



Haldimand-Norfolk  
**REACH**

*supporting children, families, communities*

# ANNUAL REPORT

## 2021

Haldimand-Norfolk REACH promotes and supports social inclusion and community well-being by providing co-ordinated access, planning, programs and services for children, families and communities

United Way Member Agency

H A L D I M A N D - N O R F O L K R E A C H



Haldimand-Norfolk  
**REACH**

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## **PRESIDENTS REPORT 2020-2021**

Good evening. On behalf of the Board of Directors, it is my pleasure to welcome H-N REACH employees, volunteers, agency partners, funders, and community leaders as we come together this evening to review and celebrate the past year's accomplishments and to share our optimism for the year ahead. We are very pleased to have all of you here tonight, at our second "virtual" AGM. A year ago, at our first virtual AGM, I don't think any of us anticipated that we would be meeting like this again in June 2021...but here we are! While conducting business via Zoom has become second nature for many of us, we certainly look forward to a time when we can safely gather together in-person to celebrate the great work that takes place at H-N REACH.

At H-N REACH, our Annual General Meeting is intended to report to you, our stakeholders, how we have planned, managed and made strategic use of the significant resources entrusted our organization to serve the children and families that live in Haldimand and Norfolk through our many diverse programs and services. As a Board of Directors, our priority continues to be ensuring that each of our service participants is provided with timely, effective and responsive services. When I reflect on my past two years as President of the Board of Directors at H-N REACH, I am filled with an overwhelming sense of pride. Despite the obvious challenges and hurdles presented to us this past year as our community, province, country, and world have navigated the COVID-19 pandemic, H-N REACH has firmly maintained its position as a reliable community leader and unwavering support system for children, youth, and families in Haldimand and Norfolk. The events of the past year and a half have presented us with unprecedented challenges and uncertainties both at H-N REACH and in our communities. It has been inspiring to see how the employees, volunteers, community partners & leaders, and service participants have come together to support each other during this challenging time.

The theme of this year's AGM is ***Celebrating Our Heroes*** and there are many heroes among us tonight. We would like to recognize the incredible staff at H-N REACH who have demonstrated an unwavering dedication to the service participants in our communities while navigating unprecedented changes including lockdowns, adopting the use of new technology, working remotely, and implementing new (and seemingly always evolving) health and safety measures to ensure the health and wellness of themselves and others. We also need to recognize our children, youth, and families who have shown us what resiliency is all about while adapting to changes in service delivery and stepping up to support each other amidst a chaotic world of moving in and out of lockdowns, remote learning, social isolation, and so many other tough changes. We also celebrate the heroes that are our funders who have continued to identify the services at H-N REACH as a priority in our community. You don't have to look far to find additional heroes within our community partners – local non-profit agencies, businesses, and individuals who continue to show up, lend a hand, and stretch their own resources to take care of others. That's what our communities of Haldimand and Norfolk are all about! The Board of Directors sees how hard you are all working and we want you to know that we see you and are thankful for you – you truly are all heroes in our eyes!

And I would like to personally thank my fellow Board Members for their hard work and dedication to the governance of this incredible organization. It hasn't always been easy, but we have

navigated it all together and come out on the other side stronger and more connected. We have successfully managed unprecedented conversations about issues including mandatory shutdowns, staff working remotely, necessary changes to service delivery, cyber security, and funding changes - all while working remotely and balancing increased workloads personally and professionally. You have completed this necessary work passionately and professionally, and I thank you for that.

Despite the challenges and stressors of the past year, H-N REACH has also celebrated some exciting milestones and accomplishments. The purchase of our new building in Dunnville has been a source of excitement in the virtual Board Room! Our vision is that this new building will become a hub of local support for children and families in Dunnville and beyond. The final touches are being completed on the renovations and we look forward to sharing a Grand Opening celebratory event with you in the near future. We have also celebrated H-N REACH and confirmed our position of leadership in the community by establishing additional programs and resources as part of the Ontario government's significant investment in mental health and addiction services. We are proud to be a Lead Agency for Child and Youth Mental Health and look forward to continuing to build these programs and services for children and families at H-N REACH. Also, ongoing changes to the Ontario Autism Program have meant additional opportunities for H-N REACH to create new programs and services to better meet the needs of children and youth with autism, and their families, in our communities. We are excited to see what opportunities and collaborations lie ahead for us in this area as well.

It has continued to be my pleasure to work closely with Leo Massi, our Executive Director and with our Board of Directors over the past two years as President of H-N REACH. Leo leads this organization with unparalleled expertise and confidence. His passion for H-N REACH and the children and families in our communities is evident in everything he does. The Board of Directors is so thankful to him for his ability to model patience, flexibility, and determination during our work together.

In closing, let me thank all the incredible people who contribute to the mission of H-N REACH. Our Board of Directors is so pleased to have the support and confidence of our community partners, local leaders and funders, many of who join us here tonight. We extend a special thanks to all of the employees and volunteers who take our strategic directions and make them work for the children, youth, families and communities of Haldimand and Norfolk Counties. Together, we have achieved a great deal in the past year and we are ready to continue working alongside our *Heroes* to navigate the future together.

As I wrap up my two-year term as President, I leave you in the capable and experienced hands of Mark Smith who has the honour of leading the Board as your next President as we continue to grow and thrive in the future.

Thank you.



Stephanie Slaman  
President, Board of Directors



# GOOD REDDEN KLOSLER

Supporting Growth. Providing Direction.

Chartered Professional Accountants

## INDEPENDENT AUDITORS' REPORT

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To the Board of Directors of:

**HALDIMAND-NORFOLK RESOURCE, EDUCATION AND COUNSELLING HELP**

### Qualified Opinion

We have audited the accompanying financial statements of Haldimand-Norfolk R.E.A.C.H. which comprise the statement of financial position as at March 31, 2021, statement of changes in fund balances, statement of operations and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion section of our report, the accompanying financial statements present fairly, in all material respects, the financial position as at March 31, 2021, and the results of its operations and its cash flows for the year then ended in accordance with Canadian Accounting Standards for Not-For-Profit Organizations.

