

2023/2024
Board of Directors

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MINUTES
Monday, November 6, 2023

5:30 p.m.

Conference Room #1 – The Dunn Building
440 Elgin Street, Brantford

Core Gift Statement

“Our signature Core Gift is improving lives.

We do it through having integrity, being forward thinking, having fiscal responsibility and by being engaged and doing more!”

In attendance:

Zile Ozols, Vice-President
Marylou Chatland, Director
Lonnie Johnson, Director

Tricia Klunder, Treasurer
Greg Hall, Director
Tim Papez, Director

Cristin Ladner, Secretary/Executive Director
Stefennie Jagt, Director
Duncan Ross, Director

Regrets:

Daniel Custodio, President

Administration:

Wendy Matthews, Administrative Assistant, Recording

1.0 **Call To Order**

Zile Ozols, Vice-President, called the meeting to order 5:30 p.m.

2.0 **Approval of Agenda**

Moved by: Marylou Chatland and Seconded by: Tricia Klunder that the Board approve the agenda as circulated. Carried.

3.0 Declaration of Conflict of Interest

Based on the agenda, there were no declarations of conflict of interest.

4.0 Approval of Minutes of Meeting held September 11, 2023

Moved by: Greg Hall and Seconded by: Tim Papez that the minutes of the meeting held on September 11, 2023, be approved as circulated. Carried.

ITEM	DISCUSSION/CONCLUSION	ACTION/RECOMMENDATION
5.0 Executive Director's Report	<p>Cristin Ladner's report was circulated with the agenda, and she provided additional comments to accompany her report.</p> <ul style="list-style-type: none">• <i>CLO's 2023 Inspiring Possibilities AGM and Conference</i> in Ottawa September 27 to 29 - attended by our staff and our AGM Voting Delegate, Duncan Ross with positive feedback.• Cristin and Kathryn attended an <i>HR Conference in Toronto October 25 to 27</i>— another good opportunity to network with agencies.• <i>Al Condeluci's presentation</i> to staff September 12 and 13 - focused on social capital and the value and importance of relationships for people with disabilities.• Option for the use of the <i>\$10,000 Family Engagement Grant from CLO</i> include events to bring families together for connections and networking.• <i>Seeking Champions for our internal EDI Committee</i>. Mending the Chasm to lead 3 Focus Group Discussions in November and December. Cristin and Director, Sara Collyer, will be members of this Committee.• After the fifth meeting with <i>CUPE's Negotiating Team</i>, it was mutually agreed that consensus would not be reached and we would move onto conciliation on December 4th. More info will be shared In camera. Both sides agree this situation is a result of lack of government funding for our sector. The negotiations have been cordial.• <i>Accreditation Update</i> – We will begin the process for re-accreditation in November 2024. Until then, we will continue our work on achieving	<p>Moved by: Duncan Ross and Seconded by: Lonnie Johnson that the Board accept the Executive Director's report as presented. Carried.</p>

	<p>the 3 Strategic Plan goals set in 2020. New goals will be selected for 2024-2028.</p> <ul style="list-style-type: none"> • The 1 unfilled vacancy in group living created by the passing of a gentleman must be filled by a placement for group living, in accordance with the Ministry guidelines. We cannot change our service targets. Cristin will keep the Board updated. • E-bike – The bike is for staff use in the agency. • Filmetry contract extended for 6 months to assist with enhancing our marketing and on-line presence particularly in anticipation of Journey to Belonging. The current videos can be viewed on YouTube. Cristin noted that we receive monthly analytical reports on viewer engagement data with our media outlets, but work is still required on how to translate and measure this to gauge if we are doing enough online marketing of the agency. • EarlyON Staff Team – Winner of the 2023 OMSSA Local Municipal Champion Award. We will send congratulations from the Board and the agency. • In follow-up to a request from CLO to agencies to send a letter to local MPP's demanding a 5% funding increase for the ds sector to help stabilize organizations, Cristin sent off our letter to MPP Will Bouma with supporting signatures from the Board and family members. <p>The Legislative and Contractual Obligations and Compliance Report, Current Potential Risks to the agency, and Potential Future Risks to the Agency were listed.</p> <p>Monthly Governance Policy Updates – Policy 9.9 Public Education and Policy 9.10 Strategic Planning and Evaluation – Sara’s presentation on our Strategic Plan has been rescheduled to February.</p>	
<p>6.0 Financial Report and Financial Statements and</p>	<p>Zile noted that Kathryn’s report was posted. Cristin presented the highlights.</p> <ul style="list-style-type: none"> • Financial Position: Ministry Operations are in a deficit of \$253,502. This is being monitored and efficiencies are being analyzed to look at 	<p>Moved by: Lonnie Johnson and Seconded by: Marylou Chatland that the Board accept the Financial Report as presented. Carried.</p>

