Board of Directors
Tuesday, April 28, 2026 at 9:00 a.m.
In person: Contact Brant, 255 Colborne St.
or by **Zoom**: https://us02web.zoom.us/j/89538534212?pwd=vUuxnVBayUaq09OgC4h63PDhjytlVg.1

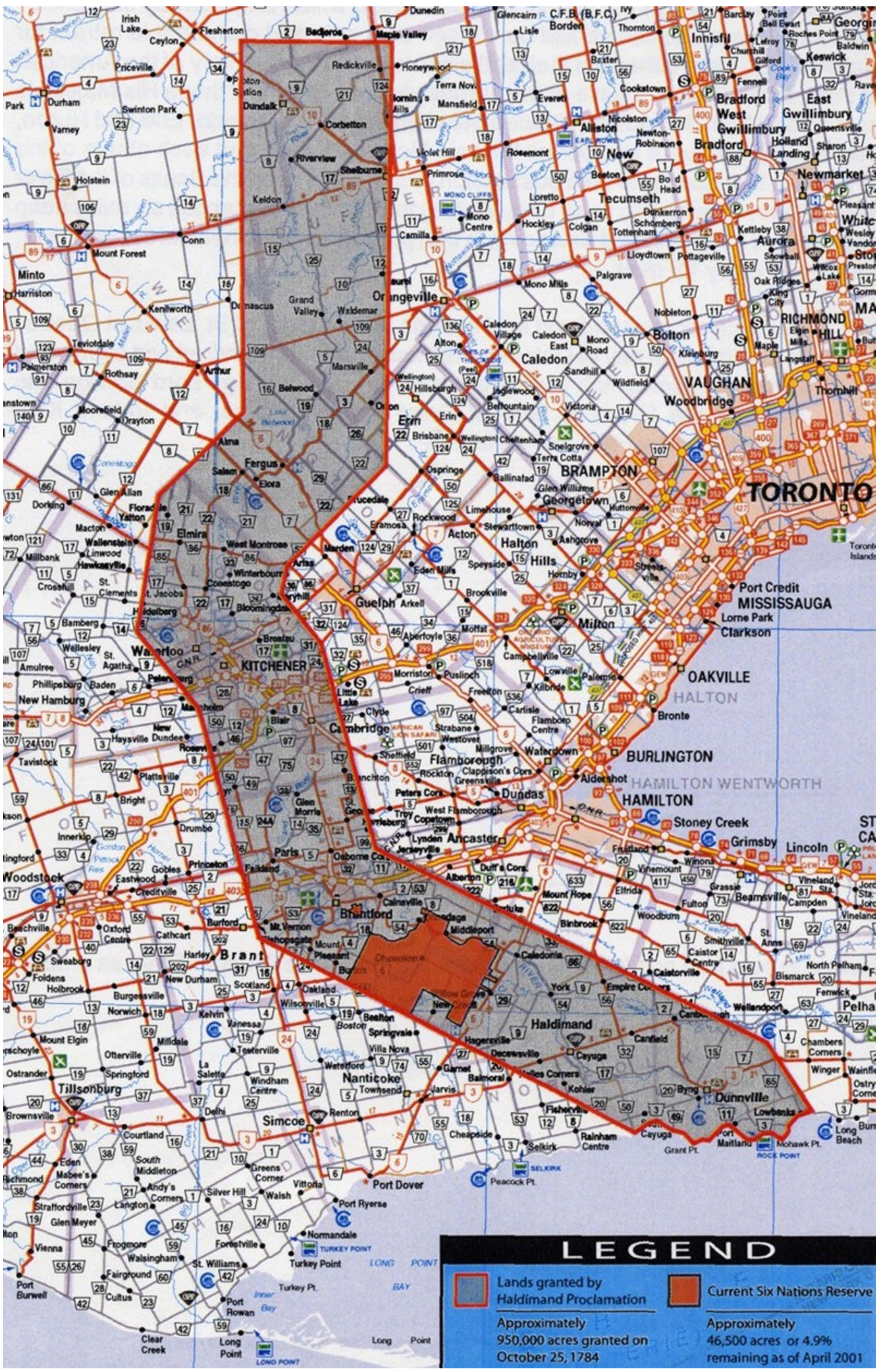
Agenda for Open Meeting

1.	**Call to Order**	
2.	**Land Acknowledgement**	
3.	**Agenda -** *Additions, Deletions, Approval*	**Decision**
4.	**Conflict of Interest Declarations**	**Declaration**
5.	**Presentation from the Auditor** – Eardly Judah	**Information**
6.	**Approval of Minutes** – March 24, 2026	**Decision**
7.	**Business Arising from Minutes**	
	a. Annual Board Evaluation	
8.	**Executive Reports**	
	a. Chair's Report	**Decision**
	b. Treasurer's Report	**Decision**
	c. CEO's Report	**Decision**
9.	**Committee Reports**	
	a. Policy Review	**Decision**
10.	**New Business**	
	a. None	**Information**
11.	**Correspondence**	
	a. None	**Information**
12.	**In-Camera** - *Motion to move in-camera*	**Decision**
13.	**In-Camera Report** (as appropriate)	
	a.	
14.	**Adjournment** – *Motion to adjourn*	**Decision**

Next Meeting: **Tuesday, May 26th, 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.



Contact Brant for Children's and Developmental Services

Audit planning communication to the Board of Directors for the year ended March 31, 2026

START

BDO

To the Board of Directors of Contact Brant for Children's and Developmental Services

We are pleased to provide you with this planning communication to highlight and explain key issues which we believe to be relevant to the audit of Contact Brant for Children's and Developmental Services (the "Not-For-Profit") financial statements for the year ended March 31, 2026.

The enclosed planning communication includes our approach to your audit, the significant risks we have identified and the terms of our engagement. At the year-end meeting, we will provide you with a copy of our draft audit opinion and discuss the nature, extent and results of our audit work. We will also communicate any significant internal control deficiencies identified during our audit and reconfirm our independence.

Our audit and therefore this communication will not necessarily identify all matters that may be of interest to the Board of Directors in fulfilling its responsibilities. This communication has been prepared solely for the use of the Board of Directors and should not be distributed without our prior consent. Consequently, we accept no responsibility to a third party that uses this communication.

We look forward to completing our draft audit report opinion and discussing our conclusions with you. In the meantime, please feel free to contact us if you have any questions or concerns.

Yours truly,

BDO Canada LLP
April 28, 2026

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Your dedicated BDO audit team

Engagement Partner
Eardly Judah, CPA, CA
T: (226)-368-0955
E: ejudah@bdo.ca

Eardly Judah has been with BDO for over 25 years and has 34 years of public accounting experience serving a wide range of businesses including not-for-Profit organizations and private and publicly-held companies.

Eardly has extensive experience in planning, directing and completing audits within the prescribed timelines; developing and supervising staff and reviewing financial statements and related technical accounting issues.

He is a technical expert which is the highest technical designation that can be achieved in the firm. Eardly has worked with many Not-for-profit clients over the years and has experience in assisting clients with meeting various reporting deliverables.

Eardly will provide oversight and leadership during the audit. He will be central point of contact for Lansdowne and will work with Lansdowne to meet service needs, exceeding expectations and attend meetings as required.