### Basis for Qualified Opinion

In common with many not-for-profit organizations, Haldimand-Norfolk R.E.A.C.H. derives revenue from the general public through donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, verification of this revenue was limited to the amounts recorded in the records of Haldimand-Norfolk R.E.A.C.H.. Therefore, we were not able to determine whether any adjustments might be necessary to revenue and net assets.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of Haldimand-Norfolk R.E.A.C.H. in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

### Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate or cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the financial reporting process.

### Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Continued



As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

*Good Redden Klosler LLP*

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CHARTERED PROFESSIONAL ACCOUNTANTS  
Licensed Public Accountants

Simcoe, Ontario  
June 29, 2021

# HALDIMAND-NORFOLK RESOURCE, EDUCATION AND COUNSELLING HELP

## STATEMENT OF FINANCIAL POSITION

As at March 31, 2021

(With comparative figures for the year ended 2020)

	Operating	Charity	Nevada	Replacement	Total	Total
	Fund	Fund	Fund	Reserve	2021	2020
	\$	\$	\$	Fund	\$	\$
<b>ASSETS</b>						
Cash	2,526,375	228,277	76,393	-	2,831,045	904,856
Accounts receivable - note 3	2,099,745	-	-	-	2,099,745	1,175,831
Due from other R.E.A.C.H. funds	16,750	-	668	-	17,418	36,600
Prepaid expenses	67,998	-	-	-	67,998	134,116
Investments	-	-	(670)	16,093	15,423	63,855
<b>Total current assets</b>	<b>4,710,868</b>	<b>228,277</b>	<b>76,391</b>	<b>16,093</b>	<b>5,031,629</b>	<b>2,315,258</b>
<b>Property, Equipment and Leasehold Improvements - Note 4</b>	<b>2,012,547</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,012,547</b>	<b>1,266,349</b>
<b>Total Assets</b>	<b>6,723,415</b>	<b>228,277</b>	<b>76,391</b>	<b>16,093</b>	<b>7,044,176</b>	<b>3,581,607</b>
<b>LIABILITIES AND FUND BALANCES</b>						
Accounts payable and accrued liabilities	2,860,033	-	-	-	2,860,033	1,795,499
Government remittances payable	133,153	-	-	-	133,153	94,913
Due to other R.E.A.C.H. funds	668	16,750	-	-	17,418	36,600
ELCC professional development fund	135	-	-	-	135	135
Current portion of mortgages payable - note 5	34,960	-	-	-	34,960	34,556
<b>Total current liabilities</b>	<b>3,028,949</b>	<b>16,750</b>	<b>-</b>	<b>-</b>	<b>3,045,699</b>	<b>1,961,703</b>
<b>Mortgages Payable - Note 5</b>	<b>335,307</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>335,307</b>	<b>370,254</b>
<b>Deferred Contributions - Note 7</b>	<b>1,105,307</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,105,307</b>	<b>115,081</b>
<b>Contingency - Note 13</b>	<b>1,154,502</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,154,502</b>	<b>-</b>
<b>Total Liabilities</b>	<b>5,624,065</b>	<b>16,750</b>	<b>-</b>	<b>-</b>	<b>5,640,815</b>	<b>2,447,038</b>
<b>Fund Balances</b>						
Unrestricted	1,099,350	211,527	76,391	-	1,387,268	1,081,079
Externally restricted - note 8	-	-	-	16,093	16,093	53,490
<b>Total Liabilities and Fund Balances</b>	<b>6,723,415</b>	<b>228,277</b>	<b>76,391</b>	<b>16,093</b>	<b>7,044,176</b>	<b>3,581,607</b>

Approved by: \_\_\_\_\_

# HALDIMAND-NORFOLK RESOURCE, EDUCATION AND COUNSELLING HELP

## STATEMENT OF CHANGES IN FUND BALANCES

For the year ended March 31, 2021

(With comparative figures for the year ended 2020)

	Operating	Charity	Nevada	Replacement		
	Fund	Fund	Fund	Reserve	2021	2020
	\$	\$	\$	\$	\$	\$
Fund Balance, Beginning of Year	801,937	205,490	73,652	53,490	1,134,569	1,111,605
Excess of Revenue over Expenditures for the Year	268,792	-	-	-	268,792	22,964
Interfund Transfers	28,621	6,037	2,739	(37,397)	-	-
Fund Balance, End of Year	1,099,350	211,527	76,391	16,093	1,403,361	1,134,569

# HALDIMAND-NORFOLK RESOURCE, EDUCATION AND COUNSELLING HELP

## STATEMENT OF OPERATIONS

For the year ended March 31, 2021

(With comparative figures for the year ended 2020)

