



Board of Directors

Tuesday, March 24, 2026 at 9:00 a.m.

In person: Contact Brant, 255 Colborne St.

or by **Zoom:** <https://us02web.zoom.us/j/81225760634?pwd=ux71sHkYEjzxs2jCsjjJ3KoV0uslp.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 – February 24, 2026** **Decision**
6. **Business Arising from Minutes**
 - a. Annual Board Evaluation of the CEO
 - b. Planning for Board Recruitment and Board Executive
7. **Executive Reports**
 - a. Chair's Report **Decision**
 - b. Treasurer's Report **Decision**
 - c. CEO's Report **Decision**
8. **Committee Reports**
 - a. None
9. **New Business**
 - a. Approval of the 2026-27 Budget **Decision**
 - b. Annual Board Evaluation **Information**
10. **Correspondence**
 - a. None **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, April 28th, 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, February 24, 2026
In-person at Contact Brant or by Zoom

Present:

Chair: Emily Miller
Secretary: Jennifer Tonnies
Directors: Jill Esposto, Jennifer Kroesbergen,
Kimberly Vanderburg, Maxine Lean, Melanie
Graham
Chief Executive Officer: Sandra Parker
Executive Assistant: Cindy Landry

Regrets: Linda McFadyen, Alison Hilborn, Patrick Parent, Greg Hackborn

Guests: Devon Atherton, Akshay Bali
Riverside Hub presented to the Board prior to the Board Meeting.

1. Call to Order

Emily called the meeting to order at 8:57 a.m.

2. Land Acknowledgement

Emily read the Land Acknowledgement.

3. Riverside Hub Presentation

Introductions were made. Presentation from Devon and Akshay on the design of the Riverside Hub building, the project cost estimate, and governance.

The Riverside Hub will establish a joint new Governance Committee, schedule, and process. By-laws and structure how core governance would work. Approve key strategic decisions and support financial oversight.

Right now, the project is in pre-development stages. Site plan application to be submitted in May 2026.

April 30th – There will be a Community Engagement Event; hub partners will have an information table about their services. We would invite all staff and board to attend. Location TBD.

On June 16th (time TBA) – Riverside Hub presentation to City Council. Again, all board members and staff are asked to attend the council meeting.

Currently working on MOU and developing the shared cost model.

4. Agenda - Additions, Deletions, Approval

Motion: To approve the agenda with an addition.
Maxine and Jenn. **Carried.**

5. Conflict of Interest Declarations – none

6. Approval of Minutes – January 27, 2026

Motion: To approve the minutes of January 27, 2026.
Kimberly and Melanie. **Carried.**

7. Business Arising from Minutes - none

8. Executive Reports:

a. Chair's Report – nothing to report.

b. Treasurer's Report – January 31, 2026

Motion: To approve the Treasurer's report as presented for January 31, 2026.
Maxine and Jennifer. **Carried.**

c. CEO's Report

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

9. Committee Reports

a. **Policy Review Committee:**

- **HS 14 Staff Safety Policy**
- **HR 21 DEI Policy**

Motion: To approve the HS 14 Staff Safety Policy and HR 21 DEI Policy as presented.

Kimberly and Melanie. **Carried.**

b. **Nominating Committee** – Nothing to report

10. New Business

a. **Annual Board Evaluation of the CEO**

Cindy to send a copy of the evaluation form to the Board, and they can discuss it at the next meeting.

b. **Planning for Board Recruitment and Board Executive**

The Board will need a new Vice-Chair. Greg's term will be up in May 2026.

11. Correspondence

- a. MCCSS Memo re: Financial Flexibility – January 23, 2026

12. In-Camera

Motion: To move in-camera at 10:43 a.m.
Maxine and Kimberly. **Carried.**

13. In-camera reports

14. Adjournment

Motion: To adjourn the meeting at 11:07 a.m.
Maxine and Jenn. **Carried.**

Next Meeting: Tuesday, March 24, 2026.

