

HCSS

HOME & COMMUNITY
SUPPORT SERVICES
GREY - BRUCE



ANNUAL REPORT

APRIL 2025 - MARCH 2026



TABLE OF CONTENTS

Land Acknowledgement	1
Mission, Vision & Values	2
Leadership Team	3
Board of Directors	4
Chairperson's Message	5
Executive Leadership Report	6–7
Program & Department Updates	8
• <i>Meals on Wheels</i>	8
• <i>Meals on Wheels Partners</i>	9
• <i>Central Intake</i>	10
• <i>LEGHO</i>	10
• <i>Housekeeping & In-Home Respite</i>	11
• <i>Transportation</i>	12
• <i>Overnight Respite</i>	12
• <i>Adult Day Program</i>	13–14
• <i>Friendly Visiting</i>	15
• <i>Community Development</i>	16
HCSS Staff in Action	17–18
HCSS Volunteers in Action	19
Community Impact Highlights	20
Community Partners	21
Financial Report / Audited Financials	22

LAND ACKNOWLEDGEMENT

We acknowledge that our HCSS Grey-Bruce services operate across lands and waters with deep and ongoing Indigenous histories, rights, responsibilities, and relationships, and we honour the people who have cared for these lands and waters for many generations.

We are on the traditional territory of the Saugeen Ojibway Nation, which is made up of Saugeen First Nation and the Chippewas of Nawash Unceded First Nation at Neyaashiinigmiing.

We also acknowledge the broader Anishinaabek Nation and the People of the Three Fires Confederacy: Ojibway, Odawa, and Pottawatomi. We give thanks to the Saugeen Ojibway Nation for their ongoing stewardship, leadership, and care for these lands and waters.

For HCSS, this acknowledgement is a commitment to action. We are working to deepen our understanding, build respectful relationships, and create services and spaces that are trauma-informed, inclusive, and responsive.

We recognize that inclusion means valuing diverse ways of knowing and being. It calls on us to reflect on who our systems serve, and how we can reduce barriers so that all people feel safe, respected, and welcomed.

We remain committed to learning, listening, and embedding reconciliation and inclusion into our decisions, our services, and the experiences we create.

Miigwech.



Annual General Meeting 2025 training

MISSION, VISION, & VALUES

OUR VISION

People living well at home.

OUR MISSION

Uniting a caring community that supports people to live with dignity.

OUR VALUES

Kindness

Our approach is always client-centred and supports maximizing independence.

Respect, Care & Compassion

Our approach is always client-centred and supports maximizing independence.

Equity & Accessibility

Removal of barriers to equitable access is critical to our work.

Innovation

We aim to seek out and implement approaches that are innovative and improve quality and access.

Collaboration

All members of our community have a role to play in supporting our clients.

Quality of Life

All of our actions will support enhancement and maintenance of quality of life.

LEADERSHIP TEAM



Carolyn Laitinen
Executive Director



Jo-Anne Cook
Senior Director



Colleen Benninger
Manager
Adult Day Program,
& Overnight Relief



Bethany Green
Manager
Adult Day Program,
& Overnight Relief



Wren Fitzakerley
Manager
Community
Development



Dan Hillier
Manager
Transportation



Kelly Jones
Manager
Human
Resources



Tara Sylvest
Manager
Housekeeping
& In-Home
Respite



Sharon Thompson
Manager
Finance



Julie White
Manager
Meals on Wheels
& Central Intake

BOARD OF DIRECTORS



Debbie Pegelo
Board Chair



Kevin Juffs
Vice Chair



Robert Hamilton
Treasurer



Megan Garland
Director



Sue Mccutcheon
Director



Heather Middleton
Director



Ford Thompson
Director



Paula Carere
Director

CHAIRPERSON'S MESSAGE

Over the past year, HCSS has faced—and successfully responded to—a wide range of challenges. Everything from the implementation of new payroll and human resources software, weather-related program closures, staff turnover, growing community needs, to the added disruption of a postal strike.

Throughout these challenges, our staff demonstrated remarkable resilience, professionalism, and compassion. Their commitment to enhancing the quality of life of our clients is evident every day. A visit to our Facebook page showcases many of the meaningful ways HCSS employees make a difference—from organizing spa days and Bingo games to creating moments of joy through lighthearted April Fool's activities.

