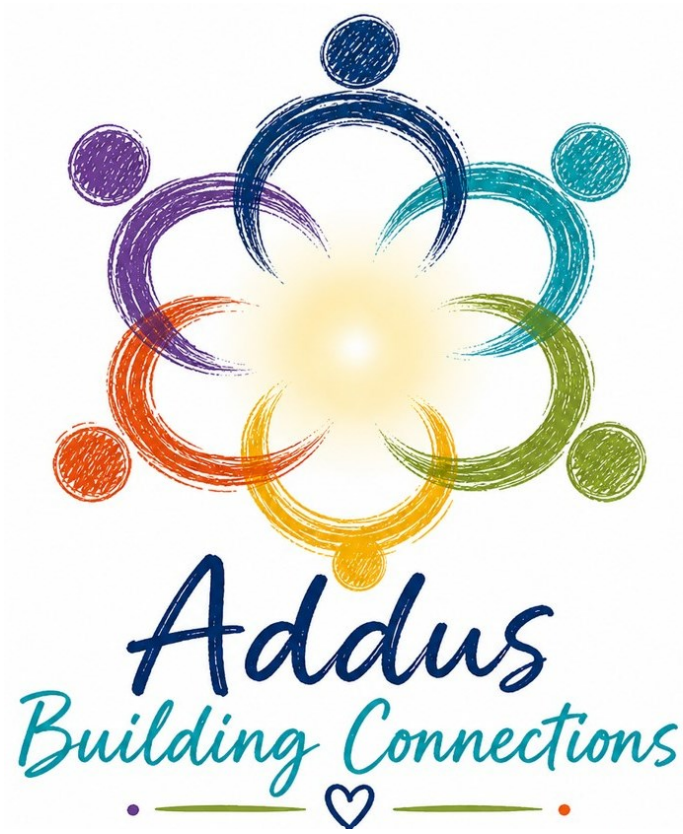
addus

2025-2026 Annual General Meeting Report

Building Connections



"Connection can be defined as the energy that exists between people when they feel seen, heard, and valued; when they can give and receive without judgment; and when they derive sustenance and strength from the relationship." -*Brené Brown*

In this report:

- A Year In Review
- Corporate Governance Committee Report
- *Quality and Risk* Committee Report
- Finance Committee Report
- Fundraising Report
- Day Supports Report
- Staff Teams

Please help yourself to some refreshments. Coffee/tea donated by Starbucks Coffee!

A Year In Review 2025-2026

addus
developmental disabilities
& community partnerships

Building Connections

This past year has been about connection—but more importantly, it has been about the people who make those connections possible.

At the heart of everything we do are our participants—the individuals who show up each day with openness, courage, and a willingness to try something new. Their growth, their voices, and their experiences continue to shape not only our programs, but the communities they are part of.

Over the past year, we have supported over 85 participants across our programs—each person engaging in a range of community placements, activities, and partnerships that create meaningful opportunities to connect, contribute, and be part of their communities.

This past year also marked the launch of our Strategic Plan—one that was shaped through the voices and perspectives of participants, families, staff, Board members, and community partners.

This collective process reflects who we are as an organization and reinforces our commitment to building not just programs, but shared direction and purpose. In many ways, the process of building the plan reflected the very connections we aim to foster every day.

Through this plan, we have focused on strengthening community connections, expanding meaningful opportunities for participants, and ensuring that our growth remains thoughtful, responsive, and sustainable. This includes a continued focus on expanding community-based experiences and increasing opportunities for participants to take on more active and contributing roles.

This work continues to position Addus as a strong and growing presence within the community.

We are already seeing this come to life through initiatives like Smashing Good Piñatas and the expansion of community-based opportunities, where participants are not only engaging in activities, but building real relationships and contributing in meaningful ways.

Surrounding our participants is a circle of support that makes this work possible.

Our staff bring care, consistency, and a deep commitment to meeting each person where they are. They create spaces where individuals feel safe to explore, to connect, and to belong.

