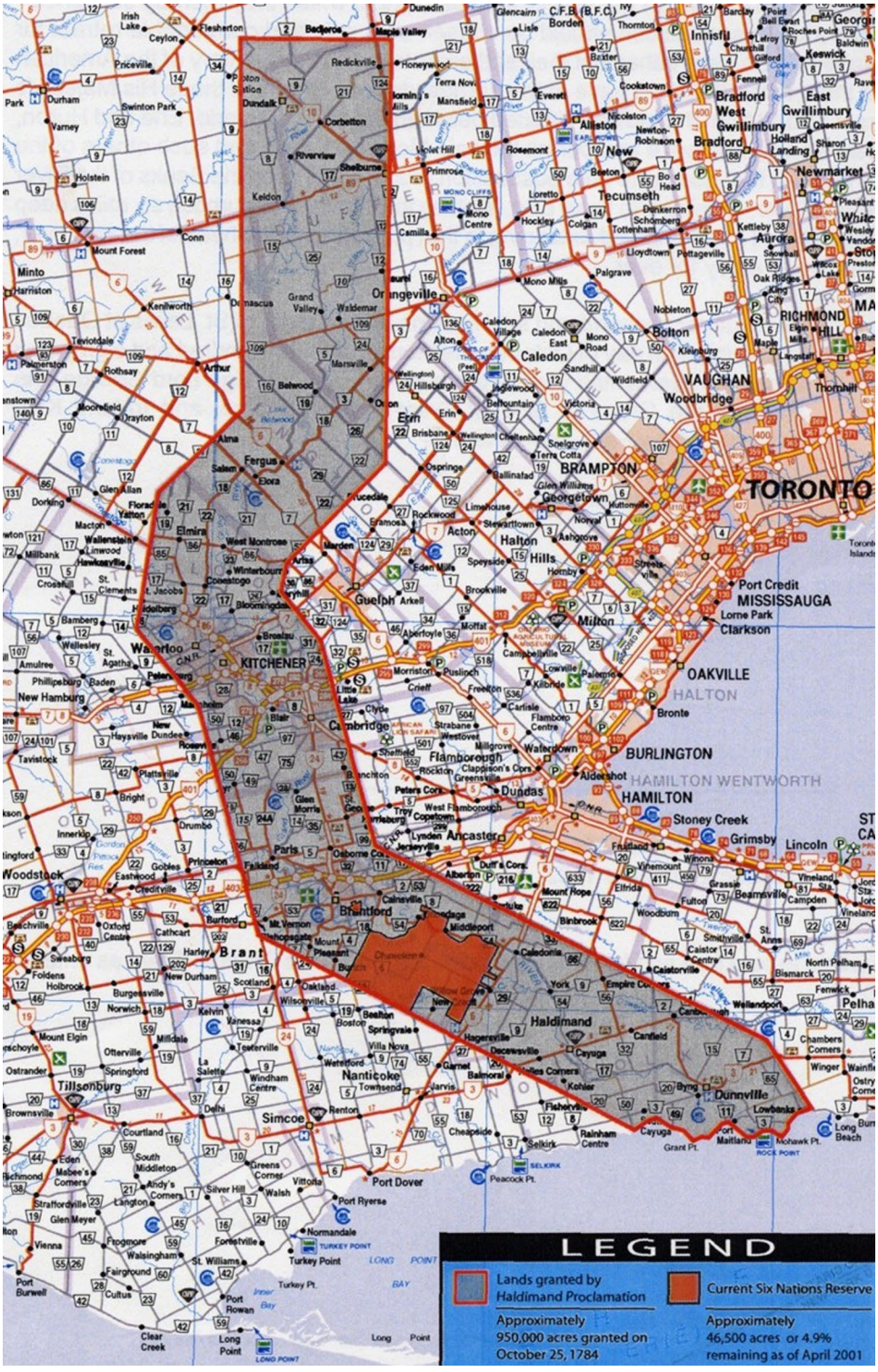
Agenda for Open Meeting

1. **Call to Order**
2. **Land Acknowledgement**
3. **Agenda -** *Additions, Deletions, Approval* — **Decision**
4. **Conflict of Interest Declarations** — **Declaration**
5. **Approval of Minutes** – January 27, 2026 — **Decision**
6. **Business Arising from Minutes**
   a. None
7. **Executive Reports**
   a. Chair's Report — **Decision**
   b. Treasurer's Report – January 31, 2026 — **Decision**
   c. CEO's Report — **Decision**
8. **Committee Reports**
   a. Policy Review Committee
      - Staff Safety Policy
      - DEI Policy — **Decision**
   b. Nominating Committee
9. **New Business**
   a. Annual Board Evaluation of the CEO
   b. Planning for Board Recruitment and Board Executive — **Information**
10. **Correspondence**
    a. MCCSS Memo re: Financial Flexibility – Jan. 23, 2026 — **Information**
11. **In-Camera** - *Motion to move in-camera* — **Decision**
12. **In-Camera Report** (as appropriate)
13. **Adjournment** – *Motion to adjourn* — **Decision**

Next Meeting: **Tuesday, March 24th, 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, January 27, 2026
In-person at Contact Brant or by Zoom

Present:

Chair:	Patrick Parent
Vice Chair:	Greg Hackborn
Secretary:	Jennifer Tonnies
Directors:	Jill Esposto, Jennifer Kroesbergen, Kimberly Vanderburg (needs to leave early), Maxine Lean, Melanie Graham
Chief Executive Officer:	Sandra Parker
Managers:	Linda McFadyen
Executive Assistant:	Cindy Landry

Regrets: Alison Hilborn

1. **Call to Order**
   Patrick called the meeting to order at 9:04 a.m.

2. **Land Acknowledgement**
   Sandra read the Land Acknowledgement.