Our staff's ability to respond effectively to changing circumstances is strengthened by ongoing learning and professional development opportunities. This year, training included policy education, Infection Prevention and Control, and Gentle Persuasive Approaches, among others. HCSS also partnered with several community organizations, including the Alzheimer Society, ParticipACTION, CMHA, SOAHAC, and SEGCEC, to further support staff development and enhance service delivery.

In November 2025, staff participated in a Town Hall meeting that provided an important opportunity for open dialogue and collaboration. I extend my sincere thanks to everyone who shared their concerns, ideas, and perspectives. Your feedback is invaluable and continues to inform the growth and strengthening of HCSS programs and services.

Staff leadership was also demonstrated through the development of the Compassionate Subsidy Program, designed to assist clients who do not qualify for existing subsidies but are experiencing unexpected financial hardship. Staff took this thoughtful concept from idea to implementation, developing terms of

reference, application process, and communication materials in preparation for the program's launch this spring. This initiative reflects a deep commitment to client well-being.

Our engagement extended beyond service delivery and fundraising. Through the March for Meals campaign, staff connected with elected officials to raise awareness of food insecurity and recognize our dedicated volunteers. Staff also met with local political representatives to advocate for increased funding for community support services. These efforts helped amplify the importance of ensuring that individuals have access to the supports they need to live safely, independently, and with dignity in their own homes. On behalf of the Board of Directors, I extend my heartfelt gratitude to Carolyn, our staff, volunteers, donors, and community partners for your unwavering commitment and support. Because of you, we continue to advance our vision of people living well at home and our mission of uniting a caring community that supports people to live with dignity.



Debbie Pegelo
Chairperson, Board of Directors

EXECUTIVE LEADERSHIP REPORT

Building Capacity, Strengthening Culture, and Looking Forward

As we reflect on the past year, we are incredibly proud of what our staff, volunteers, leadership team, Board of Directors, and community partners have accomplished together.

Like many organizations across Ontario, HCSS continues to operate in an increasingly complex environment. Demand for services remains high, workforce challenges continue, and resources must be carefully managed to meet growing community needs. Despite these realities, this year was marked by meaningful progress, innovation, and a continued commitment to our mission, values, and the people we serve.

Investing in Organizational Culture

One of our key areas of focus was strengthening organizational culture through strategic planning, leadership development, staff engagement, and ongoing conversations across the organization.

Together, this work continued to build a workplace rooted in respect, accountability, collaboration, and psychological safety.

We created more opportunities for staff feedback, strengthened communication practices, supported leadership development, and focused intentionally on employee experience. While culture work is never "finished," we have made important strides toward creating an environment where people feel heard, valued, and supported.

Advancing Inclusion and Accessibility

This year, HCSS participated in an organizational Inclusivity Audit to better understand our strengths and opportunities for growth.

The audit affirmed many positive aspects of our culture while offering valuable insight into accessibility, inclusion, communication, and employee well-being.

Its findings reinforced our belief that inclusion is not a destination, but an ongoing commitment. The recommendations will help guide future priorities and ensure accessibility and inclusion remain embedded in how we serve clients, support staff, and engage our communities.

Continuing Our Reconciliation Journey

Our Reconciliation Journey continued to grow in meaningful ways through partnership, learning, staff education, and relationship building.

We continued to strengthen relationships with Indigenous communities and partners, while exploring how reconciliation can be reflected in organizational practices, service delivery, governance, and culture.

This work has challenged us to listen, learn, and grow, and we remain committed to walking this path with humility, respect, and intention.

Modernizing Systems and Processes

Behind every service delivered to a client is a network of systems and processes that support our staff and operations.

This year marked the successful implementation of ADP Workforce Now, our new payroll and human resources platform. This significant transition modernized internal processes, improved access to information, enhanced reporting, and created opportunities for greater efficiency.

Large system changes require patience, adaptability, and teamwork. We are grateful to staff across the organization who supported the implementation process.

EXECUTIVE LEADERSHIP REPORT

We also continued reviewing policies, procedures, reporting practices, and operational processes to ensure HCSS remains responsive, accountable, and positioned for future growth.

Strengthening Leadership and Governance

Throughout the year, we continued to invest in leadership development and governance excellence.

The Board of Directors and leadership team worked together to strengthen oversight, risk management, strategic planning, and long-term sustainability.

These efforts help ensure HCSS remains a strong, accountable organization capable of adapting to change while continuing to deliver high-quality services throughout Grey and Bruce Counties.

Looking Ahead

As we look to the future, we do so with optimism.