<p>Summary as at September 30, 2023</p>	<p>ways to recoup costs. One area causing concern is the Individualized Funding program where it has been found that staff are not properly tracking nor submitting costs for all steps required for their support to plan and assist people to attend events, etc.</p> <p>Discussion included:</p> <ul style="list-style-type: none"> • Is the discussion about choosing an event just between the Support Worker and the person supported? Our staff assume competence with the person supported unless the person asks others to join. The Board felt the person supported needs to be better informed of the financial consequences of their choices. • Families would appreciate receiving a statement from the agency of the status their IF funds. It is difficult for them to navigate this. • Cristin appreciated this feedback and we are focused on trying to get this sorted before we move into Journey To Belonging. • Cristin outlined the improvements being made through our IF finance team for tracking funding use, request approvals, and training sessions with staff teams. • Unused funding is returned so these costs definitely need to be tracked properly. <ul style="list-style-type: none"> • 2023/2024 Budget Submission update. • 2022/2023 Annual Registered Charity Information Return filed. • Aging At Home Respite – We received increased funding of 3% effective April 1, 2023. 	<p>For the next meeting, Cristin will have the follow-up information from Kathryn for the question that arose at the September meeting with the approval of the Recommendation on the renewal of the lease with XEROX for its photocopying services – are the costs for breaking the lease included.</p>
<p>6.1 Banking Resolution Recommendations</p>	<p>Zile noted that there were 2 banking resolution recommendations presented to the Board for an email vote on October 2, 2023. They were posted for reference. Both were approved - 9 to 1.</p> <p><u>(A) Recommendation No. 2023/2024 – 12: Operating Line of Credit: Ratification of Email Approval Vote</u></p> <p>SUBMISSION: Community Living Brant maintains an operating line of credit (Revolving Demand Facility) with the Royal Bank to ensure that the agency</p>	<p>Moved by: Stefennie Jagt and Seconded by: Greg Hall that for the purpose of keeping this recommendation officially noted in the Board minutes, the Board formally confirms their email vote</p>

can meet its cash requirements. The primary cash requirement is payroll. The standard that has been used to determine an appropriate limit has been the amount of the bi-weekly payroll. The current operating line of credit is \$400,000. As a result of the wage increases over the last few years, the bi-weekly payroll is now averaging approximately \$550,000. In August, Community Living Brant met with RBC for our annual review and to discuss our financial requirements to ensure we have the appropriate services in place. Our current credit facilities were reviewed.

Historically, Community Living Brant has not had to access the line of credit on a regular basis. Fiscal surpluses, along with the timing of the Ministry Subsidy payments, have enabled Community Living Brant to maintain a positive cash position. While funding has been received for wages, funding to address operational cost was last received in 2018 in the form of Stabilization Funds. However, as costs continue to rise due to inflation, the increased cost of wages and benefits, and the growing Passport Program, ongoing cash surpluses have declined. As a result of this, it is anticipated that Community Living may need to access the line of credit. The recommended increase will ensure that sufficient funds are available to meet payroll requirements.

(B) Recommendation No. 2023/2024 – 13: Renewal of RBC Canada Credit Agreement Ratification of Email Approval Vote

SUBMISSION:

Community Living Brant has an agreement with RBC for our Credit Facilities. This Agreement is required to be renewed/updated from time to time. The current Agreement already has a maximum borrowing limit of \$750,000. However, it has been updated to account for the change in the Operating Line of Credit (Revolving Demand Facility) to \$600,000. Also included in the maximum borrowings is the Credit Card Limit of \$100,000.

approving increasing the Operating Line of Credit with the Royal Bank of Canada to \$600,000. Carried.