Engagement Manager
Latoya Ruddock, FCCA, CPA
T: (226)-759-8320
E: lruddock@bdo.ca

Latoya Ruddock has over 17 years of experience in public accounting. Latoya has served a wide range of businesses including not-for-profit organizations, private and publicly-held companies.

She has experience, planning, executing, directing and completing audits within the prescribed timelines and auditing financial statements in accordance with IFRS, ASPE, ASPNO and special reporting frameworks.

Latoya will perform the detailed file review including review of the financial statement and management letter. She will supervise all phase of the audit and assist with the resolution of issues as they arise.

Our independence

We have identified relationships between Contact Brant for Children's and Developmental Services and our Firm that may reasonably be thought to have influenced our independence. These are further discussed in Appendix B.

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Audit timeline

Present audit planning communication, and agreed upon fees

April 2026

Release of audit report

June 2026

Planning and interim fieldwork

March – April 2026

Present final communication to Board of Directors

June 2026

Final audit fieldwork

May 2026

Clearance meeting with Management and BDO

June 2026

BDO'S DIGITAL AUDIT SUITE

APT Next Gen

We use our APT Next Gen software and documentation tool to save time, streamline processes, and go paperless with your audit.

LEARN MORE

DISCOVER THE DIGITAL DIFFERENCE

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Auditor's responsibilities: financial statements

We are responsible for forming and expressing an opinion on the financial statements that have been prepared by management, with oversight by those charged with governance. The audit of the financial statements does not relieve management or those charged with governance of their responsibilities. The scope of our work, as confirmed in our engagement letter attached as Appendix A to this letter, is set out below:

Year-End Audit Work

- Work with management towards the timely issuance of the financial statements.
- Provide timely and constructive management letters. This will include deficiencies in internal control identified during our audit.
- Present significant findings to the Board of Directors including key audit and accounting issues, any significant deficiencies in internal control and any other significant matters arising from our work.

We are required to obtain an understanding of the system of internal control in place in order to consider the adequacy of these controls as a basis for the preparation of the financial statements, to determine whether adequate accounting records have been maintained and to assess the adequacy of these controls and records as a basis upon which to design and undertake our audit testing.

We are required to report to you in writing about any significant deficiencies in internal control that we have identified during the audit.

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Auditor's responsibilities: fraud

We are responsible for planning and performing the audit to obtain reasonable assurance that the financial statements are free of material misstatements, whether caused by error or fraud, by:

- Identifying and assessing the risks of material misstatement due to fraud;
- Obtaining sufficient and appropriate audit evidence regarding the assessed risks of material misstatement due to fraud, through designing and implementing appropriate responses; and
- Responding appropriately to fraud or suspected fraud identified during the audit.

The likelihood of not detecting a material misstatement resulting from fraud is higher than the likelihood of not detecting a material misstatement resulting from error because fraud may involve collusion as well as sophisticated and carefully organized schemes designed to conceal it.

Behind the audit report

Learn how we audit your financial statements

SEE OUR PROCESS

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Auditor’s responsibilities: fraud

Throughout our planning process, we performed risk assessment procedures and related activities to obtain an understanding of the entity and its environment, including the Not-For-Profit’s internal control, to obtain information for use in identifying the risks of material misstatement due to fraud and made inquiries of management regarding:

- Management’s assessment of the risk that the financial statements may be materially misstated due to fraud, including the nature, extent and frequency of such assessments;
- Management’s process for identifying and responding to the risks of fraud in the Not-For-Profit, including any specific risks of fraud that management has identified or that have been brought to its attention, or classes of transactions, account balances, or disclosures for which a risk of fraud is likely to exist;
- Management’s communication, if any, to those charged with governance regarding its processes for identifying and responding to the risks of fraud in Contact Brant for Children's and Developmental Services; and
- Management’s communication, if any, to employees regarding its view on business practices and ethical behavior.

We are not currently aware of any fraud affecting the Not-For-Profit. If you are aware of any instances of actual, suspected, or alleged fraud, please let us know.

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Significant risks and planned responses

We have identified the following significant risks that require special audit consideration. These risks were identified based on our knowledge of the Not-For-Profit, our past experience, and input from management and the Board of Directors. Please review these significant risks and let us know your thoughts on these or any other areas of concern.

Financial statement areas	Risks noted	Audit approach
Management override of controls	Management override of controls is presumed to be a significant risk for all audits	To test significant and unusual journal entries at year end and consider testing journal entries during the period. Vouch selected journal entries to supporting information.
Revenue and Deferred Revenue	There is a presumption of fraud risk related to revenue recognition as well as whether funding has been recognized in the proper period, whether unspent restricted funding has been deferred appropriately, and whether excess funding has been properly identified as repayable.	To review revenue recognition policy for consistency with professional standards. Confirm funding received and test a sample of funding contract revenues. Determine if any changes to the restriction of the funding received and ensure that amounts have been appropriately recognized, as revenue, deferred or set up as repayable.
Allocation of expenses	Risks often include payroll validity, termination or vacation accruals, and proper allocation of compensation and administrative costs across programs and funders, especially where funder reporting affects repayable amounts.	Incorporate testing to validate that expenses are properly allocated according to funding contracts

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Materiality

We determined preliminary materiality to be $310,000, based on 4% of Expenses.

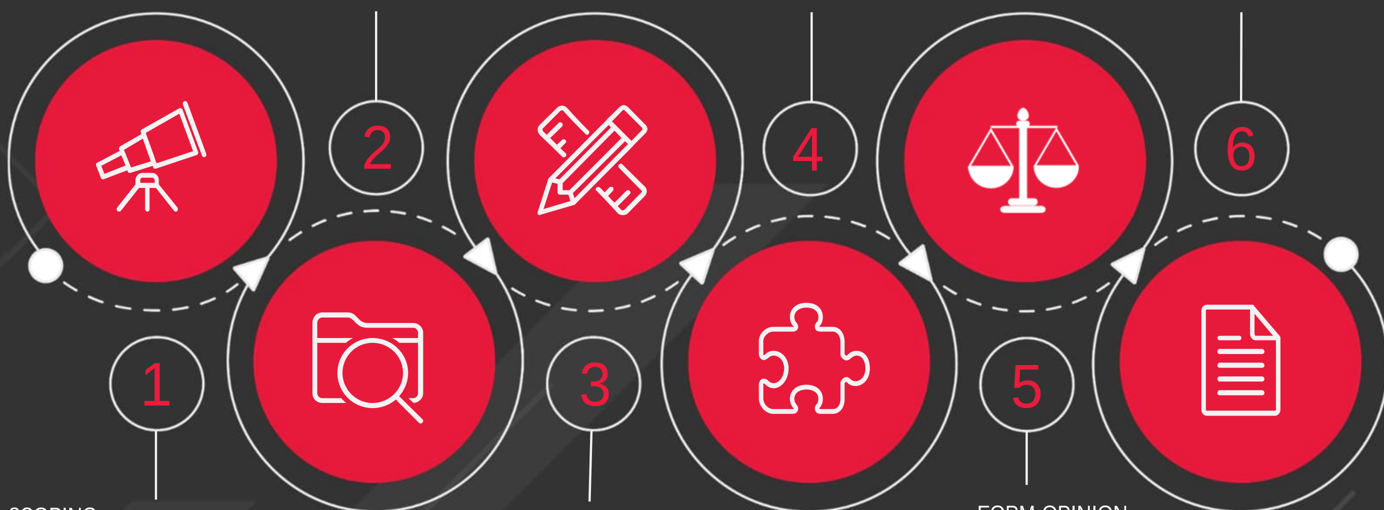
Misstatements are considered to be material if they could reasonably be expected to influence the decisions of users based on the financial statements.