Our families are essential partners in this work. Their trust, collaboration, and advocacy help strengthen the foundation we build on every day.

We are also guided and supported by our Board of Directors, whose leadership and dedication ensure that we remain grounded, thoughtful, and forward-looking in all that we do.

And this year in particular, we have seen the impact of our growing network of community partners—now including over 30 organizations and individuals who believe in inclusion, who open their doors, and who create opportunities for participants to engage in meaningful ways.

These partnerships have led to real, consistent experiences—volunteering, skill-building, and connection—that extend far beyond our program walls and are becoming a regular part of participants' weekly routines.

We have seen participants take on new and evolving roles in their communities—through opportunities like volunteering with local organizations, engaging in initiatives such as StopGap, and expanding programs like Smashing Good Piñatas.

For some participants, what began as a weekly opportunity has grown into something more—being recognized by name, welcomed into a space, and seen as part of a team.

These moments represent more than activity—they represent confidence, contribution, and a growing sense of purpose.

At the same time, some of the most meaningful outcomes cannot be measured in numbers.

They are found in friendships that continue beyond program hours, in conversations that turn into relationships, and in the sense of belonging that develops when people feel seen, accepted, and valued.

In spaces like our Art Studio, these connections have extended beyond participants to families as well, creating a broader sense of community that continues outside of Addus.

These connections are not only meaningful—they are creating real pathways to participation, independence, and community inclusion.

Vision: Adults with developmental disabilities are included in their community and hold valued social roles.

Mission: To foster the dignity and respect of adults with developmental disabilities, in partnership with our communities, by facilitating choice, creating community based opportunities and promoting independent living skills.

Values: Personal choice, individuality, empowerment, continuous learning, meaningful activity, friendships and fun.

A Year In Review 2025-2026

None of this work happens in isolation—and it also doesn't happen without support.

This year, we are deeply grateful to the individuals, organizations, and partners who have chosen to invest in this work and in the people we support.

We would like to acknowledge funders such as the Azrieli Foundation and Catholic Charities, whose contributions have helped sustain and grow initiatives like Smashing Good Piñatas—creating meaningful opportunities for participants to build skills, confidence, and community connections.

We also recognize our primary funder, the Ministry of Children, Community and Social Services, whose ongoing support enables us to deliver consistent, quality programming each day.

To our donors and supporters—and to everyone who comes together for events like the Addus Walk—thank you.

Your support reflects something powerful: a shared belief in inclusion, community, and opportunity.

These contributions are not just financial—they are expressions of trust, partnership, and a collective commitment to making a difference. These contributions allow us not only to sustain our current programs, but to thoughtfully expand opportunities in response to growing needs.

As we continue to grow, the need for this work—and the support behind it—continues to grow as well.

We also recognize that this work is happening within a broader context—where the need for inclusive supports continues to grow, and where advocacy for people with disabilities remains essential.

This makes the strength of our partnerships, our community, and our shared commitment even more important.

"I didn't just find something to do—I found people I belong with." JN

At Addus, this work often happens in small, everyday moments.

It's in the time taken to listen, to adjust, to notice when something isn't quite right, and to respond in a way that supports each person as an individual.

These moments may not always be captured in numbers, but they are where trust is built, where confidence grows, and where people begin to feel a true sense of belonging.

This is what makes this work meaningful—and what continues to guide us each day.

This is what Building Connections truly looks like.

It is not just about programs or partnerships—it is about people coming together, forming relationships, and creating opportunities that would not exist in isolation.

Addus plays a role in this—but it is the collective effort of participants, staff, families, Board members, funders, donors, and community partners that brings it to life.

Together, we are not only supporting individuals—we are building a community where people feel they belong, where they are recognized for who they are, and where they have opportunities to grow and contribute.

As we look ahead, we will continue to deepen these connections and expand opportunities that reflect the strengths, goals, and potential of the people we support.

It's important that we don't focus only on the business side of this work—even though those pieces are important.

At its core, this is about listening—to people, to who they are, to what matters to them, and supporting them in discovering their own strengths, their own voice, and their own potential.