				Replacement		
	Operating	Charity	Nevada	Reserve	2021	2020
	Fund	Fund	Fund	Fund		
	\$	\$	\$	\$	\$	\$
<b>REVENUE</b>						
Ministry funding	10,204,220	-	-	2,125	10,206,345	9,069,482
County funding	1,736,683	-	-	-	1,736,683	2,010,870
Hamilton Health Sciences Corp. funding	819,987	-	-	-	819,987	901,990
Other major funders	57,145	-	-	-	57,145	297,480
User fees	1,034,889	-	-	-	1,034,889	1,341,836
Canadian Emergency Wage Subsidy	1,275,112	-	-	-	1,275,112	-
Interest	-	-	-	-	-	3,747
Donations and fundraising	-	-	-	-	-	87,257
Other	210,167	-	-	-	210,167	341,991
<b>Total revenue</b>	<b>15,338,203</b>	<b>-</b>	<b>-</b>	<b>2,125</b>	<b>15,340,328</b>	<b>14,054,653</b>
<b>EXPENDITURES</b>						
Salaries and wages	6,220,997	-	-	-	6,220,997	6,666,858
Benefits	1,398,100	-	-	-	1,398,100	1,371,784
Travel	26,915	-	-	-	26,915	130,648
Professional development	43,605	-	-	-	43,605	70,349
Occupancy	546,495	-	-	-	546,495	604,448
Professional fees	172,496	-	-	-	172,496	121,657
Program supplies and start-up costs	136,139	-	-	-	136,139	156,999
Purchased services - client	417,175	-	-	-	417,175	571,320
Food	29,335	-	-	-	29,335	55,788
Community initiatives	3,091,262	-	-	-	3,091,262	2,491,562
Advertising and promotion	57,242	-	-	-	57,242	18,033
Telephone and internet	92,284	-	-	-	92,284	92,605
Office administration	236,031	-	-	-	236,031	200,263
Dues, fees and licences	41,337	-	-	-	41,337	19,484
Insurance	70,090	-	-	-	70,090	63,564
Capital asset expensed	37,014	-	-	-	37,014	27,241
Board expense and general meeting expense	4,469	-	-	-	4,469	23,942
Amortization	183,697	-	-	-	183,697	193,786
Caregiver, provider and facilitator fees	122,416	-	-	-	122,416	139,038
Respite contracts	915,315	-	-	-	915,315	823,337
Mortgage and loan interest	13,741	-	-	-	13,741	7,487
Funds repaid to funders	-	-	-	-	-	3,523
Accounts receivable write off's	26,991	-	-	-	26,991	7,288
Capital reserve allowance	-	-	-	2,125	2,125	2,125
Other	31,763	-	-	-	31,763	168,560
Contingency - note 13	1,154,502	-	-	-	1,154,502	-
<b>Total expenditures</b>	<b>15,069,411</b>	<b>-</b>	<b>-</b>	<b>2,125</b>	<b>15,071,536</b>	<b>14,031,689</b>
<b>Excess (Deficiency) of Revenue over Expenditures for the Year</b>	<b>268,792</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>268,792</b>	<b>22,964</b>



**HALDIMAND-NORFOLK RESOURCE, EDUCATION AND COUNSELLING HELP****STATEMENT OF CASH FLOWS**

For the year ended March 31, 2021

(With comparative figures for the year ended 2020)

	2021 \$	2020 \$
<b>Cash from Operating Activities</b>		
Excess (deficiency) of revenues over expenditures	268,792	22,964
Amortization of property, equipment and leasehold improvements	198,243	208,061
	467,035	231,025
Change in non-cash working capital accounts		
Decrease (increase) in accounts receivable	(923,914)	(472,849)
Decrease (increase) in investments	48,432	28,620
Decrease (increase) in prepaid expenses	66,118	85,977
Increase (decrease) in accounts payable and accrued liabilities	1,064,534	357,999
Increase (decrease) in government remittances payable	38,240	(2,102)
Increase (decrease) in contingency	1,154,502	-
Net cash generated through (applied to) operating activities	1,914,947	228,670
<b>Financing and Investing Activities</b>		
Increase (decrease) in mortgages payable	(34,543)	248,616
Net (purchase of) property, equipment and leasehold improvements	(944,441)	(515,073)
Increase (decrease) in deferred contributions	990,226	(9,923)
Net cash used in financing and investing activities	11,242	(276,380)
<b>Increase (Decrease) in Cash During the Year</b>	1,926,189	(47,710)
<b>Cash, Beginning of Year</b>	904,856	952,566
<b>Cash, End of Year</b>	2,831,045	904,856



# HALDIMAND-NORFOLK RESOURCE, EDUCATION AND COUNSELLING HELP

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2021

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### 1. PURPOSE OF THE ORGANIZATION

Haldimand-Norfolk Resource, Education and Counselling Help (R.E.A.C.H.) is a regional organization operating programs to ensure that there will be a socially and emotionally secure community of individuals and families living within the counties of Haldimand and Norfolk. R.E.A.C.H. is a not-for-profit organization and is a registered charity under the Income Tax Act.

### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### (a) Basis of Presentation

The financial statements are prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations (ASNFPPO).

#### (b) Fund Accounting

##### (i) Operating Fund

Revenues and expenses related to program delivery and administrative activities are reported in the Operating Fund

##### (ii) Charity Fund

Revenues and expenses related to general fundraising activities are reported in the Charity Fund.

##### (iii) Nevada Fund

Revenues and expenses related to Nevada tickets fundraising activities are reported in the Nevada Fund.

##### (iv) Replacement Reserve Fund

Revenues and expenses related to the statutory maintenance of a replacement reserve fund for the Ministry of Community and Social Services funding, relating to repairs for the Union (Simcoe) property, are reported in the Replacement Reserve Fund.

#### (c) Revenue Recognition

R.E.A.C.H. follows the deferral method of accounting for contributions.

Restricted contributions are recognized as revenue of the appropriate fund in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue of the appropriate fund when received or receivable if the amount to be received can be reasonably estimated and if collection is reasonably assured.

User fee revenue is recognized for services that have been provided, it is recognized when it is received or receivable and collection can be reasonably assured. Interest revenue is accrued as it is earned.

Other revenue includes revenue from rental units, funds that have been transferred from other budgets and is off set by the central administration allocation. Other revenue is recognized when it is received or receivable and collection can be reasonably assured.



# HALDIMAND-NORFOLK RESOURCE, EDUCATION AND COUNSELLING HELP

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2021

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### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(d) Expenses

Expenses are reported on the accrual basis of accounting. The cost of goods and services are recorded in the year acquired regardless whether or not payment has been made.

(e) Investments

All of the investments are carried at their fair market value and consist of guaranteed investment certificates (GIC's).

(f) Property and Equipment

Purchased property and equipment are recorded in the Operating Fund at cost. Contributed property and equipment are recorded in the Operating Fund at fair market value at the date of the contribution. Amortization is calculated on a straight-line basis over the capital assets' estimated useful lives at the following annual rates:

Building - Bramble (Townsend)	10 years
Building - Union (Simcoe)	10 years
Building - John (Simcoe)	40 years
Ramsey (Dunnville)	20 years
Furniture and equipment	5 years
Information technology equipment	3 years
Information technology software	5 years
Leasehold improvements	Evenly over the term of the lease
Vehicles	10 years

In accordance with the Ministry of Community and Social Services and the Ministry of Children and Youth Services accounting requirements, the Union (Simcoe) and the Bramble (Townsend) properties are amortized over the life of their related mortgages. Their annual amortization expense matches the mortgage principal payments made during the year on each property.