Our materiality calculation is based on the Not-For-Profit's preliminary results. If actual results change significantly, we will communicate those changes to the Board of Directors as part of our year-end communication.

We will communicate all corrected and uncorrected misstatements identified during our audit to the Board of Directors, other than those which we determine to be "clearly trivial."

We encourage management to correct any misstatements identified throughout the audit process.

How we audit financial statements: Our audit process



SCOPING
Complete a preliminary review to plan the audit, determine the materiality level, and define the audit scope

IDENTIFY AND ASSESS RISK
Focus on those areas of financial statements that contain potential material misstatements as a consequence of the risks you face

DESIGN AUDIT PROCESS
Design an appropriate audit strategy to obtain sufficient assurance and enable us to report on the financial statements

OBTAIN AUDIT EVIDENCE
Perform audit procedures while maintaining appropriate degree of professional skepticism, to conclude whether or not the financial statements are presented fairly

FORM OPINION
Evaluate whether we have enough evidence to conclude that the financial statements are free from material misstatement, and consider the effect of any potential misstatements found

COMMUNICATION
Communicate our opinion and details of matters on which we are required to communicate

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How the firm's system of quality management (SoQM) supports the consistent performance of quality audit engagements

The firm is committed to maintaining high standards of audit quality that meet stakeholders' expectations and serve the public interest. We foster a culture where audit quality is at the center of our strategy and priorities. All partners and staff are accountable for performing quality engagements and upholding professional ethics, values, and attitudes.

The firm invested significant time and resources to establish and operate a SoQM that complies with the requirements set out in Canadian Standard on Quality Management 1 – Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements (CSQM 1) as issued by the Auditing and Assurance Standards Board (AASB). The SoQM ensures the firm and its personnel meet professional standards, legal and regulatory requirements, and conduct engagements accordingly, with reports issued appropriately for the circumstances.

Taken together our system of quality management supports consistent performance of audit engagements by focusing on eight components that operate in an iterative and integrated manner. These include:

1. Firm risk assessment process
2. Governance and leadership
3. Relevant ethical requirements
4. Acceptance and continuance
5. Engagement performance
6. Resources
7. Information and communication
8. Monitoring and remediation process

Standard for Audit Quality

CSQM 1

The quality of an audit depends not only on the people conducting it—but also on the systems underpinning it. These new rules up the ante for your audit quality.

Establishing and improving the firm's SoQM

In establishing and continuously improving our firm's SoQM, we carried out the following for each of the SoQM components:

OBJECTIVES

We established the quality objectives required by CSQM1 in the core components of our SoQM and any additional quality objectives as appropriate.

QUALITY RISKS

We identified the quality risks that may adversely affect achieving these objectives. These consider the nature and circumstances of the firm and the engagements it performs and the conditions, events or circumstances that may impact its SoQM.

RESPONSES

We designed and implemented appropriate responses (policies, procedures and controls) to mitigate the assessed quality risks to an acceptable level.

MONITORING

We monitor the design, implementation and operating effectiveness of the firm's SoQM to identify areas for improvement. Root cause analysis is performed on deficiencies identified and remedial actions are implemented on a timely basis. This robust monitoring and remediation process is important for continuous improvement in quality processes.

On at least an annual basis the firm evaluates whether these deficiencies have a severe and/or pervasive impact on the achievement of the quality objectives in the SoQM.

We identify emerging developments and changes in the circumstances of the firm or its engagements and adapt the SoQM to respond to such changes.

Evaluating SoQM:

Our annual SoQM evaluation involves reviewing information about the system's design, implementation, and operation through monitoring activities. It includes testing response effectiveness, reviewing findings from inspections, and other relevant SoQM information. Using professional judgment, we assess whether identified findings represent deficiencies in the SoQM, investigating their root causes and evaluating their severity and pervasiveness.

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Our audit approach: Responsiveness in action

Our firm is deliberately structured to allow one partner to every six staff members. This means easy access to senior staff and the lead partner throughout your audit. It also helps our team gain a better understanding of your organization.
Our audit process differs from the typical audit in our use of in-field reviews. The benefit of these in-field reviews is that final decision-makers are on site ensuring issues are resolved and files closed quickly.
We offer clients the full-service expertise of a national firm. Yet we maintain a local community focus. The comprehensive range of services we deliver is complemented by a deep industry knowledge gained from over 100 years of working within local communities.

OUR AUDIT APPROACH SUPPORTS

CONSISTENCY
Drives consistency and quality in audit execution throughout BDO, enabling us to be responsive to your size and location needs

A DIGITAL APPROACH
We promote a paperless audit where we perform and document our audit and exchange information with you and your team using technology

EXCEPTIONAL DELIVERY
Using our highly trained teams, underpinned by an exceptionally intuitive audit methodology, to enable timely and efficient delivery of your audit

Discover how we're accelerating audit quality

Audit Quality Report

We collected our core beliefs around audit quality, the very practical steps we take to sustain it, and the progress we have made to accelerate its quest.

Follow our progress

BDO's digital audit suite

Our digital audit suite of technologies enables our engagement teams to conduct consistent risk-based audits, both domestically and internationally, with maximum efficiency and minimal disruption to our clients' operations and people.

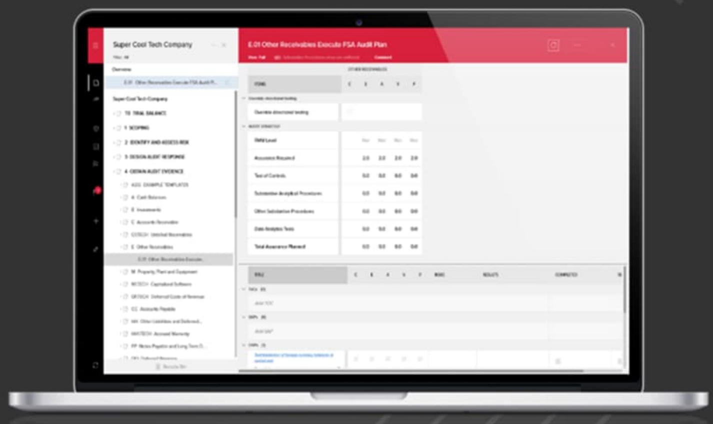
APT Next Gen

Our audit software and documentation tool, APT, is an integral part of our audit methodology. Our professionals engage APT to devise and perform appropriate, risk-based audit procedures and testing based on applicable Canadian Auditing Standards (CASs), as well as to factor in engagement and industry-specific objectives and circumstances.

APT enables us to deliver an audit that fits your organization—whether large or small; complex or basic.