The work completed this year has strengthened our foundation and positioned us well for the opportunities and challenges ahead. Through innovation, community partners, reconciliation, accessibility, leadership development, and service excellence, our focus remains on building an organization that is sustainable, responsive, and people-centered.

Most importantly, none of this work would be possible without the dedication of our staff, volunteers, Board members, clients, caregivers, community partners, and supporters. Your commitment continues to make a meaningful difference in the lives of the people and communities we serve.

Thank you!



Jo-Anne Cook & Carolyn Laitinen
Senior Director & Executive Director

PROGRAM & DEPARTMENT UPDATES



MEALS ON WHEELS

With the dedicated support of volunteers across Grey Bruce, Meals on Wheels delivered 73,736 hot and frozen meals this year. This important service is made possible through coordination and detailed planning of our Meals on Wheels Clerks. Both clerks joined the department over the past year, and we have also welcomed a Relief Clerk to provide additional support across Meals on Wheels and the Housekeeping/In-Home Respite departments.

In collaboration with Community Development, we have continued to focus on volunteer recruitment across all areas. Volunteers are essential to the success of this program, and we are deeply grateful for the generosity, time, and commitment of both our longstanding volunteers and those who have recently joined our team.

March for Meals was a great success this year, with many community leaders lending their support. Their involvement helped raise awareness of the importance of meal delivery services & their advocacy helps strengthen understanding of the vital role Meals on Wheels plays in supporting health, independence, and well-being.

I would like to acknowledge the staff across all of my departments for their hard work, kindness, and ongoing dedication. Each team member brings unique strengths and a strong sense of purpose to their role, contributing to a supportive and collaborative environment. Great teamwork everyone!

Julie White

Manager, Central Intake and Meals on Wheels



March For Meals, Jay Kirkland, Mayor of the Town of South Bruce Peninsula , alongside volunteer David



Meals on Wheels Clerks Larissa-Mae Wiltshire and Mirjana Dingwall

PROGRAM & DEPARTMENT UPDATES



MEALS ON WHEELS PARTNERS



THE LIGHTHOUSE
Restaurant

The Lighthouse
Restaurant
- Southampton



Bear Tracks Inn &
Restaurant
- Lion's Head



Country Corner Eatery
- Durham



Harley's Pub & Perk
- Mildmay, Walkerton,
and Hanover



Kim's Place Restaurant
- Flesherton and
Markdale



Princess Hotel
- Tobermory



The Hills Bar & Grill
- Meaford



Shorty's With Friends
- Owen Sound

**GATEWAY HAVEN
LONG TERM CARE**

Gateway Haven
- Bruce Peninsula



The Bruce Steakhouse
- Kincardine

**Thank
You!!!**

PROGRAM & DEPARTMENT UPDATES

CENTRAL INTAKE

As the first point of contact for many Community Support Services organizations across Grey Bruce, Central Intake plays a vital role in connecting individuals and families to the supports they need to remain independent at home.

Over the past year, the team has continued to evolve, welcoming new members while building on the strength and experience of longstanding staff.

Together, they bring strong knowledge of community care, a clear understanding of client needs, and a consistent commitment to service excellence. Each Central Intake Coordinator approaches their work with compassion, professionalism, and expertise, ensuring a responsive and respectful first experience.

Central Intake is more than an administrative function, it is a cornerstone of community connection, helping residents navigate services with confidence and dignity.

Our Regional Community Assessor completed 107 RAI CHA assessments, supporting HCSS Day Program clients in receiving individualized care plans. These assessments strengthen understanding of client needs and guide effective alignment with community-based supports, contributing to positive outcomes for clients and their families.



**Central Intake Clerks Amy McNabb,
Lisa Seeley, and Lee Ann Pilkington**

LEGHO

In the second half of the fiscal year, the LEGHO program received one-time funding that enabled us to expand service capacity by 15 additional clients per month. Supporting individuals returning home from hospital who are at increased risk of readmission and who require timely, coordinated assistance to recover safely and successfully in the community. Through this enhanced capacity, we were able to provide Meals on Wheels, Housekeeping, and Transportation services to 50 clients per month, alongside the support of a Community Care Planning nurse who helped assess needs, coordinate services, and guide each client through the critical first four weeks following discharge. The program also worked in close partnership with the Hospital 2 Home program, demonstrating the value of strong community connections and integrated care in improving client outcomes.