It's about helping someone have a good day. And then another.

Because one good day leads to another—and over time, that changes everything.

It changes how people see themselves, how they connect with others, and how they are experienced within the community around them.

And in the end, that's what this work is really about.

As these connections continue to grow, so does the impact—creating more opportunities for participation, stronger community presence, and a deeper sense of belonging for the individuals we support.

Connections are where opportunity begins—and this year, we've seen just how powerful those connections can be, one day at a time.

Respectively Submitted:

Carol Larbi Board Chair and Mary Vieni, Executive Director

June 2026

"Communication is merely an exchange of information,

but connection is an exchange of our humanity." -Sean Stephenson

Addus 2025-2026 Corporate Governance

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Addus 2025-2026 Corporate Governance Report

The Corporate Governance Committee was created in 2008 by the Board of Directors of Addus. The objective of the committee is to develop and maintain governance principles at Addus which are consistent with the highest standards of corporate governance, and to review and assess on an ongoing basis Addus's system of corporate governance.

The Governance Committee is responsible on an ongoing basis for:

- Identifying and recommending candidates for election or appointment to the Board;
- Ensuring that orientation programs are in place for new directors to the Board;
- Ongoing education for all directors to ensure that their knowledge and understanding of Addus and their responsibilities as Directors are kept current;
- Developing and recommending to the Board a process for assessing the Board, its committees and individual directors, including the Board and committee chairs.

The Corporate Governance Committee has had a productive year and we have achieved or made progress towards completing our goals as well as carrying out our annual responsibilities. The following initiatives were undertaken in fiscal 2025-26:

- Completed the annual Board Self-Evaluation, which identified skill gaps within the Board's current membership.
- Carried out the annual Executive Director Performance evaluation.
- Conducted Annual Board Orientation Session at our September 2025 meeting.

The Corporate Governance Committee respectively submits this report.

June 2026

"Strong organizations are built through relationships, trust, and a shared commitment to people."

2025-2026

Board Members:

Chair

Carol Larbi

Vice Chair/Treasurer/Finance Committee

David Vickers

Finance Committee/Secretary

Marian Lim/Lauren Lau

Chair of Quality & Risk Committee

Carol Larbi

Quality and Risk Committee

Stella Grange

Chair of Corporate Governance Committee

Sandy McMillan

Corporate Governance Committee

Frances Baillargeon

Board Member/Secretary

Christine Odunlam

Many thanks to all the board members that volunteer their time and expertise to further enrich the lives of the participants at Addus and the community.

Addus 2025-2026 Corporate Governance

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Building Connections Through Growth and Inclusion

As Addus moves into the next phase of its Strategic Plan, these priorities reflect our ongoing commitment to strengthening community connections, expanding opportunities, and supporting people in living meaningful and inclusive lives.

Moving Forward with our new Strategic Planning Priorities for 2026-2028. The six strategic priorities are:

- ◊ Expand programs, variety and visibility
- ◊ Focus on financial stability and sustainability/including focus on fundraising
- ◊ Focus on progressive programming/ life skills/independence/increasing work/volunteer opportunities
- ◊ Focus on supports for aging participants
- ◊ Increase administrative capacity to maintain and sustain current and future growth
- ◊ Increase French language capacity within the organization

Together, these priorities will guide Addus in strengthening supports, deepening community connections, and preparing responsibly for future growth.

Building Connections Through Leadership, Inclusion, and Community

Effort and Quality

Addus 2025-2026 Quality and Risk Committee Report

The Quality Risk Committee ensures that appropriate quality indicators of services and supports are in place to measure Addus' performance and to foster continuous quality improvement. This committee monitors indicators and seeks proactive approaches for certain unexpected occurrences. This focus enables Addus to strengthen its commitment to quality programming.

THE QUALITY RISK COMMITTEE IS RESPONSIBLE FOR:

√ Periodic monitoring and review of achievement of quality indicators.

√ Identifying barriers to achieving Addus' vision and present recommendations to the board of directors to address them.