3. **Agenda -** *Additions, Deletions, Approval*
   New Addition: *Meeting on February 24, 2026, at 9:00 a.m. for the Riverside Hub Presentation, followed by the Board Meeting.*
   Motion: To approve the agenda with an addition.
   Jill and Maxine. **Carried.**

4. **Conflict of Interest Declarations** – none

5. **Approval of Minutes – December 16, 2025**
   Motion: To approve the minutes of December 16, 2025.
   Jenn and Emily. **Carried.**

6. **Business Arising from Minutes -** none

7. **Executive Reports:**
   a. Chair's Report – nothing to report.

   b. Treasurer's Report – December 31, 2025

Motion: To approve the Treasurer's report as presented for December 31, 2025.
Greg and Melanie. **Carried.**

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

8. **Committee Reports**
   a. **Policy Review Committee:**
      - **Abuse Policy**
      - **Feedback Complaints Policy**
      - **Code of Conduct for Service Participants**

   Moving forward, when approving the full policy, add the whole policy so the changes can be highlighted. Helpful for the Board.
   Action: Add the new policy to the minutes.

   Motion: To approve the Abuse Policy, Feedback Complaints, and Code of Conduct for Service Participants as presented.
   Greg and Melanie. **Carried.**

   b. **Nominating Committee** - Nothing

9. **New Business –** Riverside Hub presentation on February 24, 2026, at 9:00 a.m. followed by the Board Meeting at 10:00 a.m.

10. **Correspondence -** none

11. **In-Camera**
Motion: To move in-camera at 9:45 a.m.
Greg and Jill. **Carried.**

12. **In-camera reports**

13. **Adjournment**
Motion: To adjourn the meeting at 10:20 a.m.
Melanie and Emily. **Carried.**

Next Meeting: **Tuesday, February 24, 2026.**
- 9:00 a.m. - Riverside Hub presentation to the Board for one hour
- 10:00 a.m. - Board meeting

Contact Brant will provide a morning snack and hope you can attend in person. Virtual is also an option.

_____ _____
Date Chair's Signature

January 31, 2026				
	2024-2025 ACTUAL	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2025-26 MCCSS YTD Jan 31
REVENUE				
Access - Children's (MCCSS)	1,220	1,220	1,220	1,018
DS Children's Specialized (MCCSS)	191,165	191,165	191,165	159,305
RPAC (MCCSS)	702	702	702	586
Coordinated Service Planning & FASD (MCCSS)	451,490	472,077	472,077	391,683
Complex Needs (MCCSS)	66,820	66,820	66,820	55,684
Urgent Response Service (MCCSS)	7,518,653	7,318,653	**7,318,653**	6,098,879
	0			0
Sub-Total Ministry Actual Revenue	**8,230,050**	**8,050,637**	**8,050,637**	**6,707,155**
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**	**6,707,155**

EXPENSES	2024-2025 ACTUAL	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2025-26 MCCSS YTD Jan 31
SALARY	1,796,234	2,093,649	2,093,649	1,677,865
STAFF TRAINING (education, conferences, recruitment - staff)	52,213	25,000	20,931	15,829
BUILDING OCCUPANCY (Lease, Utilities, Insurance, Repairs & Mtce)	60,292	65,111	65,111	50,009
TRAVEL & COMMUNICATION	221,147	258,720	223,697	99,548
Supplies & Equipment	21,282	21,832	18,376	10,398
Other Program/Service Expenditures (Purchases client services, all other direct not classified)	5,210,742	5,522,327	5,285,787	4,248,889
Governance Expenses	17,175	22,000	15,000	13,807
Professional/Contracted-out (legal, audit, bank, payroll services, consultant fees)	215,641	42,000	42,000	8,882
Amortization Capital Assets	24,951	0	-	-
TOTAL Ministry Expenses	**7,619,678**	**8,050,639**	**7,764,551**	**6,125,227**
Ministry Surplus (Loss)	**628,766**	**-2**	**286,086**	**581,928**
Less: Repayable to the Ministry	**-628,766**			
Ministry Surplus (Loss)	**0**	**-2**	**286,086**	**581,928**

Repayable to MCCSS	**31-Jan-26**
Fiscal 2022-23	932,458
Fiscal 2023-24	116,146
Fiscal 2024-25	628,766
Total	1,677,370

QB Cash Operating Account*	2,401,584
QB 104 Contra Internally Restrict BHN	-16,374
QB Petty Cash	100
QB Savings Account	85,639
Total Quickbooks (QB) Cash Balance	2,470,949
BANK RECONCILIATION - operating account	
Accounting Cash Operating Balance*	2,401,584
Add: AW exp went through in Oct not not paid until Nov	93
TD Cash Balance	2,401,677
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-Jan-26**	**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		
	56,238	238		

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
February 24, 2026

Communication and Counsel to the Board

Extensive Needs Services (ENS)

The future of ENS beyond the current fiscal year remains uncertain. Hamilton Health Sciences has not been provided with any information about funding for 2026-27. Contact Brant has one staff position funded through ENS.

Information

Urgent Response Services

We are pleased to offer a URS Networking Event again this year. The inaugural event last year was well received. Last year's event was a half-day, but we have opted for a full-day event this year based on participant feedback. The event is intended for our URS partners across the region, and we've also extended an invitation to our MCCSS program supervisor.

Meetings have occurred with flowthrough providers in each community to reflect on 2025-26 service delivery, existing in-year financial pressures (if any), and thoughts for next year's contracts. Overall, our flowthrough providers spoke highly of the relationships that exist between Contact Brant staff and their agency staff, often remarking on the positive impact of open communication and responsiveness to feedback.

Information

EKO: Data Integration and Dashboard Program (DIDP)

EKO has received some funding from MCCSS to lead a Data Integration and Dashboard Program, and Coordinated Service Planning agencies have been invited to participate. Contact Brant is participating in the project, and is among a smaller group of "champions" through the PNCA providing our voice to the overall outcomes of the project.