Over the course of the year, 502 new individuals received support through LEGHO. This reach reflects both the growing demand for transitional community-based services and the important role the program plays in strengthening connections between healthcare, community support, and the people who rely on them. Client feedback consistently highlights the meaningful impact of these services, showing that LEGHO provides much needed assistance at a time when individuals are often most vulnerable. By building bridges between hospital discharge and life at home, the program helps ensure that community members not only receive support but remain connected to the care and services that allow them to thrive.

Julie White

Manager, Central Intake & Meals on Wheels

PROGRAM & DEPARTMENT UPDATES



HOUSEKEEPING & IN-HOME RESPITE

It has been a busy and fast-paced year for our department. We continue to see a growing demand for services across Grey and Bruce counties, with more clients reaching out for support.

We are proud to have a dedicated team of nearly 40 staff providing Housekeeping and In-Home Respite services, delivering consistent and compassionate care to our clients. Our In-Home Respite Program continues to grow, and we are pleased to work closely with our partners at the Alzheimer Society of Grey Bruce, the “Dream Team” dementia resource consultants, and local social workers to better support clients and their caregivers in their own homes.

This year, we hosted an in-person Housekeeping and Respite meeting. Staff received valuable training on recognizing and responding to elder abuse, including financial abuse, and learned how to identify warning signs and access appropriate support and resources.

We were also joined by members of the Alzheimer Society of Grey Bruce, who provided education and had the opportunity to meet our staff in person. Building these connections is an important part of strengthening our partnerships within the community. We also continue to support the LEGHO Program, helping client's transition safely home following hospital discharge and ensuring they have the support in place to remain independent.

A heartfelt thank you to each member of our Housekeeping and In-Home Respite team for your hard work and dedication. Your efforts truly make a meaningful impact on our community, helping individuals remain safe, comfortable, and supported in their own homes.

Tara Sylvest

Manager, Housekeeping and In-Home Respite



Group photo from our Housekeepers Meeting 2026

PROGRAM & DEPARTMENT UPDATES



TRANSPORTATION

Sarah Morris was hired as the final member of the TR scheduling team. Training is ongoing.

Chris Harris was hired as our newest paid van driver. Training is ongoing.

New TR phone hours and on-call arrangements rolling out June 1st. A scheduler will now be available starting as early as 7:00 a.m. Our phone hours are also being extended on the opposite end of the shift, and a scheduler will now be available until 5:00 pm. These changes are primarily intended to better support our drivers but will also assist in dealing with any unexpected issues that might arise which need a prompt response. Also starting June 1st, the TR manager will begin covering the weekly, after hours on call from Monday through Thursday with other members of the leadership team covering Friday, Saturday, and Sunday on a rotating basis.

We are in the process of working with the provider Momentum to roll out updates to Novus, the department's primary scheduling software. These updates are in anticipation of a new app being released by the provider which will replace DriverMate, the manifest app used by our paid, van drivers. So far, we are in a testing phase; we will roll out the new updates when the testing is completed and working well.

Dan Hillier
Transportation Manager



OVERNIGHT RESPIRE

Overnight Respite services have experienced significant demand, with multiple new requests for service received throughout the past year. Our program is booked approx. 2 months in advance, and our staff are often supporting additional clients during the evening time for extended client days. The 25-26 fiscal year provided 493 units of overnight respite to our community; up 33 units from the previous year. We were able to provide service to 55 unique clients and caregivers this year. Caregivers and clients surveyed in fall 2025 indicated that the most appreciate aspects of our Overnight Respite service include caregiver relief and respite, client enjoyment & engagement and quality of care and environment.

Our Bathing Program continues to operate at a steady pace. Over the past year, we have been able to support 78 clients and provided 1691 baths throughout the year. Bathing services continue to be offered at four of our Adult Day Program locations, as well as through in-home bathing services in the North Grey and Kincardine areas. While there is currently a small waiting list in place, clients and their families remain extremely appreciative of the support and care this service provides.

Colleen Benninger & Bethany Green
Managers, Adult Day Program, Overnight
Respite, & PSS

PROGRAM & DEPARTMENT UPDATES



ADULT DAY PROGRAM

Our Adult Day Program, Overnight Respite and bathing programs have had a busy and exciting year. Most Day Away programs are currently operating at capacity, with waitlists for both initial admissions and requests for additional program days. We continue to work actively with OH@H to increase referrals to sites that are not yet operating at registered capacity. In the 25-26 fiscal year, the Adult Day Program provided 20752 service days to 687 clients across Grey-Bruce. This total shows an increase of 1000 service days compared to the 24-25 fiscal year. Our recent ADP Client Satisfaction Survey revealed a particularly strong result: 100% of caregivers said they would recommend the program to others.