√ Complete analysis of targets and outcomes achieved to ensure continuous quality improvement.

THE QUALITY AND RISK COMMITTEE COMPLETED THE FOLLOWING:

- Monitored the Annual Checklist to ensure Addus remains on track with quality indicators.
- Ensured ongoing monitoring of the Basic Assurances Outcomes and Business Continuity Plan Outcomes for Addus and presented the results to the Board.
- Monitored Preventing Workplace Violence Committee and presented the results to the Board.
- Reviewed Health and Safety Inspection Reports
- Ensured ongoing training on Quality Assurance Measures (QAM) developed by the Ministry of Children, Community and Social Services (MCCSS). As such, participants and staff are trained on rights/responsibilities and protocols when responding to issues pertaining to safety. The Board continues to receive training in areas specified by MCCSS. Addus also engages with risk assessment processes administered by MCSS to ensure risks are minimized.
- Maintained focus on the key results of Addus' Strategic Plan at the Board Strategic Planning Review.

The Quality and Risk Committee

respectively submits this report.

June 2026

Addus 2025-2026 Finance Committee Report

The Finance Committee was active throughout the 2025/2026 year and addressed the following:

- Ensured the expected level of scrutiny and realism was upheld in the process of budgeting for Addus' income and expenses, including re-assessment of the requirement for an increase to program fees; continued transparency was maintained beyond the budget setting process, leading to the Board of Directors having a thorough understanding of the organization's financial position on a timely basis.
- Continued and ongoing discussion with Management on managing initiatives for program growth and expansion, including continued strategies and support for the Smashing Good Piñatas program and Addus' Art Club.
- Reviewing cash balances held by Addus and continuing to support the organization's investment strategy of providing a risk-free return on uncommitted balances.
- Continued Finance Committee governance with respect to oversight of the office manager's duties, where a segregation of duties continues to be upheld to maintain strong financial controls.

Other items of note by the Finance Committee

- Fundraising efforts (including the annual Addus Walk and Holiday Mail-out Campaign) were held to help support the budget. The organization will be continuing with fundraising/donation efforts in the new fiscal year.
- The 2025/2026 annual audit was completed by RSSM LLP, Chartered Professional Accountants. The auditors had no significant findings to report.
- The audited annual financial statements, which comply with the current Canadian accounting standards for not-for-profit organizations, can be obtained upon request.
- Finance Committee meetings will continue on a regular basis during the Board's summer break, which involve reviewing actual results to budget on a monthly and year-to-date basis.

The Finance Committee respectively submits this report.

June 2026

Addus 2025-2026 Fundraising Development Report

Summary of 2025/2026 Fundraising Revenue:

Thank you to all the 2025-2026 donors, supporters and friends of Addus whose financial support continues to help us work towards our vision of a community in which adults with developmental disabilities have valued social roles.

General Donations: $6,960

Received $2,000 grant from Box of Crayons Learning and Development Company

Food and Gift Cards donation for Staff Acknowledgment Towards Staff Holiday Dinner. The total is $960.

Received $10,000 grant from the Toronto Enterprise Fund (TEF)

Received $15,000 from Catholic Charities and $32,000 from the Azrieli Foundation to further develop the Addus Smashing Good Piñatas Social Enterprise.

Holiday Mail Out: $19,635

14th Annual Addus Walking for Dreams Event: $9,405

This year join us for our 15th Annual Addus Walk! Stay tuned!

Maxx.ca Online Auction: $1,138

Harvest Fest: $4,259

The Fund Development Committee respectively submits this report.

June 2026

Addus 2025-2026 Day Supports Report

General Program Highlights

Building Connections

This year's Addus AGM celebrates **"Building Connections."** At Addus, building connections happens every day—in conversations, shared experiences, community involvement, friendships, and opportunities that help people feel seen, valued, and included. Connections can begin through a new volunteer placement or community activity, but over time they grow into something even more meaningful: confidence, belonging, and lasting relationships. Building connections can also mean strengthening existing relationships, making them more meaningful and resilient over time.