The DIDP is a shared approach to seeing the same data picture across agencies, while allowing each organization to keep its own systems and ways of working. The goals of the project are to:

- Understand service demand and waitlists earlier
- Trace service access and outcomes over time
- Support evidence-based planning and funding discussions
- Compare trends without ranking or penalizing agencies

As an initial step in the project, we completed a readiness self-assessment and have been provided with tailored learning resources. We also have the opportunity to engage with data consultants who can help us improve our data literacy to gain better operational insights and drive decision-making.

Information

Salary Reporting

The Ontario Public Sector Salary Disclosure report is due on March 6th, 2026. There are no Contact Brant employees who earned more than $100,000 in the 2025 calendar year.

Information

Annual Statistical Report to the Information and Privacy Commissioner (IPC).

Our annual report to the IPC was submitted on February 9th, 2026. In 2025, there were no instances when personal information was used or disclosed for a purpose that is not included in our written public statement of information practices. There were no requests for access to information or correction of records, and there were no privacy breach incidents to report.

Information

Privacy Training

I am enrolled in the Privacy Officer Foundations training through Something Orange Training. I will be attending online half-day sessions once a week starting March 31st through May 12th, 2026. The cost of the training is $4,491.75 which is slightly less than anticipated. This information was also shared with the Board via email on February 11th, 2026.

Information

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

Policy Review

Staff Safety Policy

In November, 2025, a member of the public attended Contact Brant's office location demanding assistance. The individual was reluctant to leave to the extent that we nearly contacted police for assistance. The individual left without incident. This incident prompted a review of Contact Brant's Staff Safety Policy.

See attached for recommended revisions to the Staff Safety Policy.

Recommendation: To approve the changes to the Staff Safety Policy as presented.

Decision

Diversity, Equity and Inclusion Policy

Contact Brant's DEI committee undertook a review of our existing DEI policy and made several recommendations to strengthen the policy in line with our strategic plan to prioritize diversity, equity, and inclusion. As part of this work, the committee reviewed policies and strategic priorities of our service partners as posted on their websites, and various training sessions that committee members have participated in. Significant enhancements to our DEI policy have been recommended by the committee.

See attached for recommended revisions to the Diversity, Equity, and Inclusion Policy.

Recommendation: To approve the changes to the Diversity, Equity, and Inclusion Policy as presented.

Decision

SECTION: Health and Safety

POLICY: HS 14

DATE: February 2026

PAGE: 1 of 3

June 2025; December 2022; February 2021; November 2018; September 2018; November 2012

STAFF SAFETY POLICY

PREAMBLE~~:~~

No training or planning can anticipate and account for every possible scenario that may involve or lead to an unsafe encounter. ~~Access and service coordination planning~~Contact Brant's service delivery includes the identification of possible risk to staff safety and the development of appropriate safety plans for staff as a preventative measure.

POLICY

The safety of staff is a priority at all times and must be considered both on site at Contact Brant and off site for work purposes. ~~when meeting with clients~~. Employees have a joint responsibility with Contact Brant to develop the skills and techniques aimed at preventing and handling personal safety situations while working. The purpose of this policy is to establish a workplace where all employees feel physically and psychologically safe.

Physical or psychological safety risks may originate from service participants and/or their family members, members of the public, or anyone with whom staff interact with in the course of their work. Contact Brant recognizes that exposure to psychological safety risks can cause psychological harm even in the absence of physical injury.

PROCEDURE

1. Staff will demonstrate professionalism, skills and above all common sense when dealing with situations that may pose a risk to their personal safety.
2. On Site (at Contact Brant's location):
   - 2.1. The back door will remain locked at all times
   - 2.2. The front door will be locked during non-business hours (before 8:30 a.m. and after 4:30 p.m., Monday to Friday), and when there are three or fewer staff on site during regular business hours
   - 2.3. Signage will be posted on the front door advising patrons to ring the bell if the door is locked during regular business hours.
   - 2.4. The front door may be locked at any time when there are signs of an unsafe situation outside the building, or a perceived threat to personal safety regardless of the number of staff on site

2.5. From time to time, services may be delivered outside of regular business hours. For after-hours services when clients/families are present, a minimum of two staff will be on site. The front door will remain locked and only opened for clients/families to enter and exit the building.

3. Off Site (outside of Contact Brant's location):

3.1. Employees will ensure all meetings held outside the Contact Brant office as well as meetings outside of office hours ~~have the following information~~ are recorded in their Outlook calendar including the following information:

- Name of service participant~~client~~/family
- Location of meeting (include street address if a home visit)
- The scheduled time of the meeting (start and projected end time).

3.2. Employees will assess risk based on information on record about the family and their circumstances. When an employee is concerned about any perceived risk of harm to themselves, they will:

3.2.1. Review the situation with their supervisor or CEO at the earliest opportunity to assess immediate and future service needs to ensure a safety plan for the employee.

3.2.2. Safety planning may include, but is not limited to, having a co-worker attend the appointment with the employee, scheduling the visit in a suitable community location or within office hours, meeting virtually, or having another staff on alert to confirm the meeting has been completed safely.

3.2.3. Have another staff on alert as situations warrant. Pre-arrange with another Contact Brant employee who has agreed to be available to receive a call or text at a specified time after the meeting is completed. If the staff does not make contact with the designated person at the pre-arranged time, the designated employee will attempt to locate their co-worker:

- Call/text the employee's work cell phone
- Call the client's phone number to see if the staff is still there
- Call the employee's home/personal cell phone
- If unable to confirm the employee's whereabouts, call the police

3.2.4. Program staff are equipped with an agency-provided cell phone that they must have with them for any meetings. Emergency numbers and other employees' contact numbers should be programmed into the cell phone.