Last winter brought challenging weather conditions that occasionally disrupted program schedules, resulting in several agency wide program cancellations to ensure the safety of clients, volunteers, and staff. During these closures, teams made productive use of the time by completing planning activities, administrative work, mandatory education, and additional training opportunities. At the same time, Day Away Managers continued working closely with staff teams across all locations to improve the overall flow of day-to-day operations. Earlier in the year, staff participated in a survey, and many of their valuable suggestions have already been implemented to support better workload management, strengthen teamwork, and provide education tailored to staff needs and interests.

One of the most requested areas of education was exercise training that staff could incorporate into the light exercise programs offered at Day Away. Staff members participated in 2 training sessions with Dr. Nick from Connect Rehabilitation. The first session he guided staff through a series of exercises and provided modifications ensuring staff were equipped to support clients of all ability levels. The second session he provided resistance band training. This session was made possible thanks to our being one of the fortunate recipients of a Participation Grant. Feedback from staff regarding this training was positive, and we continue to work collaboratively with teams to identify further opportunities for education and program enhancement.

To celebrate the holiday season, all clients received a special handcrafted recipe book filled with favorite recipes contributed by both clients and staff. It was wonderful to see the excitement from clients whose recipes were featured in the collection.

Colleen Benninger & Bethany Green
Managers, Adult Day Program, Overnight Respite, & PSS



**Colleen Benninger, ADP Clerk Nicole Green
& Bethany Green**

PROGRAM & DEPARTMENT UPDATES



ADULT DAY PROGRAM FUN & SMILES



PROGRAM & DEPARTMENT UPDATES



FRIENDLY VISITING

Friendly Visiting continues to be the remedy for loneliness and isolation in our communities across Grey Bruce. Volunteers have been stepping up and taking on more clients to alleviate the sometimes lengthy waitlist we have in some geographical areas. The volunteers we have are making a positive difference as they simply pick up the phone or have a coffee with their clients. It is evident that this good company clients receive brings about health, lots of laughter and more independence so seniors can remain in their own homes longer.

We want to thank all our volunteers for taking an interest in the Friendly Visiting program as you see the difference it makes in our neighbourhoods.

The pen pal program has wrapped up another season of letter writing and we are looking for more clients to join in next year! The Adopt-a-Grandparent Program was birthed during COVID and we are very proud to say it remains to be a popular and much loved program today! Spread the word as we anticipate branching out into another classroom at Timothy Christian School beginning in the fall of 2026. We would like more clients to participate writing to elementary school aged children. So much joy, wisdom and even artwork is shared through the provided stationery and postage paid envelopes.

We are very pleased to welcome new volunteers and are always excited to welcome more to share the load.

We are so very excited as we look to our year ahead!

Polly Moise
Facilitator, Friendly Visiting



**Polly Moise and MOW Clerk Hayley Barlow
at Volunteer Appreciation 2025**



**Polly Moise and daughter, Eden,
helping out at the Grand Parade**

PROGRAM & DEPARTMENT UPDATES

COMMUNITY DEVELOPMENT

As the “new-ish” Manager of Community Development (since March), I’ve had the privilege of stepping into a department that was thoughtfully built from the ground up at HCSS Grey-Bruce in 2024. I come into this role with a background in nonprofit fundraising and communications—and, before that, marketing—so I’m excited to bring that experience into a space that’s all about connection, creativity, and community impact (my favourite combination).

I also want to recognize Cody Hay for the strong foundation that’s already in place. Cody played an important role in shaping the department in its early days and building meaningful relationships that continue to support this work. We’re grateful for the care and leadership that helped get Community Development to where it is today.

This spring, we were also thrilled to welcome Brianna Helder as Team Lead Assist. Brianna joined the team in April (after already getting to know HCSS in the months prior), and has quickly become an integral part of our growing efforts.

Fundraising Highlight — The Grand Parade

Last year marked HCSS’s first time organizing The Grand Parade in Owen Sound and what a start it was. With a goal of \$20,000, our community showed up in a big way by raising \$23,826!