**Moved by: Marylou Chatland and
Seconded by: Greg Hall that for the purpose of keeping this recommendation officially noted in the Board minutes the Board formally confirms their email vote approving the renewal of the RBC Credit Agreement authorizing borrowings to a maximum of \$750,000. Carried**

<p>7.0 New Business</p>		
<p>7.1 Board Evaluation Discussion and Future Planning</p>	<ul style="list-style-type: none"> • This was initially discussed at the September 11th meeting where Cristin noted that there were only 5 Directors (50%) who participated with responses, so she felt this was a good opportunity for a discussion as to how the Board wants to be evaluated so it produces a reflective and accurate look at its performance. • The Board agreed they wanted to review the current forms (monthly and annual) that are used so they know what they are to be evaluating throughout the year, and to determine if any changes may be required to enhance capturing the Board’s annual performance. The forms were circulated with feedback to Cristin. • The results were posted. Cristin reviewed the comments received and questioned whether this was still the type of information the Board wanted to capture: <ul style="list-style-type: none"> • Board Mandate and Responsibility: <i>The Board understands and respects the distinction between its responsibilities and those of management: 3.8 – The majority do.</i> Cristin noted that she has not experienced any encroachment into her role by the Board. • Board Organization and Resources: <i>The Board is involved in the strategic planning process, including setting the direction and goals. 3.8 – This may be true now, but it has not always been the case.</i> The Board was definitely included and involved in the development of the current strategic planning goals and will do so again with the selection of the 3 new goals with our upcoming re-accreditation process. • Board Monitoring and Accountability: <i>Board members understand their potential liabilities. 3.8 Possibly, but it should be brought to the attention of new Directors and the insurance coverage for this explained.</i> Cristin noted this can be arranged. • Key points noted: 	

	<ul style="list-style-type: none"> - I watched two ED’s be handpicked for the job by the then current ED. Fortunately, both were and are terrific. However, not looking outside CLB may not be in their best interest. The Board discussed the pros and cons of this type of succession planning and ED hiring. Greg and Marylou provided some historical background on the request for the development of a Succession Plan for Management. 	<p>The Board agreed that this required further discussion and requested that it be added to the June meeting agenda during the discussion of the approval of the next <i>Governance and Management Succession Plan</i>.</p> <p>As there was minimal feedback on the <i>Monthly Evaluation Form</i>, the Board agreed to continue with its use.</p> <p>The Board agreed to continue the use of the current <i>Annual Self-Evaluation Form</i>, but with the removal of the following two questions:</p> <ul style="list-style-type: none"> • WHAT TO YOU LIKE LEAST ABOUT SERVING ON THE BOARD? • WHAT DO YOU LIKE BEST ABOUT SERVING ON THE BOARD? <p>The Board agreed that the results of the next Annual Self-Evaluation will not be compared to previous years but will be the start for future evaluations.</p>
<p>7.2 Feedback from the CLO AGM by Duncan Ross</p>	<ul style="list-style-type: none"> - Duncan thanked the staff for the arrangements for his attendance and thanked the Board for the opportunity to attend. - He enjoyed the opportunity to network with our staff who attended and appreciated the learning experience about the sector. - The Annual General Meeting recommendations passed. - The “Journey to Belonging presentation was informative for him as he hadn’t previously heard it presented by the Ministry. He feels that the Board will need to assist the agency in their strategic planning for the future around JTB. 	

	<ul style="list-style-type: none"> - He attended the MicroBoard Session and found it very informative. - He encourages others to attend the conference in the future. - A highlight for him was the incredible presentation by Megan Josling on the life experiences of someone who lives with a disability. 	
8.0 Serious Occurrences Update – September and October	Cristin reported that there were 3 Serious Occurrences reported to the Ministry in September and 4 reported in October.	
9.0 In Camera		<p>Moved by: Marylou Chatland and Seconded by: Tricia Klunder that the Board move In Camera at 6:46 p.m. Carried.</p> <p>Moved by: Duncan Ross and Seconded by: Lonnie Johnson that the Board move Out of Camera at 6:58 p.m. Carried.</p> <p>There were no recommendations to report from the In Camera session.</p>
10.0 Monthly Board Meeting Evaluation	This meeting’s evaluation was completed by Greg Hall: On Track – 3; Participation – 4; Listening - 4 ; Leadership – 4; Decision Quality – 4; Candour - 4 and Fun – 4.	
11.0 Next Meeting	Monday, December 4 at 5:30 p.m. – Conference Room #1 – Dunn Building - Joint Board and Management Dinner.	
12.0 Adjournment	There being no further business, it was Moved by: Marylou Chatland and Seconded by: Tim Papez that the meeting be adjourned at 7:00 p.m. Carried.	

Zile Ozols, Vice-President

Cristin Ladner, Secretary/Executive Director