4. ~~An~~ Any employee who finds themselves in a situation, whether on site or off ~~site, where~~site, where they feel at risk due to such examples as the individual's body language and tension level, the service participant's ~~client's~~ anxiety, edginess, defensive responses, raised voice should:

4.1. Remove themselves safely from the situation wherever possible.

4.2. If leaving is not possible, employ de-escalation strategies, as taught through organizational training. ~~(such as taught through PMAB and Non-Violent Crisis Intervention training).~~ Steps to de-escalate a situation if someone appears agitated, tense or upset, include but are not limited to:

- Remaining calm and patient

- Giving the person space and do not attempt to move without indicating that you intend to do so, including informing the service participant~~client~~ when you need to leave
- Providing appropriate information the person may be asking for
- Being supportive: continue to speak in a calm, friendly, non-threatening manner, providing non-verbal supportive responses (i.e., maintain eye contact, nodding head, etc.)
- Being direct: respond in the affirmative, speaking confidently and with self-assurance.
- Ignoring the inappropriate behaviour, comments and demands, but not the individual
- Rescheduling the interview to another date

4.3. Seek additional supports, as appropriate, to address safety issues (police, other staff).

4.4. Service participants~~Clients~~ should not be provided service if under the influence of alcohol or drugs. In the event of finding a client intoxicated ~~or family violence~~, staff should leave the premises.

4.5. ~~In the event of~~ If an employee encounters family violence, the employee should leave the immediate premises and call police, as well as the appropriate child welfare agency if children are present, only when in a safe place.

4.6. The employee will inform the CEO or designate of the situation as soon as possible once safety has been secured. The CEO or designate will debrief with the employee involved.

4.7. The employee must document all concerns and incidents in EMHware Contacts once the situation is resolved.

5. Other Safety Considerations:

5.1. Employees should take precautions whenever an animal is in the vicinity. If an animal is loose outside the meeting location, consider staying in your vehicle and calling the client using your cell phone. If you should receive an animal bite, immediately wash the area with soap and water and have the bite examined by a physician to assess any risks.

5.2. If using a home phone to call a client, use call blocking by first dialing *67 and then the client's number.

5.3. Staff should limit taking personal belongings to the interview location. Clothing considerations could avoid items that could be grabbed or used to cause harm (e.g., scarves, necklaces/chains), religious symbols or ornate jewellery.

6. Reporting Incidents and Near Misses:

~~5.3.~~6.1. Any incidents impacting the physical or psychological safety of staff must be reported to a manager and documented on an incident report form. The incident report form will be submitted to the CEO for record-keeping, accountability, and continuous improvement.

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POLICY AND PROCEDURE MANUAL

SECTION: Human Resources **POLICY: HR 21**

DATE: February 2026; June 2025; February 2023 **PAGE:** 1 of 3

DIVERSITY, EQUITY, AND ~~and~~ INCLUSION

~~**Diversity statement**~~:

~~Contact Brant is committed to actively building a culture where diversity, equity and inclusion are valued through continued learning and discussion. We know through experience that different ideas, perspectives and backgrounds help us improve the well-being of children, youth and families. Our organization is enriched by collaborating with diverse community groups and partners.~~

Contact Brant is committed to fostering a diverse, equitable, inclusive, and accessible organization where all individuals are treated with dignity, mutual respect, and compassion. We recognize that systems of oppression – including but not limited to racism, colonialism, ableism, homophobia, transphobia, heterosexism, sexism, and classism – create barriers to safety, belonging, access to services and opportunities.

Contact Brant recognizes intersectionality as essential to understanding how individuals experience safety, belonging, access, and inclusion. People do not experience oppression or privilege in isolation; rather, multiple aspects of identity and lived experience interact and shape how systems, policies, and services impact them.

Contact Brant commits to applying an intersectional lens across all areas of our work, including service delivery, employment practices, governance, and community partnerships. This means considering how overlapping identities – such as race, Indigeneity, gender identity, sexual orientation, disability, socioeconomic status, age, and immigration status – may compound experiences of trauma, marginalization, and inequity, and responding in ways that are inclusive, flexible, and equitable.

PREAMBLE:

~~Contact Brant's human capital is the most valuable asset we have. The collective sum of the individual differences, life experiences, knowledge, inventiveness, innovation, self-expression, unique capabilities and talent that our employees invest in their work represents a significant part of our culture, as well as our reputation and company's achievement. We believe we are stronger when we not only celebrate our many differences, values and voices, but include them in practice.~~

~~We embrace and encourage our employees' differences in age, colour, disability, ethnicity, family or marital status, gender identity or expression, language, national~~

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~~origin, physical and mental ability, political affiliation, religion, sexual orientation, socio-economic status, and other characteristics that make our employees unique.~~

Grounded in trauma-informed practice, anti-racism, and anti-oppression, this policy guides how Contact Brant serves the community, supports staff and volunteers, and governs our organization. We acknowledge the ongoing impacts of historical and present-day trauma, particularly for Indigenous people, Black and racialized people, Two-Spirit and LGBTQIA+ people, neurodiverse people, people with disabilities, and those facing systemic marginalization.

Contact Brant is committed to continuous learning, accountability, and action to ensure equity within our organization and the systems we interact with.

Definitions:

~~The following definitions are from the Ontario Human Rights Code:~~

"Anti-oppression" involves recognizing that systems of power, privilege, and inequality create and maintain oppression based on factors such as race, gender identity, sexual orientation, disability, class, age, and immigration status. It understands that these forms of oppression often intersect and compound one another. An anti-oppressive approach actively works to reduce power imbalances, challenge discriminatory structures, and promotes equity and inclusion. It values self-determination, lived experience, and shared decision-making.

"Anti-racism" involves acknowledging power and privilege, centering the lived experiences of Black, Indigenous, and racialized people, and taking action to eliminate racial disparities. This includes examining policies, practices, attitudes, and decision-making processes to ensure they do not perpetuate racial harm or exclusion.

"*Discrimination*" refers to actions, decisions, or practices – intentional or unintentional – that result in unfair, unequal, or harmful treatment of individuals or groups based on real or perceived characteristics such as race, Indigeneity, ethnicity, gender identity, sexual orientation, disability, age, religion, or other protected grounds. Discrimination may occur at the individual, organizational, or systemic level and includes both overt acts and subtle behaviours, policies, or practices that create barriers to access, participation, or fair outcomes.