We extend our sincere thanks to our incredible sponsors; Heritage Place Shopping Centre, Howlers Dog Sports, Woodley Care Services, The Kiwanis Club of Owen Sound, and Midwestern Communications, for helping make the event such a success. It truly takes a village... and in our case, a pretty generous one.

We’re doing it again on September 19, 2026 at Kelso Beach at Nawash Park, and registration is now open at theGrandParade.org/owensound. No pressure...but it is a great excuse for a nice walk.

Volunteer Impact — Mileage Giveback

Our volunteers continue to find meaningful ways to give back. Through the Volunteer Mileage Giveback program, individuals can choose to donate their mileage reimbursement back to HCSS. In 2025, that

mileage reimbursement back to HCSS. In 2025, that generosity added up to an incredible \$45,631.76 supporting programs and services. That’s a lot of kilometres... and even more impact.

A Community That Shows Up

We are deeply grateful to 100 People Who Share, multiple local Royal Canadian Legions, and the many community groups, services, and businesses who have supported HCSS over the past year through donations of funds, goods, and time.

Community Development may be the name of the department, but it’s truly a shared effort. And from what I’ve seen so far, this community shows up!

Wren Fitzakerley

Manager, Community Development



**Cody Hay leading at
The Grand Parade
Owen Sound 2025**



**Wren Fitzakerley
and Brianna Helder
of Community
Development**

HCSS STAFF *in Action*



HCSS STAFF *in Action*



HCSS VOLUNTEERS *in Action*



Community Donations at Work!

Leading Community Support Services to keep people living safely in their homes and communities.



More than
4,514
clients from across the
counties of Grey & Bruce



More than
38,753
rides to Grey & Bruce
seniors and disabled adults

More than
73,735
meals delivered through
Meals on Wheels



21,013
hours of housekeeping
support



143
clients received
2,134
friendly visits,
phone calls, and letters

493
nights of
overnight respite



More than
20,752
days of support through
Day Away program



New Clients Added to CSS

Support provided by
more than
130
skilled and caring staff members

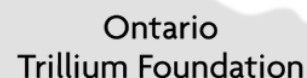


94,368
volunteer hours donated
by over
644
dedicated volunteers

COMMUNITY PARTNERS

Stronger Together

At Home & Community Support Services of Grey-Bruce, we know that meaningful change doesn't happen alone. Our community partners—not-for-profits, health providers, local governments, businesses, and service clubs—are a vital part of the support system that lifts our clients every day. Whether providing referrals, resources, or frontline collaboration, your partnership powers our mission. Thank you to every organization who walks alongside us in care and connection.



FINANCIAL REPORT

Statement of Financial Position as at March 31st, 2026

Figures taken from fiscal 2026 audited financials.

	<u>2025</u>	<u>2026</u>
ASSETS		
Current	1,509,231	1,278,619
Cash	<u>375,472</u>	<u>439,960</u>
Accounts Receivable & Prepaid Expenses	1,884,703	1,718,579
Capital		
Property and Equipment (net)	<u>978,111</u>	<u>751,597</u>
	2,862,814	2,470,176
LIABILITIES & FUND BALANCES		
Accounts Payable & Deferred Revenue	1,210,924	941,320
Deferred Contributions for Capital Assets	950,284	726,280
Invested in Capital Assets	56,567	54,057
Reserve Fund	<u>645,039</u>	<u>748,519</u>
	2,862,814	2,470,176

Statement of Operations for the year ended March 31st, 2026

Figures taken from fiscal 2026 audited financials.

	<u>2025</u>	<u>2026</u>
REVENUES		
LHIN/MOHLTC Funding	5,668,506	5,696,946
LHIN/MOHLTC One Time Funding	28,440	155,000
Client Fees	1,732,313	1,745,367
Other Income	<u>271,586</u>	<u>208,596</u>
	7,700,845	780,5909
EXPENSES		
Accounts Payable & Deferred Revenue	455,904	490,801
Deferred Contributions for Capital Assets	691,033	718,959
Invested in Capital Assets	792,644	746,226
Reserve Fund	4,540,508	4,854,489
	1,165,783	995,481
	<u>2,510</u>	<u>2,510</u>
	<u>7,648,382</u>	<u>7,808,466</u>
	<u>54,973</u>	<u>0</u>
SURPLUS (DEFICIT) = net amortization	(2,510)	(2,557)

Figures above are taken from fiscal 2026 audited financials. Copies of the full report are available to view at HCSS Grey-Bruce Head Office during regular business hours.