The costs associated with capital in progress are capitalized during the development phase of the capital project. Upon completion of the project, the assets are allocated to their respective property and equipment class and amortized at the applicable class rate.

(g) Accumulated Fund Balances

The Ministry of Community and Social Services and the Ministry of Children and Youth Services provide the majority of the funding for R.E.A.C.H. The applicable Ministry will request the repayment of excess funds. The excess funds are set up as accounts payable and recoverable by the Ministry. Effective June, 2018, these are collectively known as the Ministry of Community, Children and Social Services.



# HALDIMAND-NORFOLK RESOURCE, EDUCATION AND COUNSELLING HELP

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2021

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### 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(h) Financial Instruments

Financial instruments are recorded at fair value when acquired or issued. In subsequent periods, financial assets with actively traded markets are reported at fair value, with any unrealized gains and losses reported in income. All other financial instruments are reported at amortized cost, and tested for impairment at each reporting date. Transaction costs on the acquisition, sale or issue of financial instruments are expensed when incurred. Financial instruments are comprised of accounts receivable, short and long term investments, accounts payable and accrued liabilities and long term debt. All financial instruments are subsequently carried at amortized cost.

(i) Allocation of expenses

R.E.A.C.H. engages in several client support services and programs. The costs of each program includes the cost of personnel, marketing, premises and other expenses that are directly related to providing the program. R.E.A.C.H. also incurs a number of general support expenses that are common to the administration of the organization and its programs. R.E.A.C.H. allocates its general overhead and marketing expenses by identifying the portion of support applicable to each contract or program and/or the amount permitted by the funding source, which is generally based on a percentage of funding.

(j) Government Grants

Government grants and funding is recorded when there is reasonable assurance that R.E.A.C.H. has complied with and will continue to comply with all necessary conditions to obtain the grants and funding.

(k) Programs

R.E.A.C.H. administers many different types of programs. Some of these programs are 'managed by the Organization', while others are 'managed on behalf of others'. All programs are subject to audit attestation. Only programs 'managed by the Organization' are included in the combined statement of operations. The programs are segregated in the index to these financial statements between 'managed by the Organization' and 'managed on behalf of others'.

(l) Measurement Uncertainty

The preparation of financial statements in conformity with Canadian Accounting Standards for Not-for-Profit Organizations (ASNPO) requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates. The most significant estimates in the financial statements include the useful life of capital assets and the determination of accruals.

(m) Contributed Services

Volunteers contribute numerous hours to assist R.E.A.C.H. in carrying out certain aspects of its service delivery activities. The fair value of these contributed services is not readily determinable and, as such, is not reflected in the financial statements.

(n) Economic Dependence

The Ministry of Community and Social Services and the Ministry of Children and Youth Services provides the majority of the funding for R.E.A.C.H. and as such R.E.A.C.H. has the ability to continue viable operations and is dependent upon continued funding by the Ministries. The funding is based on approved expenditure levels for each program as set out by an agreement between the Ministries and the R.E.A.C.H. Any excess of revenue over expenditures subsidized by the Ministries will be requested to be returned.

(o) Comparative Figures

Certain of the comparative figures have been reclassified to conform to the current year financial statement presentation.



# HALDIMAND-NORFOLK RESOURCE, EDUCATION AND COUNSELLING HELP

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2021

### 3. ACCOUNTS RECEIVABLE

Included in accounts receivable is \$1,430,182 (2020- \$1,175,831) of trade receivable and \$669,563 (2020 - \$nil) of Canadian Emergency Wage Subsidy receivable.

### 4. PROPERTY, EQUIPMENT AND LEASEHOLD IMPROVEMENTS

	Cost	Accumulated Amortization	2021	2020
	\$	\$	\$	\$
Land - Bramble (Townsend)	39,500	-	39,500	39,500
Land - John (Simcoe)	132,975	-	132,975	132,975
Land - Ramsey (Dunnville)	75,000	-	75,000	75,000
Building - Bramble (Townsend)	162,010	154,324	7,686	9,125
Building - Union (Simcoe)	298,612	257,237	41,375	56,884
Building - John (Simcoe)	191,886	19,577	172,309	177,573
Building - Ramsey (Dunnville)	321,566	10,049	311,517	319,556
Furniture and equipment	789,080	492,405	296,675	206,366
Information technology equipment	310,715	252,783	57,932	52,541
Information technology software	373,021	286,297	86,724	120,932
Leasehold improvements	208,914	189,666	19,248	31,695
Vehicles	38,903	9,401	29,502	33,392
Capital in progress	742,104	-	742,104	10,810
	<b>3,684,286</b>	<b>1,671,739</b>	<b>2,012,547</b>	<b>1,266,349</b>

### 5. MORTGAGE AND LOAN PAYABLE

R.E.A.C.H. has a mortgage payable and loans payable. The mortgage payable is on the Union (Simcoe) property. The mortgage bears interest at 3.75% per annum, is repayable in blended monthly installments of \$1,358 and matures on September 1, 2023. The mortgage is secured by the Union (Simcoe) property. The current portion of the mortgage principal balance is \$14,560 (2020 - \$15,101) and the long-term portion is \$23,767 (2020 - \$38,855).

One loan is secured by the Ramsey (Dunnville) property. The loans interest at prime plus 0.49% annum, is repayable in blended monthly installments of \$1,574 and matures on March 19, 2031. The current portion of the loan principal balance is \$10,247 (2020 - \$9,909) and the long-term portion is \$252,417 (2020 - \$262,664).

The loan payable is secured by the John (Simcoe) property. The loans interest at 4.05% per annum, is repayable in blended monthly installments of \$1,091.17 and matures on February 8, 2022 and will be renewed. The current portion of the loan principal balance is \$9,612 (2020 - \$10,087) and the long-term portion is \$59,121 (2020 - \$68,735).