~~is treating someone unfairly by either imposing a burden on them, or denying them a privilege, benefit or opportunity enjoyed by others, because of their race, citizenship, family status, disability, sex or other personal characteristics.~~

"*Diversity*": is the presence of a wide range of human qualities and attributes within an individual, group or organization. Diversity includes such factors as age, sex, race, ethnicity, physical and intellectual ability, religion, sexual orientation, educational background and expertise.

~~"*Discrimination*" is treating someone unfairly by either imposing a burden on them, or denying them a privilege, benefit or opportunity enjoyed by others, because of their race, citizenship, family status, disability, sex or other personal characteristics.~~

~~"*Duty to accommodate*": Under the Ontario *Human Rights Code*, people identified by *Code* are entitled to the same opportunities and benefits as everybody else. In some~~

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Commented [LA3R2]: "People who identify as...." *Neurodivergent/Neurodiverse

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~~cases, they may need special arrangements or accommodations to take part equally in social areas such as employment, housing and education.~~

~~"*Equal opportunity*" aims to ensure that all people have equal access, free of barriers, equal participation and equal benefit from whatever an organization has to offer. Note that equal opportunity extends beyond employment.~~

"*Equity*" is the practice of recognizing and addressing systemic barriers and power imbalances that result in unequal access, opportunities, and outcomes. Equity goes beyond treating everyone the same; it involves removing structural barriers and providing individualized supports so that all individuals have fair and just opportunities. An equity-focused approach acknowledges historical and ongoing injustices and applies an intersectional lens to prioritize those most impacted by oppression.~~is fairness, impartiality, and even handedness. A distinct process of recognizing differences within groups of individuals, and using this understanding to achieve substantive equality in all aspects of a person's life.~~

"*Inclusion*" is the intentional practice of creating environments where all individuals feel welcomed, respected, valued, and able to participate fully and authentically. Inclusion goes beyond representation and requires actively removing barriers, sharing power, and fostering belonging. Inclusion is sustained through trauma-informed, culturally responsive, anti-racist, and anti-oppressive practices embedded across policies, services, and relationships. ~~appreciating and using our unique differences – strengths, talents, weaknesses and frailties – in a way that shows respect for the individual and ultimately creates a dynamic multi-dimensional organization.~~

"Intersectionality" is the understanding of how multiple, overlapping aspects of identity and social positioning – such as race, Indigeneity, gender identity, sexual orientation, disability, socioeconomic status, age, and immigration status – interact to shape an individual's experiences of privilege, oppression, and access to opportunities. Applying an intersectional lens means acknowledging complexity, avoiding one-size-fits-all approaches, and designing policies, practices, and services that respond to the diverse and layered realities of people's lives.

"Trauma-informed practice" is an approach that recognizes the widespread impact of trauma and understands that trauma can affect individuals, families, and communities across their lifespan. It acknowledges the historical and ongoing effects of trauma, including intergenerational trauma caused by violence, discrimination, colonialism, and systemic racism. A trauma-informed approach emphasizes physical, emotional, cultural, and psychological safety; promotes choice, collaboration, trust, and empowerment; and seeks to avoid re-traumatization. Trauma-informed responses aim to be empathetic, respectful, and supportive.

POLICY:

~~Contact Brant is committed to the principles of diversity, equity and inclusion in all aspects of our organization. This means our organization will actively work to understand and remove barriers to equity and inclusion, be they systemic, physical, or otherwise. In addition, we are committed to ongoing learning and development in the~~

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~~areas of equity, diversity, and inclusion so that we can apply an "equity lens" in all areas of our business.~~

~~Contact Brant will adhere to the *Ontario Human Rights Code* and the *Accessibility for Ontarians for Disabilities Act* at all times.~~

Contact Brant understands that its service participants, staff, community partners, and other stakeholders come from diverse backgrounds. We are committed to the principles of diversity, equity, and inclusion in every aspect of the organization. We understand that barriers to services exist for members of different communities. We will make every effort to ensure that our organization and services reflect our diverse community, thus encouraging equitable access to all elements of agency services and employment.

Contact Brant prohibits discrimination and harassment under any of the grounds established by the Ontario Human Rights Code, including race, colour, national or ethnic origin, ancestry, religion, age, sex, sexual orientation, gender identity and expression, marital status, family status, disability, genetic characteristics, and/or conviction of an offence.

Every person who works at Contact Brant has a responsibility to treat others with dignity and respect, and make sure all people feel included and have access to the same opportunities. We must actively strive to create an environment where all persons are able to share their ideas, beliefs, and skills.

This policy applies to all employees, volunteers, students, Board members, service providers, service participants and their families, and covers all programs, services, and organizational operations.

Commented [LA8]: listening and learning from diverse communities

ORGANIZATIONAL COMMITMENTS:

Contact Brant is committed to listening and learning from the diverse communities we serve. We value lived experience and community knowledge, particularly from people who face systemic barriers, and recognize this input as essential to improving our services and practices.