New Community Connections

Addus believes that the whole community benefits when people with developmental disabilities are connected and active in their communities. Recognizing the importance of this, our current Strategic Plan prioritizes increasing vocation and volunteer opportunities. This year, vocation participants started new placements. For example, at New Horizon's Tower and Jesse's No Frills. Using another example, an Individualized Support Program (ISP) participant began volunteering at Second Mile Club. The Mount Pleasant program experienced volunteering at StopGap Foundation, building and painting accessible ramps for the community businesses. The Orchard View program for example, volunteered at ESG United Church, supporting their community outreach programs.

Practicing Addus's values, for example continuous learning, empowerment and personal choice participants also had new community experiences, offering opportunities to discover new interests and meet new people. For example, participants joined a community yoga class at Vibrant Community Health, experiencing fun and fitness alongside a diverse group of community members. Participants also visited local fire and police stations, learning about safety while interacting with first responders in the community. Practicing Addus's value of friendships and fun throughout the year, Addus participants and programs were out and about at concerts, museums, festivals, a game show taping, and more—continuing to strengthen their connection to the broader community around them.

Strengthening Our Connections

Community connections are active, evolving, mutually beneficial relationships that develop over years. Addus continues to build and strengthen our existing long-term connections and partnerships. For example, the Windermere program continued its partnerships with Parkdale Golden Age Foundation and Hunger Patrol. Participants increased both the number and variety of sandwiches they prepare for Hunger Patrol, which are then distributed to unhoused individuals in the community.

The Saturday Art Club also marked an exciting moment this year. The Art Club has contributed a film annually to the Pegasus Inspirational Film Festival (PIFF), and this year the group attended the festival in person—walking the red carpet and experiencing the audience's reaction to their film firsthand.

Smashing Good Piñatas (SGP) is a social enterprise business operated by Addus that employs participants to create custom handmade piñatas for parties and events. This year, SGP continued to expand its network, receiving many orders from both within and outside the Addus community. SGP also participated in community events including the EParea Market, Vaughan Con, and Howl'oween at The Bentway. One of the most meaningful events on the SGP calendar continues to be the annual workshop at SickKids Hospital, where staff and participants lead children in making piñatas together. It is a memorable opportunity to give back while building connection through creativity and shared experience. Social enterprise continues to be an important part of our Strategic Plan, creating opportunities for employment, confidence, connection, and growth.

Participants also continued to strengthen their work and volunteer connections throughout the year. For example, participants working or volunteering at Starbucks, Café ZUZU, Ruffin's Pet Centre, Kids Physio Midtown, and Yonge Eglinton Community Centre experienced exciting achievements, from mastering new skills to building relationships with coworkers and customers. These long-term partnerships continue to support our vision of inclusion, belonging, and personal growth.

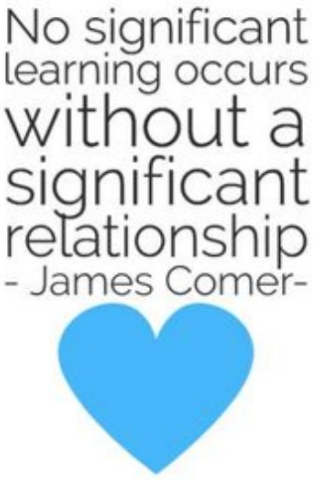
Friendship and Family Connections

Within the programs, Addus continues to encourage our values of friendship, belonging, and fun. We support participants in developing meaningful connections with their peers based on shared interests and experiences, allowing these relationships to grow naturally over time. Participants also shared their talents and enjoyed time together at events such as Harvest Market, the Spring Fling, and the Comedy Show. One participant in the Vision Independence Success Achievement (VISA) program created a calendar based on her interest in inspirational quotes to sell at Harvest Market—adding a new "spin" to one of our most treasured long-time events.