This sophisticated tool also amplifies two key attributes of our audits: consistency and quality. The quality framework that we developed measures our audit performance with hard quality indicators and reflects our indispensable culture for quality. To see our audit quality and consistency in action, look no further than how our teams share best audit practices for continuous improvement.

Through a strategic alliance with Microsoft and the introduction of new technology, this global, cloud-based application can now streamline and focus the audit process in even more ways for BDO professionals and their clients.



BDO

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BDO Global Portal

BDO Global Portal transforms and enhances your digital experience with your BDO advisors. Available at any time, Portal enables you to access all services, tools, apps, and information and to collaborate with your advisors in a seamless way through a flexible, appealing, and secure environment.

SECURE DOCUMENT SHARING
BDO Global Portal allows BDO and the clients to collaborate securely through features like multi-factor authentication, DocuSign, data storage encryption, secure document exchange, and audit logging.

ONE PLATFORM, CUSTOMER AT THE CENTRE
BDO Global Portal is a customer-centric solution that reflects your needs through quarterly platform releases.

SEAMLESS AND INTEGRATED EXPERIENCE
BDO Global Portal is an open platform enabling firms to integrate local applications and languages. This creates a seamless and tailored experience.

24/7 ACCESS TO BDO SERVICES
BDO Global Portal provides 24/7 access to BDO services, modern tools, and apps as well as insights tailored to your industry and business.

ENHANCE COLLABORATION
BDO Global Portal offers a real time collaboration space for BDO and its clients, including project, task and team management.

NOTIFICATIONS
Within the BDO Global Portal you can set the interval for when and which notifications you want to receive about the changes in the BDO Global Portal.

BDO

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Recommended Resource

Staying in the know with knowledge and perspective

Key changes to financial reporting

When the rules of reporting change, you may need to fine-tune how to present financial statements and govern the organization.

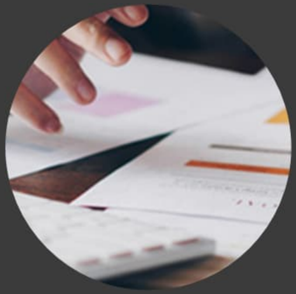
ACCESS OUR KNOWLEDGE CENTRE

The latest tax pointers

Corporate. Commodity. Transfer pricing. International tax. Government programs. Together they add up to immense differences on the organization’s bottom line. Our tax collection keeps you current.

STAY ON TOP OF TAXES

Trending topics



As a community of advisors with the best interests of our clients in mind, we keep our ear to the ground to bring insights and perspectives related to key business trends to you.

EXPLORE NOW

Specific to you

We think the resource below may be of interest to the Board of Directors

READ ARTICLE

Recommended Resource

Staying in the know with knowledge and perspective

Key changes to financial reporting

When the rules of reporting change, you may need to fine-tune how to present financial statements and govern the organization.

ACCESS OUR KNOWLEDGE CENTRE

The latest tax pointers

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Trending topics

As a community of advisors with the best interests of our clients in mind, we keep our ear to the ground to bring insights and perspectives related to key business trends to you.

EXPLORE NOW

Specific to you

We think the resource below may be of interest to the Board of Directors

READ ARTICLE

Spotlight on ASNPO

AcSB's "Contributions – Revenue Recognition and Related Matters" Project Update

Original Proposed Changes

- The AcSB issued an Exposure Draft "Contributions – Revenue Recognition and Related Matters" in March 2023 with feedback due by September 30, 2023
- Main changes proposed included:
  - Elimination of the existing accounting policy choice to use the deferral method or the restricted fund method
  - Instead, all NPOs would be required to use a single method for recognizing restricted contributions. Under this method an entity would defer recognition of revenue for a restricted contribution until the external restriction(s) associated with the contribution were met
  - This would result in significant change for entities using the restricted fund method

Feedback & Additional Outreach

- The AcSB received a significant amount of feedback on the proposed changes. While many respondents agreed with the proposed changes, many others raised concerns around the impact the proposed changes would have on entities currently following the restricted fund method
- The AcSB conducted additional outreach and considered various options to address the concerns including a revised revenue recognition model and providing additional presentation and disclosures requirements.

Decision & Next Steps

- After completing outreach, the AcSB concluded that a single revenue recognition model may not meet the diverse needs of not-for-profit organizations and that the benefits of adopting one model may not outweigh the costs.
- The AcSB revised the project's purpose to improving the quality and understandability of NPO financial statements.
- As a result, the AcSB will continue to permit an accounting policy choice for recognizing contributions and plans to issue a new Exposure Draft proposing improvements to the two existing methods (deferral and restricted fund). The revised Exposure Draft will incorporate key elements of the original Exposure Draft along with stakeholder feedback.

Stay Up to Date

- Stay up to date on the latest proposals related to this project by visiting the "Contributions – Revenue Recognition and Related Matters" page on FRAS Canada

ACCESS FRAS CANADA

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Spotlight on ESG

Transformative world events—an international health crisis, social movements, shareholder and investor values, global supply chains, energy transition, smart cities, and sustainable finance—are transforming Canadian business.

Standards and regulations are rapidly changing to reflect the goals of all of your stakeholders. Organizations, investors, and customers are embracing environmental, social, and governance (ESG) considerations as important measures of success. Non-financial and financial information is becoming more interconnected.

ESG Insights

Sector insights at your convenience

EXPLORE NOW

BDO

Spotlight on not-for-profit

Sector insights to shape your organization

Our not-for-profit leaders are thinking about the big questions facing the sector—from fulfilling your mission with limited resources to staying compliant with regulation. Our team combines sector-leading assurance, advisory, and tax expertise to bring you key insights.

For more on these and other key issues facing your business, please reach out to your engagement partner. They will be happy to put you in touch with the BDO professional who can best help you.

Featured insights and offerings for not-for-profit organizations

Sector insights at your convenience

EXPLORE NOW

Board of Directors
Open Meeting Minutes - Tuesday, March 24, 2026
In-person at Contact Brant or by Zoom

Present:

Chair:	Greg Hackborn
Treasurer:	Emily Miller
Secretary:	Jennifer Tonnies
Directors:	Jill Esposto, Jennifer Kroesbergen, Kimberly Vanderburg, Melanie Graham
Chief Executive Officer:	Sandra Parker
Managers:	Linda McFadyen, Alison Hilborn
Executive Assistant:	Cindy Landry

Regrets: Patrick Parent, Maxine Lean

1. **Call to Order**
   Greg called the meeting to order at 9:03 a.m.

2. **Land Acknowledgement**
   Greg read the Land Acknowledgement.