1. Service Delivery
   Contact Brant will:
   - Provide services that are culturally responsive, accessible, and inclusive
   - Offer interpretation, translation, and accessibility supports whenever possible
   - Respect self-determination, identity, and lived experience of all individuals
   - Build and sustain partnerships with community organizations, including Indigenous-led and equity-focused partners
   - Maintain a code of conduct for employees and service participants to promote a safe, respectful, family-centred, and supportive environment for everyone

2. Workplace Culture
   Contact Brant will:
   - Foster a workplace where individuals feel safe, valued, and supported

- Take all complaints of discrimination and harassment seriously, and follow up in accordance with Contact Brant's Anti-Harassment, Anti-Violence, Abuse, and Feedback and Complaints Policies and procedures
- Support staff wellness, recognizing the emotional labour inherent in community-based and trauma-informed work

3. Recruitment, Hiring, and Retention

Contact Brant will:

- Use equitable hiring practices that reduce bias and barriers
- Take steps to recruit diverse applicants to strive for a workforce and organizational leadership that reflects the diverse communities we serve by openly welcoming and inviting applications from diverse groups protected by the Ontario Human Rights Code
- Provide accommodations during all stages of the recruitment and hiring process, upon request
- Provide equitable access to professional development and advancement opportunities
- Ensure equal treatment for employees with respect to rate of pay, overtime, hours of work, holidays, benefits, discipline, performance evaluation, and other relevant terms of employment

4. Training, Accountability and Continuous Improvement

Contact Brant will:

- Ensure that staff have the knowledge, understanding, and skills necessary to work with and serve members of diverse communities, and will encourage staff participation in training sessions offered by the organization or other service providers
- Provide ongoing access to education and training related to DEI and trauma-informed practice
- Review this policy annually, or more frequently as needed, and update it based on learning, feedback, and community needs
- Create avenues for staff and service users to raise concerns without fear of retaliation
- Monitor progress through qualitative and quantitative measures (e.g. satisfaction surveys, feedback and complaints, anecdotal evidence) as appropriate

5. Leadership and Governance

Contact Brant will:

- Promote a culture of respect and inclusion~~,~~ by providing an open door so employees and service participants can voice concerns or barriers they may be experiencing and acting on recommendations/concerns
- Create opportunities to ensure the ideas, talents, and opinions of all team members are heard, and that credit is given for ideas and accomplishments

Commented [AL9]: Increase accessibility by adding reference info of where to find these policies and procedures (policy, section #)?

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- Examine organizational operations to identify any barriers that are in place that work against diversity, equity, and inclusion and implement strategies to overcome them such as:
  - Reviewing policies and procedures annually and revise as needed
  - Examining language in written materials, including social media
  - Asking for feedback through various channels (e.g. surveys, family feedback, anecdotal feedback and testimonials, etc.)
- Ensure DEI principles inform strategic planning, decision-making, and policy development

PROCEDURES:

Individuals, including employees, volunteers, students, Board members, service providers, service participants and their families have the right to file a complaint about situations they believe are in contravention of this policy. Alleged conduct believed to be inconsistent with this policy will be addressed in accordance with Contact Brant's Anti-Harassment, Anti-Violence, Abuse, and Feedback and Complaints Policies.

1. Complaint Process: Concerns and complaints will be handled with confidentiality, care, and a commitment to fairness and restorative approaches wherever possible. Complaints of discrimination may be brought forward to:

1.1. A manager, or the CEO

1.2. If the CEO is alleged to have engaged in discriminatory behaviour, a report can be made to a manager or directly to the Chair of the Board of Directors, or another member of the Board of Directors

1.3. Immediately upon receipt of a complaint, an investigation will be started, and additional information and context will be sought. The investigation may include:

- A review of the details of the incident
- Separate interview(s) with the parties involved and any witnesses
- Examination of any relevant documents, emails, notes, photographs, or video
- A decision about whether behaviour has occurred that violates any of Contact Brant's policies and procedures
- The preparation of a report which summarizes the incident, the steps of the investigation, the evidence collected, and any findings

1.4. Contact Brant will take appropriate measures to ensure that employees, service providers, service participants, and/or witnesses involved in the complaint are protected as necessary. This may include temporary reassignments or shift changes. Contact Brant will ensure that these changes do not penalize any employee who brought forward a complaint or any witnesses to the complaint.

1.5. Contact Brant will not disclose any information regarding a complaint (including any identifying personal information of any of the individuals

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Commented [AL12]: Elaborate/give examples of these channels?

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involved), unless the disclosure may become necessary for the purposes of investigating the complaint, taking disciplinary action, or as required by law.

1.6. In instances where an employee has filed a complaint against another employee, both parties will be kept up to date on the status of the investigation and any subsequent actions to be taken.

1.7. If the findings of the investigation do not support the complaint, Contact Brant may offer training or improved communications, or recommend that no further action be taken.

2. Discipline: Through the investigation process, if an employee is confirmed to have engaged in discriminatory or racist behaviour, disciplinary action up to and including termination of employment will be taken, in accordance with Contact Brant's Progressive Discipline Policy. Similarly, a person who makes a frivolous or vexatious complaint may also be subject to disciplinary action.

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2.1. *Frivolous* refers to complaints, claims, or actions that lack any reasonable basis, substance or merit and are not supported by facts or evidence. Frivolous matters may be characterized by triviality or an absence of a legitimate issue requiring review. In applying this definition, Contact Brant commits to ensuring that concerns are not dismissed as frivolous solely because they are uncomfortable, challenge authority, or are raised by individuals from marginalized or equity-deserving groups. All concerns will be initially assessed in good faith and through a trauma-informed and equitable lens.

2.2. *Vexatious* refers to complaints, communications, or actions that are persistently or repetitively made without reasonable grounds and with the effect or intent of harassing, overwhelming, abusing, or improperly burdening individuals or the organization. Vexatious behaviour may include repeated submission of substantially similar complaints after they have been addressed, refusal to accept reasonable outcomes, or use of processes in a manner that disrupts services or causes harm. Contact Brant recognizes that experiences of trauma, marginalization, or distrust of systems may influence how individuals communicate concerns. Determinations of vexatious behaviour will be made carefully, objectively, and proportionately, ensuring that advocacy, disagreement, or expressions of distress are not mischaracterized as vexatious.

3. Confidentiality: Contact Brant will not disclose any information regarding a complaint (including any identifying personal information of any of the individuals involved),

unless the disclosure is necessary for the purposes of investigating the complaint, taking disciplinary action, or as required by law.

3.1. All parties involved including complainants, respondents, witnesses, managers, and support persons, are expected to treat the matter and any information they become aware of as confidential.