The Art+ Studio's 2025 Art Show, **"POW! Popular Outstanding Works of Addus,"** beautifully reflected these connections. Participants were excited to introduce their friends and families to their peers and proudly share their artwork and accomplishments. During the artist recognition, participants gave each other heartfelt cheers and encouragement, demonstrating the strong sense of connection and support that has developed within the program. Our current Strategic Plan includes expanding programs, variety, and visibility, and while that work is ongoing, we are especially proud that the Art+ Studio has expanded to operate five days per week at full capacity.

Over the past year, Addus also facilitated opportunities for family members to connect with one another through our "Empower Families" family nights. Across three evening sessions, families gathered to learn about and discuss important topics related to their family members' futures, including housing and long-term planning. These evenings created opportunities for families to share experiences, support one another, and build meaningful connections of their own. While attended by families of all ages, these sessions also connect to our Strategic Plan focus on aging, as families prepare for new life transitions and share knowledge gained over many years. Through these experiences, partnerships, friendships, and everyday moments, participants continue to build meaningful connections—with their peers, their communities, and within themselves. These connections continue to strengthen confidence, belonging, independence, and community inclusion—one relationship and one experience at a time.

The Program Manager respectively submits this report.



Addus 2025-2026 Day Supports Report

The Things We Try in the Community

It's easier for people to connect in friendships when they have things in common. If they do, that's great, but if they don't, that's ok too because everyone likes different things. Likes and dislikes are important because they help you get to know the other person in a friendship. It's important to make yourself feel comfortable and to make other people feel comfortable too. Any friendship can be special because anyone can have a friend. There are good things and difficult things in friendships, but that's a part of life. It makes everything better when people think about each other and understand each other's feelings.

Emotions are important because you learn from them. Art can help people express emotions and tell stories through colours and drawings. People can share their favourite types of art with each other and learn from different ideas and styles. Everyone sees art in different ways, and that's what makes it special. Every person has a creative mind and their own way of expressing themselves.

I started to socialize with my friends at the program and got to know them one by one because our friendships are special to me. We have things in common, and we also learn from our differences. It makes everything easier when I listen to them and when they listen to me because we understand each other better.

When you have conversations with your friends, it can make you feel happy on the inside and the outside at the same time. When you have a connection with your art and your friends, it can help you feel better as a person because you learn from both. When you feel inspired by other people's art, it can motivate you to create your own style of art too.

Everyone has different personalities, and that's why everyone's art is different. When you inspire other people through art, it can make you feel good about yourself, and when other people inspire you, it can make them feel good too. That's what makes it special for everyone.

Article by:

Addus Participant
Jordan Nanos

June 2026

Building Connections!

Our 2025-2026 Staff

As always at Addus we look for opportunities to continue to connect and strengthen our commitment to families and participants in all that we do.

Our exciting and dynamic staff teams included:

Orchard view:

Emily Delbecchi- Program Supervisor

Helen Nugusse – Outcomes Facilitator

Ridha Khalid- Outcomes Facilitator

Mount Pleasant:

Steve Evans – Program Supervisor

Melisa Couto- Outcomes Facilitator

Jessica MacDonald – Outcomes Facilitator

Windermere:

Rosie Parris – Program Supervisor

Amy Schwartz – Outcomes Facilitator

Tavis Stoby -Outcomes Facilitator

Support Outcomes Facilitator:

Vince Strnad

Vocation:

Kevin McCambridge -Vocation Outcomes Facilitator

V.I.S.A.:

Justin Luis - V.I.S.A. Coordinator

Relief Outcome Facilitators:

Carmen Woolacoot, Kassandra Llewelyn, Muguet Fakheri, Shida Ansell, Eimi Igarashi, Hazel Erdem

Saturday Art Club Staff:

Carmen Woolacoot Kassandra Llewellyn, Hazal Erdem

Art Studio Staff:

Raymond DeRamos and Kristie Vezina

Management Staff:

Lorne Weinreb, Faiaz Islam (Shared Office Manager Position),

Ann Beatty, Program Manager

Executive Director

Mary Vieni

Transforming Lives

Thank-you for your ongoing support!

You are making a difference in the lives of the people with developmental disabilities at Addus and our community!