R.E.A.C.H. has the following anticipated total principal repayments over the next 5 years:

	Union (Simcoe)	John (Simcoe)	Ramsey	Total
	\$	\$	\$	\$
2021	15,101	9,612	10,247	34,960
2022	15,683	-	10,595	26,278
2023	8,063	-	10,956	19,019
2024	-	-	11,328	11,328
2025	-	-	11,714	11,714



# HALDIMAND-NORFOLK RESOURCE, EDUCATION AND COUNSELLING HELP

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2021

### 6. OPERATING LINE OF CREDIT

The Organization has an available line of credit for \$185,000 at prime lending rate plus 0.75%. The outstanding balance as at March 31, 2021 was \$nil (2020 - \$nil).

### 7. DEFERRED CONTRIBUTIONS

Deferred Contributions represent funding provided to R.E.A.C.H. for specific programs which will not be utilized until future years.

	2021	2020
	\$	\$
Deferred Contributions - Beginning of Year	115,081	125,004
Add: Current Year Deferred Contributions	1,013,779	-
Less: Deferred Contributions Used During the Year	(23,553)	(9,923)
	<b>1,105,307</b>	<b>115,081</b>

### 8. EXTERNAL RESTRICTIONS ON FUND BALANCES

The Replacement Reserve Fund is restricted by the Ministry of Community and Social Services for repairs made on the Union (Simcoe) property. The fund balance of \$16,093 (2020 - \$53,490) is restricted for this purpose.

### 9. INTERFUND TRANSFERS

The Charity Fund and the Nevada Fund each transferred funds to/from the Operating Fund to support programs operated by R.E.A.C.H.

### 10. RELATED PARTY TRANSACTIONS

R.E.A.C.H. is the sponsor agency for Community Action Program for Children (C.A.P.C.) via a Letter of Understanding. Although C.A.P.C. is not a legal entity unto itself, it is regarded as a non-managed fund and it is required to maintain a separate bank account. C.A.P.C.'s net assets are included as a payable balance in the Statement of Financial Position under the Operating Fund and all of C.A.P.C.'s Statements of Revenues and Expenditures are reported as non-managed funds.

### 11. LEASE COMMITMENTS

R.E.A.C.H. has the following payments required under operating leases for rental property:

2022	283,704
2023	27,440
2024	<u>18,293</u>
	<u><u>329,437</u></u>



# HALDIMAND-NORFOLK RESOURCE, EDUCATION AND COUNSELLING HELP

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended March 31, 2021

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### 12. FINANCIAL INSTRUMENT RISK

Financial instruments consist of cash, accounts receivable, investments, accounts payable, accrued liabilities and mortgage payable.

Cash, accounts receivable, accounts payable, and accrued liabilities are all short-term in nature and as such, their carrying values approximate fair value.

Investments consist of guaranteed investment certificates (GIC's) which approximate their fair value.

Mortgage payable is at the prevailing market rate and therefore approximates its fair value.

Some fee-based-revenue is made on credit and is subject to normal credit risk for service agencies. Adequate provisions have been made for anticipated uncollectible amounts.

R.E.A.C.H. is exposed to various risks through financial instruments and has a framework to monitor, evaluate and manage these risks. The following analysis provides information about risk exposure and concentration as of March 31, 2021:

#### Credit Risk

Credit risk arises from the potential that a counterparty will fail to perform its obligations. The nature and significant number of service participants and the significance of the funding received from Ministry of Community and Social Services and the Ministry of Children and Youth Services minimizes the exposure to credit risk as R.E.A.C.H. does not extend significant credit in the form of trade receivables.

#### Liquidity Risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. R.E.A.C.H. is exposed to this risk mainly in respect of its receipt of funds from service participants and other related sources and financial obligations with banking institutions. The nature and significant number of service participants and suppliers minimizes liquidity risk as R.E.A.C.H. does not maintain significant trade payables or receivables. Current amounts due in respect of long term financial obligations are considered manageable.

#### Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk, and other price risk. R.E.A.C.H. is mainly exposed to interest rate risk. Interest rate risk is the risk that the value of a financial instrument might be adversely affected by a change in interest rates. R.E.A.C.H. is exposed to interest rate risk in respect of its long term financial obligations. Interest rate risk is minimized as the interest rate is fixed.

### 13. CONTINGENCY

During the year, the Organization was required to apply for federal funding in order to secure certain funding. The Organization received funding under the Canadian Emergency Wage Subsidy Program which has resulted in a surplus of funding for payroll costs during the year. The Organization recognizes that the surplus may need to be paid back to a funder and has recorded a provision for the full amount of \$1,154,502.

### 14. COMPARATIVE FINANCIAL STATEMENTS

The comparative financial statements have been reclassified from statements previously presented to conform to the presentation of these financial statements.







I am pleased to provide the membership of Haldimand-Norfolk Resource, Education and Counselling Help (H-N REACH) this Executive Director's Report for the fiscal year 2020-21. H-N REACH is now in its 40<sup>th</sup> year of providing community-based services to children, youth, adults and families in the counties of Haldimand and Norfolk and beyond. This report will highlight some of the more significant developments of the past fiscal year and provide an overview of some of our major directions for 2021-2022.

H-N REACH is an accredited, multi-service, multi-sector agency that serves approximately 10,000 children, youth, individuals, and families per year. The agency is funded by multiple sources to provide a variety of programs, information, education, community development and service planning functions. The organization currently employs 187 people, maintains a base of approximately 68 volunteers, 56 Special Services at Home/Respite Workers, 35 Host Families, and contracts with 5 additional psychotherapists to provide services throughout Haldimand and Norfolk Counties.

Through our Contact Unit, the agency serves as the single point of access for local and regional children's services funded by the Ministry of Children, Community and Social Services (MCCSS) and the Ministry of Health (MOH). Our Contact Team also coordinates the Service Resolution function for area children and youth whose needs cannot be met through existing funded services. H-N REACH serves as the appointed Lead Agency for:

- Regional Student Nutrition Program (since 2004)
- Child and Youth Mental Health (since 2014)
- Service Coordination Agency under the provincial Special Needs Strategy (since 2016)

H-N REACH is governed by a 10-member volunteer Board of Directors that meets monthly to govern the affairs of the agency. In carrying out their responsibilities, the Board ensures that their work is connected and integrated with the work of other groups in our local communities and regional area. These efforts ensure that the application of our resources is consistent with community needs and that our directions are complementary to the efforts of other groups and organizations providing services to children, youth and families in Haldimand and Norfolk Counties.