3.2. No party shall discuss the matter or associated details with other employees or witnesses. An employee may face disciplinary action if it is determined that they have failed to adhere to these confidentiality expectations.

3.3. All investigation notes and full reports will be retained in a separate file and are not to be saved in employee personnel files. Investigation outcome letters and disciplinary action will be saved in applicable employee files only when the complaint has been verified and is found to be in breach of this policy.

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Other Related Policies & Procedures:

- Abuse Policy (Human Resources Policies-HR 18)
- Anti-Harassment Policy (Health & Safety Policies-HS 06)
- Anti-Violence Policy (Health & Safety Policies-HS 07)
- Code of Conduct for Service Participants Policy (Health & Safety Policies-HS 15)
- Feedback & Complaints Policy (Administrative Policies-AD 08)
- Progressive Discipline Policy (Human Resources Policies-HR 16)

~~1.0 Contact Brant will treat people equally, striving to be a culturally safe organization:~~

~~1.1 We will promote a culture of respect and inclusion. Our actions will show that we value diversity inclusive of persons in terms of (but not limited to) age, sex, race, gender, ethnicity, physical and intellectual ability, religion, sexual orientation, and education.~~

~~1.2 We will demonstrate equal treatment and opportunity for employees including, but not limited to, rate of pay, overtime, hours of work, holidays, benefits, discipline, performance evaluations, and advancement opportunities.~~

~~1.3 Discrimination will not be tolerated.~~

~~1.4 Our actions will create an environment where all persons are able to share their ideas, beliefs, and skills.~~

~~1.5 We will regularly examine our culture and the various barriers that work against equity, diversity, and inclusion to implement strategies to overcome them, including but not limited to:~~

- ~~Review policies and procedures annually~~

- Examine language in written formats (documents, website, etc.)
- Support the DEI Committee to lead this work
- Request employee input and feedback through various channels.

1.6 Provide training and continuous learning opportunities for all staff in equity, diversity and inclusion

1.7 Seek applications from persons of various backgrounds

1.8 Provide accommodations at all stages of employment as needed.

1.9 Provide an accessible office building that has gender neutral and accessible washrooms

1.10 Provide employee benefits that include coverage for Social Work

1.11 Post signage throughout the office that we are a safe space

1.12 Respect how individuals prefer to be identified, whether that is person or identity first. Utilize gender neutral language within interactions and communications.

1.13 Identify that we are allies to the LGBTQ+ community by considering introducing ourselves using the preferred pronouns to be addressed by and displaying pronouns in our signatures.

2.0 Managers are responsible for:

- Promoting a culture of respect and inclusion
- Providing an open door for employees to voice any concerns or barriers they may be experiencing, and responding to their concerns
- Providing staff with support, as well as accommodations as required
- Establishing a culture that welcomes every staff
- Recognizing staff for their accomplishments
- Actively working to bring people together so they may share ideas, talents and opinions
- Actively working to build a diverse workforce.
- Understanding the sensitive nature of the information that may be shared during conversations about equity and diversity
- Respecting the privacy and confidentiality of employee information, at all times. Refer to the Privacy and Confidentiality Policy.
- Addressing complaints related to surrounding equity, diversity and inclusion. Refer to Workplace Anti-Violence and Workplace Anti-Harassment policies.

3.0 Employees are responsible for:

- Promoting a culture of respect and inclusion
- Complying with policies
- Bringing forward ideas, suggestions, or issues regarding equal treatment of people and building a more culturally safe organization.

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Board of Directors
New Business – Open Meeting

February 24, 2026

Annual Board Evaluation of the CEO

Governance Policy G12: Board Appointment and Monitoring of the CEO

The Board is responsible for establishing the method for the CEO's performance review annually. The CEO's job performance will be monitored against the implementation of strategic priorities, the degree to which the Board policies are being met, the monthly reporting to the Board, and the annual audit.

An Ad Hoc Board committee may be struck to complete the performance review, or it may be done with the full Board in an in-camera session. After the review process is completed, the Board will provide appropriate recommendations arising from the review to the CEO.

Prior years' process:
The Chair and Vice Chair prepared evaluation forms to be completed by all staff and Board members. The Executive Assistant gathered and compiled all staff and Board evaluation forms and responses. No names were associated with comments. The Chair and Vice Chair then used the compiled comments to create a performance appraisal for the CEO.

The Board will need to plan for the annual evaluation of the CEO.

Planning for Board Recruitment and Board Executive

The Board is responsible for annual planning for the nominations of the slate of Directors and the election of officers at the June AGM business meeting. Contact Brant's Governance Policies outline the expectations for Directors and Officers.

Members shall indicate annually to the Board of Directors their intention to continue as members at least one month prior to the AGM business meeting.

Governance Policy G1: Governance and Governance Assessment

The Board shall be comprised of a range of eight (8) to twelve (12) elected Directors.

The Board shall strive to ensure that membership:

- Includes at least one (1) parent member
- Includes at least one (1) youth member

- Limits the number to two (2) members who are a Director of a Board or employee of a Ministry-funded partner service provider, as well as the parents, siblings, children, spouses, and partners of these individuals.

The Board shall strive for a balance of experienced Directors and new Directors. To this end, Directors are elected on a three-year term with their start date of a term being the Annual Meeting at which they were elected. The maximum number of terms a Director may be elected is 5 terms (15 years).

Governance Policy G2: Role of the Officers of the Board

The Corporation's Officers are the Chair, Vice Chair, Secretary, Treasurer, and CEO. No Director may serve for more than three (3) consecutive years in one office.