Date

Chair's Signature



Chief Executive Officer's Performance Appraisal by Board of Directors

Evaluation Criteria	Level 1	Level 2	Level 3	Level 4	Comments
LEADERSHIP / MANAGEMENT					
Keeps Board members informed of relevant issues, concerns and emerging events.	Rarely	Sometimes	Often	Consistently	
Brings reports and information to the Board of Directors as scheduled and as needed.	Rarely	Sometimes	Often	Consistently	
Prepares agendas for Board of Directors meetings with appropriate support materials.	Rarely	Sometimes	Often	Consistently	
Provides options to deal with financial and operational challenges.	Rarely	Sometimes	Often	Consistently	
Supports the decisions of the Board of Directors.	Rarely	Sometimes	Often	Consistently	
Responds to Directors of the Board in a timely fashion.	Rarely	Sometimes	Often	Consistently	
Has a clear operational direction for the organization in line with the Board's Strategic Plan.	Rarely	Sometimes	Often	Consistently	
Guides initiatives forward in a timely and effective manner.	Rarely	Sometimes	Often	Consistently	
Ensures fair and equitable treatment of staff through policies and practice, including regular evaluation of staff.	Rarely	Sometimes	Often	Consistently	

PLANNING					
Implements the Board’s identified Work Plan Goals:					
1. Examine efficiencies, processes, and services to address the growing demand.	Rarely	Sometimes	Often	Consistently	
2. Identify various ways to best engage clients, partners and the community.	Rarely	Sometimes	Often	Consistently	
3. Improve inclusivity within the organization, including enhancing cultural safety and a continuous commitment to learning.	Rarely	Sometimes	Often	Consistently	
4. Heighten awareness of Contact Brant’s services with a variety of audiences.	Rarely	Sometimes	Often	Consistently	
COMMUNICATION / RELATIONSHIPS					
Is a strong spokesperson on behalf of Contact Brant by modelling and supporting its Values:					
1. Our clients through a respectful family-entered approach.	Rarely	Sometimes	Often	Consistently	
2. Our community partners and the work we do together.	Rarely	Sometimes	Often	Consistently	
3. Our commitment to diversity and inclusion.	Rarely	Sometimes	Often	Consistently	
4. Our knowledgeable team who make it happen.	Rarely	Sometimes	Often	Consistently	
Communicates effectively with the Ministry of Children, Community and Social Services and the Ministry of Health.	Rarely	Sometimes	Often	Consistently	

Is courteous and shows respect for staff, peers, Board of Directors and the public.	Rarely	Sometimes	Often	Consistently	
Works collaboratively with staff by encouraging opportunities for employees to provide input/feedback.	Rarely	Sometimes	Often	Consistently	
Is accessible to employees by responding in a timely manner to requests for information and input.	Rarely	Sometimes	Often	Consistently	
Acknowledges employee contributions and praises good work.	Rarely	Sometimes	Often	Consistently	

Other Comments:

The Performance Appraisal of the Chief Executive Officer is a compilation of appraisal forms completed individually by the Directors of the Board and staff. These have been reviewed by the Contact Brant Board of Directors and have formed an evaluation of the Chief Executive Officer.

Chair of the Board: _____

Date: _____



Chief Executive Officer's Performance Appraisal by Staff

Evaluation Criteria	Level 1	Level 2	Level 3	Level 4	Comments
LEADERSHIP / MANAGEMENT					
Keeps staff members informed of relevant issues, concerns and emerging events.	Rarely	Sometimes	Often	Consistently	
Supports the decisions of the staff in carrying out their duties.	Rarely	Sometimes	Often	Consistently	
Works well with staff. Is a good role model.	Rarely	Sometimes	Often	Consistently	
Guides initiatives forward in a timely and effective manner.	Rarely	Sometimes	Often	Consistently	
Has a clear operational direction for the organization in line with the Board's Strategic Plan.	Rarely	Sometimes	Often	Consistently	
Ensures fair and equitable treatment of staff through policies and practice, including regular evaluation of staff.	Rarely	Sometimes	Often	Consistently	
PLANNING					
Implements the Board's identified Work Plan Goals:					
1. Examine efficiencies, processes, and services to address the growing demand.	Rarely	Sometimes	Often	Consistently	
2. Identify various ways to best engage clients, partners and the community.	Rarely	Sometimes	Often	Consistently	