3. **Agenda -** *Additions, Deletions, Approval*
   Motion: To approve the agenda with an addition.
   Emily and Jill. **Carried.**

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

5. **Approval of Minutes – February 24, 2026**
   Correction that Jill was not present at the meeting.
   Motion: To approve the minutes with correction of February 24, 2026.
   Emily and Kimberly. **Carried.**

6. **Business Arising from Minutes**
   a. Annual Board Evaluation of the CEO
      ACTION: Board decided to use the same questions and to send out to staff and board. Roll-up for June Meeting.

   b. Planning for Board Recruitment and Board Executive

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

   b. Treasurer's Report – February 28, 2026
      Motion: To approve the Treasurer's report as presented for February 28, 2026.
      Jennifer and Kimberly. **Carried.**

   c. CEO's Report
      Motion: To approve the increase in mileage reimbursement rate from $0.51/km to $0.61/km, effective April 1, 2026.
      Kimberly and Melanie. **Carried.**

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

8. **Committee Reports -** none

9. **New Business**
   a. **Approval of the 2026-27 Budget**
      Motion: To approve the 2026-27 Annual Budget as presented.
      Jill and Kimberly. **Carried.**

   b. **Annual Board Evaluation**
      ACTION: Cindy to send to the board to complete for the April meeting. If any outcomes or learning opportunities to reflect on in the fall.

10. **Correspondence -** none

11. **In-Camera**
    Motion: To move in-camera at 9:47 a.m.
    Emily and Kimberly. **Carried.**

12. **In-camera reports**

13. **Adjournment**
    Motion: To adjourn the meeting at 10:21 a.m.
    Jill and Jenn. **Carried.**

Next Meeting: **Tuesday, April 28, 2026.**

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Date Chair's Signature

Board of Directors
Open Report from the Chair
April 28, 2026

Riverside Hub Transition & Incorporation Committee

Each Riverside Hub core partner has been asked to identify two members to establish a transition and incorporation committee (the Executive Director / CEO and one Board Member). Maxine Lean has volunteered to join Sandra on this committee.

The committee will be chaired by the Executive Director from Willowbridge (Leslie Josling) and a volunteer (Jane Angus), with meetings held monthly or more frequently as needed. The committee Terms of Reference were shared with the Board via email on April 10, 2026, and are attached to this report.

Sandra will share updates from the transition and incorporation committee at Contact Brant board meetings.

Information

Riverside Hub Transition and Incorporation Committee
Terms of Reference

1. Authority and Establishment

The Riverside Hub Transition and Incorporation Committee (the “Committee”) is established by participating core partner organizations to guide the transition of the Riverside Hub toward an independent, incorporated, charitable not-for-profit entity under Ontario law.

2. Purpose

The purpose of the Committee is to oversee and coordinate all activities required to transition the Riverside Hub from its current stewardship model, under Willowbridge’s leadership, to a formally incorporated organization with an independent Board of Directors.

3. Mandate

The Committee shall:

- Oversee incorporation and legal structuring
- Develop governance framework, policies and bylaws
- Oversee and financial modelling including capital and operating costs
- Steer shared business and operational models
- Steer development of shared spaces, reception, programming and digital systems)
- Ensure shared vision and engagement across partner organizations
- Provide strategic oversight of fundraising
- Transition to an established governance board.

4. Stewardship

During the transition period, Willowbridge Community Services will serve as the steward of Riverside Hub’s development and planning. This includes holding and administering project funds, overseeing the construction process, leading community and government relations, and coordinating project activities. Willowbridge will also delegate responsibilities as appropriate and provide overall implementation leadership in collaboration with core and associate partners, as well as the project’s professional team.

5. Membership

The Committee shall consist of:

- Two senior representatives (a Board member and the Executive Director) from each core partner organization
- Additional members appointed based on skills or expertise as required
- Associate hub partners as appropriate

6. Meetings

The Committee shall meet monthly, with additional meetings scheduled as required. Working groups may meet more frequently.

7. Decision-Making

The Committee will strive for consensus. Where consensus cannot be achieved, decisions may be made by vote, subject to quorum and defined thresholds.

Every core agency shall have two votes, and associate or community members shall have one vote.

8. Fundraising Oversight

The Committee shall provide strategic oversight of fundraising efforts. Operational execution may be led by Willowbridge or a designated organization.

9. Accountability

The Committee is accountable to the participating partner organizations and shall provide regular updates.

11. Transition Completion

The mandate of the Committee concludes upon incorporation of the new entity and establishment of a Riverside Hub Board of Directors.

12. Review

These Terms of Reference shall be reviewed periodically and updated as required.

March 31, 2026				
	2024-2025 ACTUAL	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2025-26 MCCSS YTD Mar 31
R E V E N U E				
Access - Children's (MCCSS)	1,220	1,220	1,220	1,220
DS Children's Specialized (MCCSS)	191,165	191,165	191,165	191,165
RPAC (MCCSS)	702	702	702	702
Coordinated Service Planning & FASD (MCCSS)	451,490	472,077	472,077	472,077
Complex Needs (MCCSS)	66,820	66,820	66,820	66,820
Urgent Response Service (MCCSS)	7,518,653	7,318,653	**7,318,653**	7,318,653
	0			0
Sub-Total Ministry Actual Revenue	**8,230,050**	**8,050,637**	**8,050,637**	**8,050,637**
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**	**8,050,637**

E X P E N S E S	2024-2025 ACTUAL	2025-2026 REVISED BUDGET	2025-2026 FORECAST	2025-26 MCCSS YTD Mar 31
Salary	1,796,234	2,093,649	2,093,649	2,086,579
Staff Training (education, conferences, recruitment - staff)	52,213	25,000	28,945	29,400
Building Occupancy (Lease, Utilities, Insurance, Repairs & Mtce)	60,292	65,111	64,332	65,369
Travel and Communication	221,147	258,720	220,332	226,825
Supplies & Equipment	21,282	21,830	21,544	21,781
Other Program/Service Expenditures (Purchases client services, all other direct not classified)	5,210,742	5,522,327	5,392,034	5,411,345
Governance Expenses	17,175	22,000	15,000	14,250
Professional/Contracted-out (legal, audit, bank, payroll services, consultant fees)	215,641	42,000	47,718	47,424
Amortization Capital Assets	24,951	0	-	-
TOTAL Ministry Expenses	**7,619,678**	**8,050,637**	**7,883,554**	**7,902,973**
Ministry Surplus (Loss)	**628,766**	**0**	**167,083**	**147,664**
Less: Repayable to the Ministry	**-628,766**			**-147,664**
Ministry Surplus (Loss)	**0**	**0**	**167,083**	**0**

Repayable to MCCSS	**31-Mar-26**
Fiscal 2022-23	932,458
Fiscal 2023-24	116,146
Fiscal 2024-25	628,766
Fiscal 2025-26	147,664
Total	1,825,034

March 31, 2026	2024-2025 Actual	2025-2026 Budget	2025-2026 Forecast	2025-26 YTD	Notes
		PROJECT FUNDS			
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	510,081	YTD Includes PY deferred revenue recognized in income for costs incurred to date (Interdisciplinary $13,490, FASD $13,500) and CY deferral for costs of $16,908.53.
Other (Accrued, Interest Earned, Staff payments, GIC Interest, Miscellaneous)	21,156	0	5,000	4,459	$1,000 in cell phone purchases, $1,577 interest earned, $1,515 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	12,555	$25.8k received - $7.5k from members, $4k grant, $10,218.52 from Your Guide Def'd funds to be used for CYSC, and $4k Brant. $13.2k of unspent funds has been deferred.
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**	**576,031**	
EXPENSES					
Your Guide	204	20,641		0	
FASD Caregiver Support Group	4,500	0	4,500	4,500	
Health Spending Account	0	6,900		0	
Information Services (211, Findhelp)	0	34,772	12,122	11,661	Sal.&Ben.: CI Assist. (12,122); (.25 FTE CN (22,650) - TBD)
Extensive Needs Interdisciplinary	464,122	502,702	526,990	507,383	Includes +1 SC position
CYSC Expenses	0		25,766	12,555	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**	**537,299**	
Projects Surplus (Loss)	**92,620**	**9,712**	**37,314**	**38,732**	