#### ***Our Mission***

*Haldimand-Norfolk REACH promotes and supports social inclusion and community well-being by providing coordinated access, planning, programs and services for individuals and families.*

In support of the above Mission Statement, H-N REACH continues to work toward the directions outlined in the agency "Ends Policies" established by our Board of Directors. Our directions are focused on:

- Prevention and early intervention
- Information and education
- Accessibility
- Service delivery appropriate to needs and through a timely response

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The agency's strategic plan identifies 5 key directions designed to ensure that we strive for and maintain excellence in the areas of:

- A healthy work environment for employees, volunteers and Board
  - Innovation
  - Service participant engagement
  - Targeted growth and development
  - Continuous quality improvement based on evidence and evaluation
- 

#### **Our Funders:**

- Ministry of Children, Community and Social Services
  - Ministry of Health
  - Ministry of Attorney General
  - Public Health Agency of Canada
  - Hamilton Health Sciences Corporation
  - Norfolk and Haldimand Counties
  - United Way of Haldimand and Norfolk
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#### **Celebrating our Heroes During COVID-19:**

In the winter of 2020, a coronavirus world pandemic was identified by the World Health Organization and by March 2020, the Province of Ontario had issued a Declaration of Emergency and a variety of Emergency Orders. The introduction of COVID-19 led to society shutdowns, workplace closures, limits on social contacts and a variety of other public health measures designed to slow the spread of the virus, protect vulnerable citizens, and manage the impact on the health system. The COVID-19 pandemic was present throughout the entire period covered by this report.

At the time of this writing, 15 months have passed since the pandemic was first identified and emergency measures were put into place. During this time, the province of Ontario was subjected to three successively heightened waves of the COVID-19 pandemic which resulted in a significant and prolonged altered state of being for the children, youth, and families of Haldimand and Norfolk Counties and the community agencies that provide them with essential public services. Throughout this same period, communities and organizations were subjected to three different provincial response frameworks as governments and the scientific community worked to understand, control, and mitigate the effects of this dynamic and significant pandemic experience.

For agencies such as H-N REACH, most service delivery models were required to immediately shift to new and safer ways of providing essential public services while temporarily and periodically closing down programs that could not be safely operated through the various phases of the pandemic. For the children, youth and families who rely on our services, this meant that service interruptions or modifications became a regular part of their service experience. For agency employees, this meant that their work became significantly more complicated and that a great deal of additional effort was required to accommodate the various safety measures that were put into place.

The prolonged nature of this pandemic tested our collective resiliency and resolve through our determined efforts to maintain our services during a period when they were needed the most by our communities. For children, youth and families, many challenges and obstacles were faced as they

adjusted their daily lives, experiences, and routines to meet public health requirements while doing their best to meet their ongoing basic needs for health, safety, learning, wellbeing, and connections in community life.

Fiscal 2020-21 was truly an exceptional period of time marked by uncertainty, disruption, confusion, anxiety and in some cases, tragic circumstances for households across our service area. It was also a period of time marked by community spirit, collective effort, volunteerism, creativity, and resiliency. For this year's AGM, our Board of Directors has selected the theme of ***Celebrating our Heroes*** to recognize and celebrate the exceptional efforts of our service participants, employees, volunteers, community partners and Board of Directors as we all navigated our way through the COVID-19 world pandemic over the past year.

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### 2020-2021 Service Delivery Highlights:

Autism and Behaviour Services:	<ul style="list-style-type: none"> <li>• 278 service participants</li> <li>• 30 families supported through Fun Nights</li> </ul>
Children's Mental Health Services:	<ul style="list-style-type: none"> <li>• 752 service participants</li> <li>• 109 engaged in targeted prevention</li> <li>• 752 supported through Service Coordination</li> </ul>
Contact Haldimand Norfolk:	<ul style="list-style-type: none"> <li>• Processed 651 new referrals</li> <li>• 7 supported through Service Resolution process</li> <li>• 44 children served in Coordinated Service Planning</li> <li>• 38 children served in the FASD Program</li> </ul>
Developmental Services:	<ul style="list-style-type: none"> <li>• 599 service participants</li> <li>• 411 nights and 29,741 hours of respite</li> </ul>
Early Learning and Care Services:	<ul style="list-style-type: none"> <li>• 203 children served in licensed childcare</li> <li>• 1,133 families involved in services</li> </ul>
Early Childhood Intervention Services:	<ul style="list-style-type: none"> <li>• 116 service participants supported through FEIP</li> <li>• 41 community programs supported through FEIP</li> <li>• 204 service participants supported through CAPC and ICDS</li> </ul>
Family Services:	<ul style="list-style-type: none"> <li>• 657 service participants</li> </ul>
Regional Student Nutrition Programs:	<ul style="list-style-type: none"> <li>• 50,500 students, 3,489,523 meals</li> <li>• 44 local programs and 15 COVID-19 initiatives served 7,280 children 419,121 meals</li> </ul>
Youth Services:	<ul style="list-style-type: none"> <li>• 69 service participants</li> <li>• 819 nights of residential service</li> </ul>

### Modifications to H-N REACH Services During COVID-19:

During the past fiscal year, H-N REACH was faced with the challenge of making abrupt and dramatic changes to our service delivery models across our various sectors. As we cycled our way through the various phases of the COVID-19 pandemic, our programs experienced various levels of restrictions, new requirements, and modifications as more was learned about the transmission and protective measures associated with the virus. At each of these turns, the agency made the required

modifications to our service plans and operations in order to remain in compliance with these public health measures and guidance directives issued by our various funders and regulators. At each of these turns, our employees, service participants, funders and community partners were advised accordingly. In a multi-service agency such as H-N REACH, the logistics associated with such processes are complex and require effective communication and coordination practices.