Evaluation Criteria	Level 1	Level 2	Level 3	Level 4	Comments
3. Improve inclusivity within the organization, including enhancing cultural safety and a continuous commitment to learning.	Rarely	Sometimes	Often	Consistently	
4. Heighten awareness of Contact Brant's services with a variety of audiences.	Rarely	Sometimes	Often	Consistently	
COMMUNICATION / RELATIONSHIPS					
Is a strong spokesperson on behalf of Contact Brant by modelling and supporting its Values:					
1. Our clients through a respectful family-centered approach.	Rarely	Sometimes	Often	Consistently	
2. Our community partners and the work we do together.	Rarely	Sometimes	Often	Consistently	
3. Our commitment to diversity and inclusion.	Rarely	Sometimes	Often	Consistently	
4. Our knowledgeable team who make it happen.	Rarely	Sometimes	Often	Consistently	
Communicates effectively with the Ministry of Children, Community and Social Services and the Ministry of Health.	Rarely	Sometimes	Often	Consistently	
Is courteous and shows respect for staff, peers, Board of Directors and the public.	Rarely	Sometimes	Often	Consistently	
Works collaboratively with staff by encouraging opportunities for employees to provide input/feedback.	Rarely	Sometimes	Often	Consistently	
Is accessible to employees by responding in a timely manner to requests for information and input.	Rarely	Sometimes	Often	Consistently	
Acknowledges employee contributions and praises good work.	Rarely	Sometimes	Often	Consistently	

Other Comments:

The Performance Appraisal of the Chief Executive Officer is a compilation of appraisal forms completed individually by the Directors of the Board and staff. These have been reviewed by the Contact Brant Board of Directors and have formed an evaluation of the Chief Executive Officer.

Chair of the Board: _____

Date: _____

February 28, 2026



	2024-2025	ACTUAL	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2025-26 MCCSS YTD Feb 28
REVENUE					
Access - Children's (MCCSS)		1,220	1,220	1,220	1,119
DS Children's Specialized (MCCSS)		191,165	191,165	191,165	175,235
RPAC (MCCSS)		702	702	702	644
Coordinated Service Planning & FASD (MCCSS)		451,490	472,077	472,077	431,880
Complex Needs (MCCSS)		66,820	66,820	66,820	61,252
Urgent Response Service (MCCSS)		7,518,653	7,318,653	7,318,653	6,708,766
		0			0
Sub-Total Ministry Actual Revenue		8,230,050	8,050,637	8,050,637	7,378,896
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	7,378,896

	2024-2025	ACTUAL	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2025-26 MCCSS YTD Feb 28
EXPENSES					
Salary		1,796,234	2,093,649	2,093,649	1,909,297
Staff Training (education, conferences, recruitment - staff)		52,213	25,000	28,945	23,515
Building Occupancy (Lease, Utilities, Insurance, Repairs & Mtce)		60,292	65,111	64,332	57,350
Travel and Communication		221,147	258,720	220,332	195,448
Supplies & Equipment		21,282	21,830	21,544	14,443
Other Program/Service Expenditures (Purchases client services, all other direct not classified)		5,210,742	5,522,327	5,392,034	4,758,968
Governance Expenses		17,175	22,000	15,000	14,160
Professional/Contracted-out (legal, audit, bank, payroll services, consultant fees)		215,641	42,000	47,718	10,357
Amortization Capital Assets		24,951	0	-	-
TOTAL Ministry Expenses		7,619,678	8,050,637	7,883,554	6,983,538
Ministry Surplus (Loss)		628,766	0	167,083	395,358
Less: Repayable to the Ministry		-628,766			
Ministry Surplus (Loss)		0	0	167,083	395,358

Repayable to MCCSS	28-Feb-26
--------------------	-----------

Fiscal 2022-23	932,458
Fiscal 2023-24	116,146
Fiscal 2024-25	628,766
Total	<u>1,677,370</u>



February 28, 2026

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	526,990	485,323	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	4,132	\$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	44,436	Findhep revised fee schedule (7/25)
CYSC Income	0		25,766	25,766	\$7,500 received from members, \$4k grant, \$10,218.52 from Your Guide Defd funds to be used for CYSC, \$4k Brant
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	606,692	564,157	
EXPENSES					
Your Guide	204	20,641		0	
FASD Caregiver Support Group	4,500	0	4,500	4,267	
Health Spending Account	0	6,900		0	
Information Services (211, Findhelp)	0	34,772	12,122	10,735	Sal. & Ben.: CI Assist. (12,122); (.25 FTE CN (22,650) - TBD)
Extensive Needs Interdisciplinary	464,122	502,702	526,990	452,582	Includes +1 SC position
CYSC Expenses	0		25,766	10,755	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	
Total Projects Expenses	711,498	565,015	569,378	479,539	
Projects Surplus (Loss)	92,620	9,712	37,314	84,618	

TOTAL MINISTRY AND PROJECTS

TOTAL REVENUE	9,052,562	8,625,364	8,657,329	7,943,053
TOTAL EXPENSES	8,331,176	8,615,652	8,452,932	7,463,077
TOTAL Surplus (Loss)	721,386	9,712	204,397	479,976