TOTAL MINISTRY AND PROJECTS				
TOTAL REVENUE	**9,052,562**	**8,625,364**	**8,657,329**	**8,626,668**
TOTAL EXPENSES	**8,331,176**	**8,615,652**	**8,452,932**	**8,440,272**
Less: Repayable to the Ministry	**628,766**			**147,664**
TOTAL Surplus (Loss)	**92,620**	**9,712**	**204,397**	**38,732**

QB Cash Operating Account*	2,024,974	
QB 104 Contra Internally Restrict BHN	-16,374	
QB Petty Cash	100	
QB Savings Account	85,866	
Total Quickbooks (QB) Cash Balance	2,094,566	
BANK RECONCILIATION - operating account		
Accounting Cash Operating Balance*	2,024,974	
Add: AW exp went through in Oct not not paid until Nov	240	
TD Cash Balance	2,025,214	-
Restricted Assets		
Restricted Cash - restricted for updating BHN info database	16,374	
Restricted Investments - GIC restricted for future corporation pressures	30,115	***Renewal October 17, 2026***
Total Restricted Assets	46,489	
Opening Internally restricted net assets	44,973	
Add: GIC interest	1,515	
Closing Internally restricted net assets	46,489	

Deferred Revenue	**As of Mar 31, 2025**	**31-Mar-26**	**Change**	
CYSC	7,500	13,211	5,711	Note 4
Your Guide	20,437	0	-20,437	Note 3
Deferred ENS FASD	13,500	0	-13,500	Note 1
Deferred ENS Interdisciplinary	13,490	16,909	3,419	Note 2
Other	1,311	0	-1,311	
	56,238	30,119		

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. CY deferred $16,909 for future costs.

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

April 28, 2026

Communication and Counsel to the Board

Extensive Needs Services (ENS)

Annualized funding for the ENS program was announced in the 2026 Ontario budget. After four years of uncertainty around continued ENS funding, this announcement marks a significant milestone for ENS and the network of more than 30 community/regional partners across the province. With permanent funding, the ENS partners can collectively:

- Support long-term planning and delivery across regions
- Strengthen service stability and continuity for children, youth, and families
- Enhance coordination among lead agencies and community partners
- Sustain and strengthen the workforce and specialized expertise to meet client needs

While this comes as welcome news, the funding allocation for the Brant community has not yet been confirmed. We have been advised that our current funding amount will continue, but it is unclear if we will receive additional funds to support our local needs.

In the first year of ENS (FY2024-25), we received $500K over a 9-month period. In 2025-26, we received the same $500K for the full year – this means we essentially received less funding in our second year to serve the same number of children. This had been identified to our funders at McMaster Children's Hospital; however, they were unable to adjust our 2025-26 funding. As such, we had to adjust our local budget to remove interdisciplinary services (OT, SLP), and administrative costs including mileage, occupancy, and staff training. These represent real and ongoing costs for us (and our local partners), and without an inflationary increase at minimum, ENS service delivery will continue to erode locally.

Collaboratively with our local partners, we will continue to advocate for additional ENS funding to support our community's needs.

__Information__

Use of Temporary Help Agencies

MCCSS has recommended that all agencies check whether the 3rd party service providers we are currently using are Temporary Help Agencies (THAs). Per the Employment Standards Act, a THA is an employer that employs persons for the purpose of assigning them to perform work on a temporary basis for clients of the employer. As of July 1, 2024, clients of temporary help agencies are prohibited from knowingly engaging or using the services of a THA unless the agency holds a license to operate as a THA.

Information about the status of applications and licenses – and whether we are permitted or prohibited from using the agency – is posted on the Ministry of Labour website.

In 2024, the Contact agencies worked collaboratively to review the status of our 3rd party service providers. At the time, each service provider was asked to identify whether they were or were not at THA. If they indicated they were not a THA, they were required to provide a rationale. We followed this same approach in the vetting process for URS service providers.

With this recent messaging from MCCSS, the Contact agencies are once again working collaboratively to review the status of current 3rd party service providers. Contact Brant is also following up with an additional 20 of 31 3rd party service providers for URS (we are permitted to work with the other 11 per the Ministry of Labour website).

We've discovered that some providers who had previously indicated they were not a THA have now applied for a license, believing they are a THA. If they submitted their application prior to July 1, 2024, we are permitted to work with them. Other providers are unsure and may apply for a license; however, if they apply for a license now, we will be prohibited from working with them until a license is issued.

For a few other providers, they continue to believe they are not a THA, but we think they could be. If we knowingly engage or use an unlicensed THA, the Ministry of Labour can issue a notice of contravention with a financial penalty of $15,000 to $50,000.

This has the potential to decrease the number of service providers we engage for CSN and in URS and may cause service disruptions if we identify a provider we can no longer engage.

Information

Staffing

Raman Rakkar accepted the Communications & Community Engagement Specialist role and started on April 6th. Raman started at Contact Brant in a fixed-term contract as a URS Front Door Coordinator but has an extensive background in marketing and communications. She has already demonstrated that she is a great fit for this role. Our contract with Songbird Communications will end as of April 30, 2026.

An internal candidate, Swatika Jeyasothi, moved into the newly added URS position which leaves a full-time permanent vacancy in CSN which will be posted shortly.

Information

2025-26 Service Data

Coordinated Service Planning (CSP)						
	2025-26 Q1	**2025-26 Q2**	**25-26 Q3**	**25-26 Q4**	**TOTAL**	**FY 2024-25**
# new referrals	10	17	9	14	**50**	51
# initiating CSP	10	10	4	11	**35**	45
# waiting for CSP	1	7	7	8	**n/a**	n/a
Avg. wait time	49 days	42 days	23 days	2 days	**29 days**	23 days
# active in CSP	36	44	39	41	**n/a**	n/a
# discharged	20	4	10	8	**42**	44

