

2023/2024
Board of Directors

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MINUTES
Monday, May 13, 2024
5:30 p.m.

Conference Room #1 - The Dunn Building
440 Elgin St., Brantford

In attendance:

Daniel Custodio, President
Cristin Ladner, Secretary/Executive Director
Stefennie Jagt, Director
Matthew Marriott, Director

Lonnie Johnson, Vice-President
Marylou Chatland, Director
Tim Papez, Director

Tricia Klunder, Treasurer
Greg Hall, Director
Jim MacAlpine, Director

Administration:

Kathryn Dubicki, Senior Director
Katie Gard, Director
Wendy Matthews, Administrative Assistant, Recording

Regrets:

Duncan Ross, Director

1.0 **Call To Order**

Daniel Custodio, President, called the meeting to order at 5:30 p.m. Welcome and introductions followed.

2.0 Presentation by Katie Gard, Director on “*Update on Passport/Individualized funding, Pathways Services, Rights and the Lylla Cox Fund.*” Presentation attached.

3.0 **Approval of Agenda**

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

4.0 **Declaration of Conflict of Interest**

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

5.0 **Approval of Minutes of Meeting held April 8, 2024**

Moved by: Matthew Marriott and Seconded by: Tim Papez that the minutes of the meeting held on April 8, 2024, be approved as circulated. Carried.

ITEM	DISCUSSION/CONCLUSION	ACTION/RECOMMENDATION
6.0 Financial Report	<p>Daniel noted that Kathryn’s report was posted and she was in attendance to present her reports.</p> <ul style="list-style-type: none">• The draft financial statements for the period ended March 31, 2024, are being made ready for audit and for presentation to the Audit Committee and for the Annual Meeting.• It is anticipated the agency will be in a deficit position at year-end for both the Ministry and Association Operations, which is forecasted to be approximately \$290,000.• Kathryn highlighted the challenges of the past year which were contributing factors to this deficit position and noted the ways the agency will be attempting to address it. These included: extraordinary overtime staffing costs to appropriately support several individuals who experienced increased challenges; unexpected repair and maintenance issues; transitional expenses winding down the FedCAP and Belonging Brant programs; general inflationary costs; not being able to initiate staffing reductions during the bargaining process of the new Collective Agreement and the resulting costs associated with its settlement.• The agency will be aggressively addressing these issues to work towards a balanced position for 2024/2025. For staffing, we will look at attrition and not backfilling, as well as evaluating staffing efficiencies. We will be receiving new funding to support a community pressure, who will be residing in one of the new properties. This also creates a good opportunity for us to re-allocate current staffing without replacing nor backfilling. We are re-evaluating our purchasing processes and seeking out less costly supplies and suppliers. The movement of the homes from the Foundation to CLBrant will also create an opportunity for the agency to save \$100,000 in annual rental costs. Our last update on this from the Foundation was that it could possibly take place at the end of May.	Moved by: Greg Hall and Seconded by: Tim Papez that the Board accept the Financial Report as presented. Carried.

- Cash flow Update: Kathryn met with our RBC Account Manager to apprise her of our current situation and our needs, and agreement of plans to work together as we go through this process.
- Discussed the financial process involved with the growth of the Passport program. The total Passport Budget administered by CLBrant for IF Purchase of Service is \$1,718,252, which we have to outlay before we receive it back from the Ministry. The Board inquired if there was a way to narrow the gap and adjust/reduce the timeline for accounts payable and receivable on these purchases. Kathryn noted the problem is not internal; however, she is working with our financial administrative processes to see if we can possibly do this more effectively to ensure a quicker turnaround. Most of this financial information is submitted at month end and they have to look at each person as a whole – which could include more than one claim plus their staffing costs for the full month.
- Line of Credit – This is used for the one-week gap turnaround. RBC wants to ensure we have what we need and they may be recommending we increase it so there is less stress on the organization. Kathryn updated the bank on the potential for the Foundation turning over the homes to the agency, and she commented that any outstanding costs associated with this move to us will have to be explored, i.e. on their mortgages.
- When questioned, Kathryn reiterated to the Board that the agency has retained earnings, as well, to help address this – our reserve fund is \$1.4M.
- 2024/2025 Budget preparation has begun. We continue to wait on the clarification and interpretation of the 2% increase in funding from the provincial budget announcement.
- The Board questioned the use of company credit cards for purchases. Kathryn noted that last year we moved to using this program for the group homes to try to eliminate cash on hand. Each home received a credit card with a \$400 limit plus petty cash of \$50. She is also re-evaluating how many cheques are being written for small purchases in the Passport Program. She is analyzing the amount of credit card limits we are allowed, analyzing which cards are not frequently used and looking at reallocating them to create some additional credit cards for use for these small purchases to help reduce the amount of cheque writing/cashing. They can sign out the cards.