QB Cash Operating Account*	2,295,381
QB 104 Contra Internally Restrict BHN	-16,374
QB Petty Cash	100
QB Savings Account	85,639
Total Quickbooks (QB) Cash Balance	2,364,746
BANK RECONCILIATION - operating account	
Accounting Cash Operating Balance*	2,295,381
Add: AW exp went through in Oct not not paid until Nov	
TD Cash Balance	2,295,381
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	28-Feb-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	
	<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**

March 24, 2026

Communication and Counsel to the Board

Mileage Rate

An adjustment to the current mileage reimbursement rate to better reflect rising vehicle operating costs, and to ensure fair and equitable compensation for employees who use their personal vehicles for business purposes.

Contact Brant’s mileage rate has remained unchanged at \$0.51/km since 2023-24. To determine a fair rate, we have reviewed the reimbursement amount of several other non-profit organizations. The Canada Revenue Agency also establishes a reasonable per-kilometer allowance rate each year for businesses travel.

Organization	Reimbursement Rate (per km)
CRA allowance	\$0.73
Brant Public Library	\$0.68
City of Brantford	\$0.67
Brant County Health Unit	\$0.67
YMCA of HBB	\$0.48
Halton Catholic DSB	\$0.73

It is proposed that Contact Brant increase the mileage reimbursement rate to \$0.61/km for business travel to better align with other non-profit organizations and to reflect rising vehicle operating costs. For 2025-26, the cost of travel is estimated to be approximately \$7,000. An increase in mileage rates to \$0.61/km would increase travel costs by approximately \$1,400. The proposed increase has been reflected in the 2026-27 budget.

Recommendation: To increase the mileage reimbursement rate from \$0.51/km to \$0.61/km, effective April 1, 2026.

Decision

Health & Safety

Contact Brant has two certified health and safety representatives – one manager and one staff – on the joint health and safety committee. Certification for both staff is about to expire. The staff rep requested not to re-certify, however two other staff expressed an interest in obtaining this certification. The manager rep and two new staff reps are scheduled for health and safety certification.

We have also had additional staff become trained in first aid and CPR, and are seeking to have more staff become trained over the coming months. As a hybrid workplace, it is important to ensure there is at least one staff member with current first aid training/CPR working on site every day.

Based on recommendations from recent first aid training, Contact Brant has purchased an AED machine and is seeking to obtain naloxone kit(s) as part of our first aid kit.

Information

2025-26 Strategic Work Plan Outcomes

Strategic Priority	Status / Achievements
A. Organizational Effectiveness	<p>With staff transitions that occurred in the summer/fall, 2025, we undertook a review of Contact Brant’s administrative functions and staff responsibilities. As natural staff turnover occurred, new job titles were identified (i.e. contract specialist, financial analyst) and responsibilities were streamlined within each of these roles.</p> <p>Contact Brant is participating in a data project through EKO which will strengthen our data and enhance our capacity for data-based decision-making to strengthen services.</p> <p>As the lead coordinated service planning agency, we are leading the implementation of changes to coordinated service planning and complex special needs. We continue to convene our community partners to ensure service delivery aligns with Ministry requirements and continues to be responsive to the needs of the community.</p>
B. Commitment to Community	<p>Contact Brant has continued to co-chair the Child & Youth Strategic Collaborative, however engagement/participation from service partners across the community has been declining over the past couple of years to the extent that the future of this committee remains uncertain. However, Contact Brant continues to seek opportunities for community participation and have become active participants in other relevant community tables. Contact Brant currently has staff representatives at 47 community committees / subcommittees aligned with our organizational mission, vision, and values.</p> <p>Contact Brant continues to seek out new opportunities to engage with the community. We recently sponsored a public skate in Brant County, attended by approximately 120 skaters. We continue to participate in various school events, and will participate in summer roller skating events, character meet-and-greets, and other local events in Brantford and Brant County to help broaden our reach and connect with more families.</p>
C. Diversity, Equity and Inclusion	<p>Contact Brant’s DEI committee undertook an extensive review of our DEI policy and made recommendations for change. The updated policy was approved by the Board in February, and the committee will use this as a framework to guide next year’s committee workplan.</p> <p>Contact Brant continues to seek opportunities to connect with underserved populations across our community. We are a partner in DGB Connect, an initiative intended to increase accessibility to</p>