# served in CSN	14	14	14	13	**14**	21
Extensive Needs Services (ENS)						
	2025-26 Q1	**2025-26 Q2**	**25-26 Q3**	**25-26 Q4**	**TOTAL**	**FY 2024-25**
# new referrals	5	7	8	8	**28**	n/a
# unique children served	13	12	20	25	**25**	n/a
# of children on wait list	0	2	3	6	**n/a**	n/a
Avg. wait time	1 day	6 days	11 days	17 days	**n/a**	n/a
FASD Service Coordination						
	2025-26 Q1	**2025-26 Q2**	**25-26 Q3**	**25-26 Q4**	**TOTAL**	**FY 2024-25**
# unique children served	44	41	41	47	47	51
# of children on wait list	4	3	0	0	**n/a**	n/a
Avg. wait time	2 days	1 day	10 days	4 days	**4.25 days**	11 days
Urgent Response Services (URS)						
	2025-26 Q1	**2025-26 Q2**	**25-26 Q3**	**25-26 Q4**	**TOTAL**	**FY 2024-25**
# new referrals	207	169	251	194	**821**	696
# re-referrals	15	18	29	19	**81**	47
# eligible	130	100	170	171	**571**	470
# unique children served	113	96	95	100	**404**	387
# of active children at end of quarter	111	162	104	84	**n/a**	n/a
Aggression	23	24	21	30	**98**	152
Property destruction	8	3	3	3	**17**	28
Violent thinking	5	4	8	4	**21**	24
Fire setting	0	1	0	0	**1**	2
Harm to animals	2	3	2	2	**9**	5
Risk of exploitation	2	0	0	1	**3**	8
Self-injurious behaviour	29	30	39	32	**130**	122
Suicidal thoughts/behaviour	8	3	14	11	**36**	33
Inappropriate sexual behaviour	7	3	8	5	**23**	20
Flight risk	16	13	16	1	**46**	41
Avg. days to service start	25	26	21	27	**24.75**	27
Avg. days to service completion	43	49	52	48	**48**	41

Board of Directors
Policy Review - Open Meeting
April 28, 2026

Policy Review

Contact Brant By-Laws

The Board is required to review its by-laws annually and make any recommended changes at least one month prior to the AGM Business Meeting. The current by-laws were last revised in May 2023. There are no changes recommended at this time.

Recommendation: Approve the current by-laws for 2026-27.

Decision

Information Services Policies

The CEO is currently attending a privacy training course ending on May 12, 2026. A fulsome review of Contact Brant's Information Services Policies (Privacy and Confidentiality, Consent, Information Services, and Inclusion/Exclusion Policy) will be undertaken with several revisions anticipated. The revised policies will be presented to the Board for review and approval at a later date.

Information

By-Laws

Table of Contents

Section 1 - General

1.01 Definitions and Interpretation

In this by-law, unless the context otherwise requires:

a. “Act” means the Not-for-Profit Corporations Act, 2010 (Ontario) and, where the context requires, includes the regulations made under it, as amended or re-enacted from time to time.

b. “Board” means the board of directors of the Corporation.

c. “By-laws” means this by-law (including the schedules to this by-law) and all other by-laws of the Corporation as amended and which are, from time to time, in force.

d. “Chair” means the chair of the Board.

e. “Corporation” means Contact Brant for Children’s and Developmental Services.

f. “Director” means an individual occupying the position of director of the Board of the Corporation.

g. “Member” means a member of the Corporation; a member elects the Board; approves changes to Bylaws, sale of major assets, etc.

h. “Members” means the collective membership of the Corporation; and

i. “Officer” means an Officer of the Corporation. For the purposes of these By-Laws, ‘Officers’ are the Chair, the Vice Chair, the Secretary, the Treasurer, and the Chief Executive Officer.

j. **“**Chief Executive Officer” means the person who has, for the time being, the direct and actual superintendence and charge of the management of the Corporation; is responsible to the Board; is an ex-officio Director of the Board; is ineligible for election as Chair, Vice Chair, Secretary or Treasurer; and is an Officer of the Corporation.

k. “Ex-officio” means membership by virtue of the office and such position includes all rights, responsibilities, and power of the position but does not include the right to vote.

1.02 Severability and Precedence

The invalidity or unenforceability of any provision of this By-law shall not affect the validity or enforceability of the remaining provisions of this By-law. If any of the provisions contained in the by-laws are inconsistent with those contained in the Articles or the Act, the provisions contained in the Articles or the Act shall prevail.

1.03 Seal

The seal of the Corporation shall be in the form determined by the Board.

1.04 Execution of Documents

Deeds, transfers, assignments, contracts, obligations and other instruments in writing requiring execution by the Corporation may be signed by any two (2) of its Officers.

In addition, the Board may, from time to time, direct the manner in which and the person or persons by whom a particular document or type of document shall be executed.

Any person authorized to sign any document may affix the corporate seal to the document.

Any Director or Officer may certify a copy of any instrument, resolution, by-law or other document of the Corporation to be a true copy thereof.

Section 2 – Directors

2.01 Election and Term

The Directors shall be elected by the Members.

The term of office of the Directors shall be 3 years, starting from the date of the Annual Meeting at which they are elected.

2.02 Vacancies

The office of a Director shall be vacated immediately:

a. If the Director resigns office by written notice to the Corporation; the resignation shall be effective at the time it is received by the Corporation or at the time specified in the notice, whichever is later.
b. If the Director dies.
c. If the Director becomes bankrupt.
d. If the Director is found to be incapable of managing property by a court or under Ontario law.
e. If at a meeting of the Members a resolution is passed by at least a majority of the votes removing the Director before the expiration of the Director's term of office.

2.03 Filling Vacancies

A vacancy on the Board shall be filled as follows:

a. A quorum of Directors may fill a vacancy among the Directors, and the nomination must be taken to the next Annual Meeting for approval by the Members.

b. The total number of appointed Directors shall not be more than one-third of the number of Directors elected at the previous Annual Meeting.

2.04 Remuneration of Directors

The Directors shall serve as such without remuneration and no Director shall directly or indirectly receive any profit from occupying the position of Director, subject to the following:

a. Directors may be reimbursed for reasonable expenses they incur in the performance of their Director's duties.

b. Directors may be paid remuneration and reimbursed for expenses incurred in connection with services they provide to the Corporation in their capacity other than as Director, provided that the amount of any such remuneration or reimbursement is:

   i. Considered reasonable by the Board.
   ii. Approved by the Board for payment by resolution passed before such payment is made.
   iii. In compliance with the conflict of interest provisions of the Act.

Section 3 – Board Meetings

3.01 Calling of Meetings

Meetings of the Board may be called by any Director at any time and any place on notice as required by this By-Law.

3.02 Regular Meetings

The Board shall name a place and time of regular Board meetings by resolution, and no other notice shall be required for any such meetings. There shall be at least 6 regular meetings of the Board per annum.

3.03 Notice

Notice of the time and place for the holding of a meeting of the Board shall be given in the manner provided in this By-Law to every Director of the Corporation not less than three (3) days before the date that the meeting is to be held. Notice of a meeting is not necessary if all of the Directors are present, and none objects to the holding of the meeting, or if those absent have waived notice or have otherwise signified their consent to the holding of such meeting. If a quorum of Directors is present, each newly elected or appointed Board may, without notice, hold its first meeting immediately following the Annual Meeting of the Corporation.

3.04 Chair

The Chair shall preside at Board meetings. In the absence of the Chair, the Vice Chair shall preside and in the absence of the Vice Chair, the Directors present shall choose one of their number to act as the chair.

3.05 Voting

Each Director has one vote. Questions arising at any Board meeting shall be decided by a majority of votes. In case of an equality of votes, the vote is lost.

3.06 Participation by Telephone or Other Communications Facilities

The Board may determine that the meeting shall be held by means of a telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting.

A Director participating by such means is deemed to be present at the meeting.

Section 4 – Officers

4.01 Officers

The Board shall appoint from among the Directors a Chair, Vice Chair, Treasurer, and Secretary at its first meeting following the Annual Meeting of the Corporation.