	Director	**Start Date**	**End of Current 3-Year Term**	**Terms Completed at End of Current Term**	**Executive Position**	**Executive Date**
1	Patrick Parent	June/24	June/27	1	Chair	June 2024
2	Greg Hackborn	April/16	June/28	4	**Vice Chair**	**May 2023**
3	Emily Miller	June/22	June/28	2	Treasurer	June 2024
4	Jennifer Tonnies	March/23	June/26	1	Secretary	February 2025
5	Jill Esposto	May/23	June/26	1		
6	Kimberly Vanderburg	June/24	June/27	1		
7	Melanie Graham	June/24	June/27	1		
8	Maxine Lean	Sept/24	June/27	1		
9	Jennifer Kroesbergen	June/25	June/28	1		

Ministry of Children, Community and Social Services

Business Planning and Corporate Services Division

Transfer Payment Centre of Excellence

315 Front Street West, 4th Floor
Toronto, Ontario M7A 0B8
Telephone: 519 994-3813

Ministère des Services à l'enfance et des Services sociaux et communautaires

Division des services ministériels et de la planification des activités

Centre d'excellence pour les paiements de transfert

315, rue Front Ouest, 4e étage
Toronto (Ontario) M7A 0B8
Téléphone : 519 994-3813

January 23, 2026

MEMORANDUM TO: **Transfer Payment Recipients (TPRs)**

FROM: Angela Allan
Director, Transfer Payment Centre of Excellence (TPCE)

RE: **Financial Flexibility**

Dear TPR Colleagues,

The ministry is reminding TPRs of financial flexibility parameters allowing TPRs to meet local priorities in contracted service delivery. As previously communicated at the beginning of the fiscal year, TPRs have the flexibility to re-allocate funding within the below parameters. **Ministry approval is required for any adjustments that fall outside these parameters.**

Financial Flexibility Parameters

- **Reallocations within a Component**
  TPRs may allocate funds between Services Delivered within a Component to meet local priorities while maintaining service delivery targets. Ministry approval is not needed for such adjustments.

- **Reallocations across Components within a Program Grouping**
  TPRs may allocate funds across Components within a Program Grouping on a one-time basis without ministry approval **provided service targets are met**. 2025-26 Program Groupings are attached in the Appendix.

  If a TPR wishes to decrease funding in a Component where service targets will not be met, **ministry approval is required**, and a contract amendment with revised service targets may be issued.

- **Service Target Requirements**
  - TPRs must meet contracted service targets within a range of **+/-10%**.

- Service targets **cannot** be transferred between Components **without prior ministry approval**.
- Any proposed transfer of service targets in budget submissions (even within the +/- 10%) will require ministry approval.

- **Administrative Costs**
  TPRs must adhere to the maximum administrative spending cap of **10%** or **10.5%** for TPRs in the North Region.

- **Use of Funds**
  Funds are to be used to deliver on service targets.

- **Variance Reporting**
  TPRs must provide variance explanations where actual service achieved varies from contracted service targets by more than **10%.**

Should you have any questions or find that you require ministry approval for adjustments to component funding, please contact your program supervisor to discuss.

Sincerely,

Angela Allan
Director, Transfer Payment Centre of Excellence (TPCE)

Appendix: Program Groupings

TABLE 1: TPRs may allocate funds across components within a Program Grouping on a one-time basis. This funding flexibility is allowed without Ministry approval provided service targets are met.

Program Grouping	TP Component Program
Ontario Works Employment Assistance	Learning Earning and Parenting (LEAP)
	Ontario Works Employment Assistance
Children and Youth At Risk	Child Welfare - Community and Prevention Supports
	Youth Initiatives
	Indigenous Child, Youth and Family Well Being
	Community Support-Native Services on Reserve
	Northwest Prevention Initiative
	Child Welfare Natives Services on Reserve
	Child and Family Intervention - Native Services on Reserve
Youth Justice Services	Alternatives to Custody and Community Interventions
	Community Partnerships
	Reintegration/Rehabilitation Services – Community
	Mental Health/Specialized Programming
	Indigenous Services
	Other Services
	Open Custody/Detention
	Secure Custody/Detention
	YJD – Sundry
	Prevention
	DSSL - Adults' Community Accommodation

Program Grouping	TP Component Program
Developmental Services and Supports to Community Living	DSRS Children's Community Accommodation
	Adults' DS Community Support Services
	Vocational Alternative Supports-Adult
	DSB-Employment Supports (Transition)
	Children's DS Community Support Services
	Intervenors Services
	Interpreters Services
	Homelessness Initiatives and other Community Services
	Domiciliary Hostels
Indigenous Healing and Wellness	IHWS - Crisis Intervention
	IHWS - Curative and Rehabilitative Care
	IHWS - Promotion and Prevention
	IHWS - Supportive Resources, Training and Capacity Building
Victims of Violence	Violence Against Women
	Victim Services
Children and Youth Services	Young Parent Services
	Early Intervention
	Child Treatment Services - Operating
	Children's Rehabilitation Services
	Respite Services
	Coordinated Service Planning
	Services for Children and Youth with Complex Needs
Violence Prevention Initiatives	Violence Prevention Initiatives

Program Grouping	TP Component Program
	Economic Empowerment Initiatives
Autism	OAP - ASD Diagnostic Hubs
	OAP - Caregiver-mediated Early Years
	OAP - Entry to School
	OAP - Foundational Family Services
	OAP - Urgent Response Services
	OAP - Other Workforce Capacity Initiatives
	Connections for Students
	Autism

Table 2: For components listed below, TPRs may not shift funding or service targets.

TP Component Program
Ontario Works Basic Financial Assistance
Ontario Works Administration
BPS - Other Social Assistance
Employment Supports Funding
Home & Vehicle Modification Program
OW Addiction Services Initiative
Healthy Child Development
Special Services at Home
Student Nutrition
Complex Special Needs
OAP Workforce Capacity Fund
Core Clinical Services
Broader Public Sector-Other-Children's Services
AccessOAP
Child Protection Services
Supervised Access Program
Provincial Initiatives
Broader Public Sector-Other-Developmental Services
DS Self-Managed Support – Direct (Passport)
Anti-Human Trafficking Community Supports
Broader Public Sector-Other-Adults' Social Services