	<p>services for newcomers in Brant County. We recently attended the Brantford Immigration Partnership Summit.</p> <p>Throughout the 2025-26 fiscal year, Contact Brant established a partnership with Six Nations Department of Well-Being for URS. Working closely with Six Nations, we have informally evaluated the strengths and challenges of this initial arrangement – where Six Nations has provided front door screenings for Indigenous families – and will implement changes for the 2026-27 fiscal year. Cultural safety for Indigenous children and families remains a priority in this partnership</p>
<p>D. Brand Understanding</p>	<p>Contact Brant’s internal communications committee has continued to meet to discuss organizational needs. Through this, the committee has identified gaps in our current communications strategy, including our social media presence. Contact Brant aims to create a role for a communications staff to build a more fulsome strategy to build our brand across the communities we serve.</p>

Information



Board of Directors New Business – Open Meeting

March 24, 2026

2026-27 Operating Budget

Contact Brant's operating budget for the fiscal year starting April 1, 2026, is presented to the Board of Directors.

Recommendation: To approved the 2026-27 budget for Contact Brant as presented.

Decision


Annual Board Evaluation

In accordance with Policy G1: Governance and Governance Assessment, the Board will annually review and evaluate its performance, including:

- Adherence to Board policies and by-laws
- Board effectiveness in terms of strategic planning and outcomes
- Board effectiveness in terms of fiscal responsibilities
- Effectiveness of Board meetings
- Relationship between the Board and the Chief Executive Officer
- Issues and risk management

The Board will need to plan for its annual self-assessment. In prior years, the Executive Assistant provided the template for Directors to complete (copy following), and rolls up the results to be presented at a future meeting.

Information

March 31, 2026				
	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2026-2027 BUDGET	Notes
REVENUE				
Access - Children's (MCCSS)	1,220	1,220	1,220	
DS Children's Specialized (MCCSS)	191,165	191,165	191,165	
RPAC (MCCSS)	702	702	702	
Coordinated Service Planning & FASD (MCCSS)	472,077	472,077	472,077	
Complex Needs (MCCSS)	66,820	66,820	66,820	
Urgent Response Service (MCCSS)	7,318,653	7,318,653	7,318,653	
Sub-Total Ministry Actual Revenue	8,050,637	8,050,637	8,050,637	
Off-Setting Revenue Info Services (to offset revenue shortfall in MCCSS programs)		0	18,038	
Interest on Ministry Surplus				
Deferred Capital Contributions				
Amortization Deferred Capital Contributions				
TOTAL Revenue	8,050,637	8,050,637	8,068,675	
EXPENSES				
	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2026-2027 BUDGET	
Salary	2,093,649	2,093,649	2,209,949	Includes comm specialist and 5 FT URS coordinators. Includes \$6,900 HCSA
Staff Training (education, conferences, recruitment - staff)	25,000	28,945	22,000	
Building Occupancy (Lease, Utilities, Insurance, Repairs & Mtce)	65,111	64,332	71,000	Incl. HVAC maintenance and cleaning contract
Travel and Communication	258,720	220,332	172,400	Includes proposed increase to \$0.61/km
Supplies & Equipment	21,830	21,544	14,000	
Other Program/Service Expenditures (Purchases client services, all other direct not classified)	5,522,327	5,392,034	5,522,327	
Governance Expenses	22,000	15,000	15,000	
Professional/Contracted-out (legal, audit, bank, payroll services, consultant fees)	42,000	47,718	42,000	
Amortization Capital Assets	-	-	-	
TOTAL Ministry Expenses	8,050,637	7,883,554	8,068,675	
Ministry Surplus (Loss)	0	167,083	0	
Less: Repayable to the Ministry				
Ministry Surplus (Loss)	0	167,083	0	