4.02 Office Held at Board's Discretion

The same person may hold two offices of the Corporation.

Any Officer shall cease to hold office upon resolution of the Board.

4.03 Duties

Officers shall be responsible for the duties assigned to them by the Board and may not delegate to others the performance of any or all of such duties.

Section 5 – Financial

5.01 Banking

The Board shall by resolution from time to time designate the bank in Canada in which the money, bonds or other securities of the Corporation shall be placed for safekeeping.

5.02 Financial Year

The financial year of the Corporation ends on March 31st in each year.

Section 6 – Conflict of Interest

6.01 Conflict of Interest

A Director who is anyway directly or indirectly interested in a contract or transaction, or proposed contract or transaction, with the Corporation, shall make the disclosure required by the Act. Except as provided by the Act, no Director shall attend any part of a meeting or vote on any resolution to approve any such contract or transaction.

6.02 Charitable Corporations

No Director shall, directly or through an associate, receive a financial benefit, through a contract or otherwise, from the Corporation if it is a charitable corporation unless the provisions of the Act and the law applicable to charitable corporations are complied with.

Section 7 – Members

7.01 Members

Membership in the Corporation shall consist of individuals interested in furthering the Corporation's purposes and who have been accepted into Membership by resolution of the Board and have met eligibility criteria outlined in the Corporation's policies.

Directors shall be the only Members.

7.02 Membership

A Membership in the Corporation is not transferable and automatically terminates if the Member resigns or such Membership is otherwise terminated in accordance with the Act.
Any membership in the Corporation shall be effective from the Annual Meeting in one year until the Annual Meeting in the following year, subject to renewal in accordance with the policies of the Corporation.

7.03 Termination or Discipline of Members

a. A membership in the Corporation is automatically terminated and must be confirmed by the Board, when:

    - the member dies or resigns.
    - the member is expelled or their membership is otherwise terminated in accordance with these By-Laws.
    - the member's term of membership expires.
    - the Corporation is liquated and dissolved under the Act.

b. The Board may pass a resolution authorizing disciplinary action or termination of Membership for violating the Corporation's Code of Conduct or other policies, violating By-Laws, or missing three consecutive meetings.

    - Upon 15 days' written notice to a Member, the Board may pass a resolution authorizing disciplinary action or the termination of Membership. The notice shall set out the reasons for the disciplinary action or termination of Membership.

    - The Member receiving the notice shall be entitled to be heard, orally or in writing not less than 5 days before the end of the 15-day period. The Board shall consider the submission of the Member before making a final decision regarding disciplinary action or termination of the Membership.

Section 8 – Members’ Meetings

8.01 Annual Meeting

The Board will decide the date and place in Ontario for the Annual Meeting. Any Member, upon request, shall be provided not less than 21 days or other number of days prescribed in regulations before the annual meeting, with a copy of the approved financial statements, auditor’s report or review engagement report and other financial information required by the By-laws or articles.

The business transacted at the Annual Meeting shall include:

a. Approval of the agenda.
b. Approval of the minutes of the previous annual and subsequent special meetings.
c. Approval of the financial statements for the previous year.
d. Report of the auditor or person who has been appointed to conduct a review engagement.
e. Appointment of the auditor or a person to conduct a review engagement for the coming year.
f. Election of Directors.
g. Any other or special business that was included in the notice of meeting.

8.02 Special Meetings

The Board shall convene a Special Meeting of Members on written requisition of not less than 5% of the Members for any purpose connected with the affairs of the Corporation that does not fall within the exceptions listed in the Act or is otherwise inconsistent with the Act, within 21 days from the date of the deposit of the requisition.

If the Members did not elect the minimum number of Directors needed for a quorum, the Directors have to call a Special Members’ Meeting right away to elect a Director.

8.03 Participation by Telephone or Electronic Means

The Board may determine that the Annual or Special Meetings shall be held by telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting.

Any Member participating in a meeting by such means is deemed to be present at the meeting.

8.04 Notice

Subject to the Act, not less than 10 and not more than 50 days written notice of any annual or special Members' meeting shall be given in the manner specified in the Act to each Member and to the auditor or person appointed to conduct a review engagement. Notice of any meeting where special business will be transacted must contain sufficient information to permit the Members to form a reasoned judgment on the decision to be taken.

8.05 Quorum

A quorum for the transaction of business at a Members Meeting is 51% percent of the Members entitled to vote at the meeting.

If a quorum is present at the opening of a meeting of the Members, the Members present may proceed with the business of the meeting, even if a quorum is not present throughout the meeting.

8.06 Chair of the Meeting

The Chair of the Board, and as an alternate the Vice Chair, shall be the chair of the Members Meeting. In the Chair and Vice Chair's absence, the Members shall choose another elected Director as chairperson.

8.07 Voting of Members

Business arising at any Members Meeting shall be decided by a majority (51%) of votes unless otherwise required by the Act provided that:

a. Each Member shall be entitled to one vote.
b. Votes will be taken by a show of hands among all voting Members present including the chair of the meeting, if a Member. Before or after a show of hands has been taken on any question, the chair of the meeting or any Member may demand a written ballot.
c. Whenever a vote by show of hands is taken on a question, a declaration by the chair of the meeting that a resolution has been carried or lost and an entry to that effect in the minutes will be conclusive evidence of the fact without proof of the number or proportion of votes recorded in favour of or against the motion.
d. If there is a tie vote, the chair of the meeting shall require a written ballot. If the written ballot results in a tie, the motion is lost.
e. An abstention shall not be considered a vote cast.

8.08 Persons Entitled to be Present

Persons entitled to attend a Members Meeting are the Members, the Directors, the auditors of the Corporation and others who are entitled or required under any provision of the Act or the articles to be present at the meeting. Any other person may be admitted if invited by the Chair of the meeting or with the majority consent of the Members present at the meeting.

Section 9 – Notices

Any notice required to be sent to any Member or Director or to the auditor or person who has been appointed to conduct a review engagement shall be sent by mail to the last address on record for that person, by telephone, by email, or by other electronic means. Notice may be waived or the time for the notice may be waived or abridged at any time with the consent in writing of the person entitled to the notice.

Where a given number of days' notice or notice extending over any period is required to be given, the day of service or posting of the notice will, unless it is otherwise provided, be counted in such number of days or other period.

No error or accidental omission in giving notice of any Board meeting or any Members' meeting will invalidate the meeting or make void any proceedings taken at the meeting.

Section 10 - Dissolution of the Organization

The Corporation can be dissolved on a motion approved at a Special Meeting of the Members. The Members will pass a special resolution to authorize the Directors to distribute any property and discharge any liabilities in accordance with the articles of the corporation and the requirements under the NFP Act.

On dissolution of the Corporation, any remaining assets, after all liabilities have been satisfied, will be disposed of according to regulations established by the Province of Ontario under the Child, Youth and Family Services Act and/or the Corporations Act. Any assets will be disposed of to charitable organizations whose work is solely in Ontario and consistent with the Vision of the Corporation.

Section 11 - Adoption and Amendment of By-Laws

This By-law may be amended by a majority vote of the Board and the subsequent approval of the Members.

Enacted on the________day of________________, 20_.

________________________ ________________________

Chair Secretary