Throughout the past year, H-N REACH operations were guided and advised by an internal COVID-19 Transition Team that was charged with the task of developing an agency plan and help track external developments related to the pandemic. The agency plan was then used to inform and help guide unit specific plans that were developed and maintained for each department of the agency. With each of these developments, our program teams were mindful in ensuring that the required measures were applied in a manner causing the least amount of disruption to the service experience while ensuring the suitable level of caution in the safe provision of services. The primary goal across all of our services was to maintain maximum continuity while operating safely, responsively, and effectively. Our COVID-19 Transition Team played a key role in helping us achieve this.

To support our service delivery efforts, required modifications were also made to our financial management operations, human resources practices and information technology systems. At the governance level, our Board of Directors adjusted their practices accordingly, ensuring that their time and attention were directed to priority areas as commanded by the state of the public emergency at any given point in time.

The following is a sampling of the various modifications and practices that were employed to safely address the needs of children, youth, individuals, and families in the past fiscal year.

- Throughout the COVID-19 pandemic, most service participants continued to have direct and regular contact with H-N REACH professionals through phone calls, virtual appointments, and electronic communications.
- Children, youth, and families who required the direct delivery of essential services were provided with face-to-face services in our offices, outdoor session, family homes and community facilities making use of enhanced safety practices.
- Service coordination and collaborative work with partner agencies were maintained through video conferencing and other virtual options.
- Specific programs were closed and re-opened as allowed under the provincial framework(s) at any given point in time.
- Group programs offered by the agency were delivered using virtual platforms.
- Service participants were provided with additional equipment, resources, and life necessities by tapping into various funding programs made available through all three levels of government, funding agencies and the United Way of Haldimand-Norfolk.
- H-N REACH shared talent and resources with other related services and agencies to collaborate on collective impact projects and focus on key community needs.
- H-N REACH's Union House program quickly shifted programming to focus on virtual options for residents to stay connected with family and friends and navigate on-line learning. Union House has remained open for this entire period and has carefully admitted new residents using enhanced safety practices.
- Our Early Learning and Care Unit provided emergency child care for essential public workers.
- Most financial operations transitioned to paperless systems to ensure business continuity throughout the pandemic period.

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- Various hardware and software upgrades were completed on our information technology systems to ensure our ongoing capacity to meet the heightened demands on our system.
  - A variety of human resources practices and policies were developed throughout this period to support our employees and quickly respond to individual circumstances that impacted the work.
  - An extensive communication plan was implemented to keep all of H-N REACH employees up to date on COVID-19 developments and related agency practices.
  - Child, youth and family communication tools were developed to assist service participants in accessing and engaging our services.
  - All Board responsibilities, functions and meetings were maintained using virtual options.
  - Regular contact was maintained with funders and regulars to ensure effective and timely communications.

### **2020-2021 Community Information and Education Highlights:**

Despite the challenges posed by the COVID-19 pandemic, H-N REACH worked hard to deliver on its mandate to provide information, consultation, education, and training services to our local communities. The agency addressed this function through various means across all service departments. Highlights for this past year include:

- The agency provided 78 education events that reached 6878 participants. This included 21 workshops provided to community groups and partner agencies.
- Our Contact Unit provided 347 consultations to children, youth and families.
- Your Guide is made available electronically 3 times per year to households across Haldimand and Norfolk Counties.
- H-N REACH participates in the Brant Haldimand Norfolk Information Network which supports the ongoing operations of the Brant/Haldimand/Norfolk Community Information Database. This database provides information on community services to the public as well as supplying up to date data to Ontario's 211 Information System. ([www.bhn-info.ca](http://www.bhn-info.ca))

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### **Provincial Affiliations:**

H-N REACH maintains a prominent presence in local, regional and (where applicable), provincial affairs. The multi-service composition of our agency requires that we relate to a variety of external organizations that deal with all age groups and many service sectors. Relationships with our sector partners are key to our continued success and ensuring that the agency provides the best possible services to our children, youth, families, and communities. These connections also provide us with the opportunity to contribute our perspectives, expertise, and resources to broader provincial directions.

During this past year, H-N REACH was fortunate to be working with and share resources with our sector partners as we navigated our way through this pandemic period. Our provincial associations have been critically helpful in ensuring that we have access to timely information, are engaged in opportunities to help influence public policy and are provided with tools and resources to address the variety of issues that have surfaced in providing services during a major pandemic.

We are proud to be active members of:

- Children's Mental Health Ontario
- Family Support Institute Ontario
- Autism Ontario
- Community Living Ontario

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- Ontario Agencies Supporting Individuals with Special Needs
  - Adult Protective Services Association of Ontario
  - Family Service Ontario
  - Association of Early Childhood Educators of Ontario
  - Canadian Child Care Federation
  - Early Childhood Resource Teacher Network of Ontario
  - Infant Mental Health Promotion (IMP)
  - Ontario Coalition for Better Child Care
  - Professional Administrators of Volunteer Resources-Ontario
  - Ontario Association for Infant and Child Development
  - Canadian Criminal Justice Association
  - Canadian Association of Family Resource Centres
  - Ontario Network of Special Needs Resourcing Programs
  - Student Nutrition Ontario Network
  - EarlyON Provincial Network
  - Coordinated Service Planning Provincial Network
  - Child and Youth Mental Health Lead Agency Consortium
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### **The Road Ahead 2021-2022:**

Mental health and addiction services for both children and adults are part of an ongoing transformation effort across the Province of Ontario. In March 2020, the provincial government released the *“Roadmap to Wellness, a plan to build Ontario’s mental health and addictions strategy”*. This new framework documents the future state of mental health and addiction services and is accompanied by a commitment to invest \$3.8 billion over a 10 year period. This unprecedented, and significant level of investment is long-awaited and welcome news, particularly for child and youth mental health services. In the past year alone, this new funding has resulted in the addition of two psychotherapists, a Group Services Worker, an In Home/Crisis worker and some new service options within the child and youth mental health programs offered at H-N REACH. To accommodate this current and expected future growth, we have split our child and youth mental health programs into two separate but integrated units. This new pilot structure will be reviewed, evaluated, and adjusted over the course of the next twelve months. This is a promising time for mental health and addictions services in Ontario and H-N REACH is pleased to be working with the Ministry of Health and the 30 other Child and Youth Mental Health Lead Agencies to advance these essential services.