	<p>Cristin commended Kathryn for her diligence to her role in administering our finances during this challenging year. She noted that Kathryn takes this current financial situation very seriously. She prefers to have Kathryn look at the previous years' successes as opposed to this year's disappointment having been given no additional funds from the Ministry to work with and balance the budget. In the past 30 years, the agency has only seen a 3.9% increase in our budget from the Ministry. This acknowledgement of Kathryn's diligence was reiterated by the Board members who have previously served on the Board while Kathryn was the Director of Finance. Cristin repeated Kathryn's message that we are seriously addressing these issues and they are not being taken lightly.</p> <p>The Board questioned how the agency views the upcoming year and questioned what potential risks could possibly deter the balancing of the budget and placing the organization into another deficit. Kathryn outlined the staffing attrition and other issues being addressed where we have already seen a financial improvement, plus we will have the new community pressure funding, but we support people and an unplanned crisis could develop for them at any time in their lives.</p> <p>The Board questioned whether we have any markers to see the financial improvement and do we have contingency to adjust. Cristin noted that we will be holding true to providing quality service which means caseloads will be getting bigger so people supported will not be without the supports they are funded for. We will also look creatively at supports and housing.</p> <p>The Board questioned whether the projection of the balanced budget for next year includes this deficit. Kathryn clarified that this deficit would come out of the reserve fund.</p> <p>The Board will be kept updated on our finances.</p> <p>The Board thanked Kathryn for her attendance and information and she left the meeting.</p>	
<p>7.0 Executive Director's Report</p>	<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"> • Thanked the Board for acknowledging their support of Kathryn in our financial situation. 	<p>Moved by: Tricia Klunder and Seconded by: Jim MacAlpine that the Board accept the Executive Director's report as presented. Carried.</p>

	<ul style="list-style-type: none"> • Provided an update on the 2 new properties on Mt. Pleasant St. They will be accommodating 8 people we support from various situations and will be ready to move into in mid-June to July, or hopefully sooner. • Slowed our hiring. Very few part-time vacancies. Speaks to our good recruitment and retention processes. Preparing for the summer vacation coverages. • Extended our Support Worker Pilot Program for another year. Only 2 staff took on these roles. It is felt more time was required to note the success for altering the qualifications. • Adjustment of Management positions with no plans for additional replacements, as outlined in her report, which has also helped our financial situation. • Adjustment of our policy for new hires to no longer require a COVID-19 booster. • Invited the Board to the visit from CLO CEO, Chris Beesley, on May 29th for a presentation on Journey To Belonging. A flyer with information was included in her report. • <i>The Legislative and Contractual Obligations and Compliance Report, Current Potential Risks to the agency, and Potential Future Risks to the Agency</i> were listed. • Monthly Governance Policy Update provided on Policy 9.6 – Financial Condition 	
<p>8.0 New Business</p>		
<p>8.1 Officer Positions on our Board for 2024/2025</p>	<p>Daniel inquired if all Officers in their current roles are willing to remain in their role for the upcoming Board year:</p> <ul style="list-style-type: none"> • Daniel – President • Lonnie – Vice-President • Treasurer – Tricia Klunder • Secretary – Cristin Ladner <p>There were no indications to leave their roles. These positions will be confirmed at the Annual General Meeting June 27th.</p>	
<p>8.2 Community Living Ontario – 71st Annual General Meeting will be held Wednesday, September 17, 2024 – Sheraton Parkway</p>	<p>8.2.1 <u>CLO 2024 Annual General Meeting Notice</u> This was circulated for information. The Meeting will be in person and virtually. We appoint our Voting Delegate at our June meeting. The deadline for submission of our Delegate is September 10th. Both Tim Papez and Tricia Klunder indicated their initial interest.</p> <p>8.2.2 <u>Voting Delegate information</u> Distributed for information.</p>	

<p>North Hotel in Richmond Hill</p>	<p>8.2.3 <u>Call for Resolutions and Bylaws</u> Daniel inquired if anyone has a CLO Resolution or Bylaw amendment they wish to submit before the deadline of June 25th, but none were indicated tonight.</p> <p>8.2.4 <u>Call for Board Applicants</u> Distributed for information. This year there are 6 vacancies to fill for 2-year terms.</p> <p>8.2.5 <u>Board Application Form</u> Circulated for information.</p> <p>8.2.6 <u>Board Applicant Information Sheet</u> Circulated for information.</p> <p>8.2.7 <u>Frequently Asked Questions</u> Circulated for information.</p>	
<p>9.0 Serious Occurrences reported to the Ministry in April</p>	<p>Cristin reported that there were 6 serious occurrences reported to the Ministry in April.</p>	
<p>10.0 In Camera</p>		<p>Moved by: Matthew Marriott and Seconded by: Lonnie Johnson that the Board move In Camera at 6:40 p.m. Carried.</p> <p>Moved by: Tim Papez and Seconded by: Marylou Chatland that the Board move Out of Camera at 6:47 p.m. Carried.</p>
<p>11.0 Monthly Board Meeting Evaluation</p>	<p>This meeting's evaluation was completed by Marylou: On Track – 4 ; Participation – 4; Listening - 4 ; Leadership – 4; Decision Quality – 0 ; Candour - 4 and Fun – 4</p>	
<p>12.0 Next Meeting</p>	<ul style="list-style-type: none"> • Business Meeting - Monday, June 3, 2024 - 5:30 p.m. – Conference Room #1 at The Dunn Building • Thursday, June 27, 2024 – 5:30 p.m. Conference Room #1 at The Dunn Bldg. <ul style="list-style-type: none"> • Business Meeting – to approve the Audited Financial Statements 	

	<ul style="list-style-type: none">• Followed immediately by the Annual General Meeting• Followed immediately by the Business Meeting for the first Board meeting of 2024/2025
13.0 Adjournment	There being no further business, it was Moved by: Marylou Chatland and Seconded by: Tim Papez that the meeting be adjourned at 6:50 p.m. Carried.

Daniel Custodio, President

Cristin Ladner, Secretary/Executive Director