March 31, 2026

	2025-2026 Budget	2025-2026 Forecast	2026-2027 BUDGET	Notes
REVENUE				
Your Guide	20,641	0	0	
FASD Caregiver Support Group	0	4,500	4,500	
Health Spending Account	6,900	0		
Extensive Needs Interdisciplinary	502,702	526,990	500,000	
Other (Accrued, Interest Earned, Staff payments, GIC Interest, Miscellaneous)	0	5,000	5,000	
Info Services (211-\$43,116; Findhelp \$1,319.89)	44,484	44,436	44,436	
CYSC Income		25,766		
Intensive Respite Funds 1124 (YHTF, DSO, etc.)	0	0		
Revenue ENS (ENS - funding for CB operating costs to offset MCCSS)				
Revenue Info Services (to offset funding shortfalls in MCCSS)			-18,038	
TOTAL Projects Revenue	574,727	606,692	535,898	
EXPENSES				
Your Guide	20,641			
FASD Caregiver Support Group	0	4,500	4,500	
Health Spending Account	6,900			
Information Services (211, Findhelp)	34,772	12,122	11,020	
Extensive Needs Interdisciplinary	502,702	526,990	500,000	
CYSC Expenses		25,766		
Intensive Respite Expenses 1924				
Other Expenses		0		
Non-Ministry Amortization Deferred Capital Contributions	0	0	0	
Applied to Ministry	0			
Total Projects Expenses	565,015	569,378	515,520	
Projects Surplus (Loss)	9,712	37,314	20,378	
TOTAL MINISTRY AND PROJECTS				
TOTAL REVENUE	8,625,364	8,657,329	8,604,573	
TOTAL EXPENSES	8,615,652	8,452,932	8,584,195	
TOTAL Surplus (Loss)	9,712	204,397	20,378	



Annual Board Self-Assessment

Fillable Form: Please click under the appropriate column and add an "x" to what you think applies. Add any ideas, questions, or actions needed to the comments column.

ACTIVITIES	YES	NO	SOME WHAT	NOT SURE	COMMENTS
1. The Board understands that its' accountability includes financial responsibility, accounting and control of social/ethical decisions.					
2. Good printed materials about the organization are available in an attractive and up-to-date format, and publicity appears in appropriate media in sufficient frequency and quality.					
3. Are you familiar with your Board's policies in regard to how you operate, make decisions, evaluate staff, recruit new members, and manage finances?					
4. The Board approves selection of outside counsel (lawyer).					
RELATION TO CHIEF EXECUTIVE OFFICER					
5. The Board selects a Chief Executive Officer and delegates to him/her full responsibility for all duties, except those reserved for the Board.					
6. The Board establishes an annual performance plan for the Chief Executive Officer and monitors and evaluates annually.					
7. The Board has a succession plan for the Chief Executive Officer and other designated key officers.					

APPROVES MISSION, POLICIES, GOALS AND PLANS	YES	NO	SOME WHAT	NOT SURE	COMMENTS
8. The mission, purposes, and values of the organization are clearly defined and approved by the Board.					
9. The Board approves the annual operations plan (Work Plan).					
10. General operating policies, personnel policies and job descriptions are in writing, are easily accessible and are regularly updated.					
11. Is the organization's progress and effectiveness in meeting its goals and objectives clearly, comprehensively and meaningfully assessed on a regular basis?					
MONITORS FINANCIAL STRUCTURE AND ACTIVITY					
12. The Board receives regular reports on finances/budgets.					
13. The Board approves a revenue and expense budget in line with policy.					
14. The organization resources are used effectively (good value for money spent)					
15. Insurance coverage for the Board, staff, facilities, programs, etc. is monitored regularly.					
16. The Board authorizes an annual independent financial audit and reviews the report with the auditor.					

	YES	NO	SOME WHAT	NOT SURE	COMMENTS
17. The Board attends to policy-related decisions, which effectively guide operational activities.					
18. The Board reviews and approves compensation for staff.					
MONITORS PERFORMANCE OF MANAGEMENT					
19. The Board receives and monitors – at least quarterly- financial, statistical and operations reports.					
20. The Board does a good job of evaluating the performance of the Chief Executive Officer (measuring results against objectives)					
RESPONSIBLE FOR MANAGEMENT OF BOARD					
21. The Board operates with a clear and current set of bylaws with which all Board members are familiar.					
22. Roles and responsibilities of Board and committees are well defined and understood, with descriptions for each.					
23. All members of the Board are informed, active participants in the governance process.					
24. New Board members receive orientation in all aspects of the Board's work.					
25. The Board creates committees of the Board, defines their functions and dissolves them as appropriate.					

	YES	NO	SOME WHAT	NOT SURE	COMMENTS
26. Training for Board work is a regular part of its' annual plan.					
27. An annual appraisal of the Board's performance is done at least annually.					
28. Board meetings facilitate focus and progress on important organizational matters.					
BOARD MEETINGS					
29. All members actively participate in each meeting of the Board and committees to which they are assigned.					
30. Board meetings are effective; the Board has an effective procedure for decision-making, which it follows; all appropriate persons are involved in the process.					
31. The Board has Board Only sessions (without staff) as needed.					
32. The Board has a regular report from the Chair, as well as from the Chief Executive Officer					
33. What is especially positive about how the Board presently functions?					
34. What would you recommend to help the Board function more effectively?					