As part of the ongoing implementation of the new needs-based Ontario Autism Program, the government of Ontario has invited public and private organizations to submit applications and community-based proposals to provide:

- Caregiver-mediated Early Years Programs
- Independent Intake Organization
- Urgent Response Services
- Early Years Entry to School Program
- Foundational Family Services

For the past several months, H-N REACH has been collaborating with Hamilton Health Sciences Centre, Lansdowne Children’s Centre, Bethesda Community Services, Niagara Children’s Centre and Six Nations Health Services in the development and submission of proposals to jointly offer Foundational Family Services, Caregiver Mediated Early Years Services and Entry to School Programs in the Hamilton-Niagara Region. H-N REACH is also collaborating with the 8 other Coordinated Service Planning Lead Agencies in the MCCSS West region to jointly offer Urgent Response Services for children with ASD and their families. These new directions in the Ontario Autism Program are the result of

extensive study, consultation, and re-thinking of how children and families are best supported through these publicly funded services. H-N REACH is pleased to be a part of these collective efforts and we look forward to offering our expertise to the advancement and delivery of these important programs to our local families.

In addition to these two major transformation initiatives, we anticipate a post-pandemic, renewed drive for further opportunity and progress through the following other major service initiatives and directions:

- The ongoing implementation of Ontario's *Special Needs Strategy*.
- The ongoing implementation of Ontario's plan for Student Nutrition Programs.
- Ontario's Renewed Early Years and Child Care Policy Framework.
- Ontario's Child Welfare Redesign Strategy
- *Journey to Belong: Choice and Inclusion* (Developmental Services).
- The ongoing development of community-based supports for children/youth with complex needs.
- The ongoing development of Ontario Health Teams.

### **In Summary:**

As the Province of Ontario exits its third wave of the COVID-19 pandemic, the health and human services sectors are witnessing and experiencing the dramatic results of many children, youth, individuals and families succumbing to the stressors that accompany the prolonged period of distress, isolation, and uncertainty of the past 15 months. Suicide, overdoses, family violence, mental health distress rates, academic issues, homelessness, and economic insecurity are all getting significant attention in media reports and research findings. In short, people are tired, frustrated, worried, confused and sometimes overwhelmed by the current and prolonged altered state of being. These issues are playing out across the communities of Haldimand and Norfolk Counties and are clearly present in the caseloads of our various programs. It is also anticipated that these issues will result in long-term consequences for people long after the pandemic has passed.

As a multi-service agency that serves many households in our service area, we are a protective factor for many families, and we form an integral part of the important safety net for our communities. While we have always recognized the value of the services provided by H-N REACH, our current public health crisis has brought this recognition to a new level of focus and prominence. While we are pleased and proud to be playing a helpful role for our communities, we are likewise collectively burdened by the thought that our services are sometimes (and perhaps often) falling short of the actual need. In the days ahead, we will continue to be challenged to effectively respond to increasing service demands while living within the publicly funded resources that are entrusted to our care. These resource-vs-needs tensions will be key considerations in our service plans for fiscal 2021-22.

The employees of H-N REACH have done an extraordinary job rising up to these challenges and finding new creative ways to support the people who turn to us for assistance and support. It is important to recognize however, that the very stressors that impact our service participants are simultaneously impacting our employees in similar ways. The return to virtual learning for example, has necessitated a number of our employees requesting a leave of absence in order to attend to the education and supervision needs of their own children. The restrictions and protocols associated with the COVID-19 pandemic have also had a depleting effect on many professionals who have found this mode of work to be wearing over time. Extra effort and energy are needed to do the work; while the outcomes of these extra efforts are reduced by the less-than ideal circumstances. Working harder for reduced outcomes is exhausting and at times, demoralizing. As we work our way out of this third (and hopefully final) wave of COVID-19, we will need to maintain our heightened efforts to support our employees so that they can continue to provide the best possible services to the children, youth and families of Haldimand and Norfolk Counties.



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**In Appreciation:**

As always, I would like to express my appreciation for the commitment and talents of our professional service delivery, administrative and management employees who carry out the important work of this agency. During this past year in particular, the creativity, determination, and flexibility of our team of dedicated professionals enabled H-N REACH to deliver most of its services, in some modified form, during particularly challenging times. At H-N REACH, we have always recognized that our employees are our greatest resource and in the past 15 months, they have demonstrated their extraordinary level of commitment to the important role they play in contributing to the overall health and well-being of our children, youth, individuals, and families.

On behalf of the Board and staff of H-N REACH, I would also like to take this opportunity to offer our thanks to the hundreds of financial and in-kind supporters of this organization. Collectively, our donors and volunteers provide thousands of hours of direct service and significant supports that help fill some of the gaps left open by our funded services. During the past year, H-N REACH was grateful to receive many donations of goods and funds that we continue to make available to families in Haldimand and Norfolk Counties who are experiencing extraordinary pandemic related challenges. All of these donations made a significant difference and helped some of our local children, youth and families make it through some difficult times. These contributions also communicate a strong message of community caring that has been critically important to some of our marginalized populations who have been disproportionately affected by the COVID-19 pandemic.

On behalf of our employees, I wish to thank and acknowledge the Board of Directors, under the leadership of our President Stephanie Slaman, for the wisdom, guidance, and vision they bring to this organization. Their exceptional leadership continues to play a key role in creating the right conditions that enables H-N REACH to deliver our essential services under particularly challenging circumstances. In the past year, members of our Board of Directors have continued to make a specific point of being present at each of our bi-weekly staff meetings and directly encouraging and supporting the work of our employees. These extra efforts are recognized and appreciated.

And finally, I extend the thanks of H-N REACH to all our funders for your continued trust and support. By working together with us, we have been able to face the challenges associated with the COVID-19 pandemic and successfully deliver our essential, albeit modified, services to the children, youth and families of Haldimand and Norfolk Counties.

Together, we continue to make a difference!



Leo Massi, M.S.W., R.S.W.  
Executive Director