

Annual REPORT 2025



Message from the Board of Trustees

On behalf of the Board of Trustees, it is my privilege to share The Elliott Community's reflections on 2025, a year that tested our resolve and affirmed our purpose in equal measure.

The role of a Board is to govern in the long-term interests of the organization and the community it serves. We provide strategic direction, establish the outcomes we seek to achieve, oversee organizational performance, and exercise stewardship of the resources entrusted to us. In doing so, we hold in trust an organization that has served Guelph for more than 120 years, with a responsibility to ensure it remains strong, principled and ready to meet the needs of those who will depend on it long after our terms have ended.

In 2025, that responsibility carried real weight. Like many not-for-profit care organizations, we faced significant financial pressures while remaining steadfast in our commitment to quality care and the dignity of the people we serve. The decisions before us were not always easy, but they were guided by our mission, informed by sound governance, and focused on the long-term sustainability of The Elliott Community.

What gives the Board confidence is not simply the milestones achieved during the year, though they were considerable. It is the way they were achieved. The completion of our long-term care expansion, the achievement of Butterfly accreditation, and the national recognition earned by our clinical teams demonstrate an organization with a clear sense of purpose, strong leadership, and a culture committed to continuous improvement. These accomplishments reflect disciplined governance, operational excellence, and an unwavering commitment to our values. These are the marks of an institution built to last.

I want to thank my fellow Trustees and volunteers for the dedication, thoughtful judgement, and many hours they give in service to our community. I also extend my sincere appreciation to our Chief Executive Officer and her team for their resilience, professionalism and diligence throughout a demanding year. Most importantly, I want to thank the residents of The Elliott Community and their families for the trust they place in us each day. It is a trust we do not take lightly; it inspires every decision we make and reinforces our commitment to ensuring The Elliott Community continues to thrive for years to come.



Kathy Wilkie
Board Chair

Message from the CEO

As I reflect on 2025, I am filled with pride and gratitude for what we have accomplished together as a community. This year marked a significant milestone in our journey toward excellence in care: achieving Butterfly accreditation under the person-centred model of care. We are honoured to be the first home in Guelph to receive this distinction, a testament to our unwavering commitment to truly knowing each individual we serve and creating an environment that feels like home.

This achievement did not come without its challenges. Like many organizations, we faced financial pressures that tested our resilience and required thoughtful decision-making. Yet, through collaboration, creativity and a shared sense of purpose, our team rose to the occasion. Together, we navigated these difficulties while staying focused on what matters most: the people who live here, their families and caregivers, and the quality of care our team members provide every day.

What stands out most from this year is the strength of our people. Across every department, I witnessed dedication, compassion and a willingness to go above and beyond. It is because of this collective effort that we continue to fulfill The Elliott Community's mandate and move forward with confidence.

I extend my sincere thanks to the Board of Trustees for your ongoing commitment and support of The Elliott Community. The hours you volunteer help to ensure The Elliott Community continues to be an exceptional home that remains true to its mission of quality choices in a caring and inclusive, home-like community, and a tradition of promoting dignity and independence for those we serve and their families.

As we look ahead, we do so with optimism, knowing that together we will continue to build on this foundation and enhance the lives of those entrusted to our care.

Michelle Karker

Chief Executive Officer



Who We Are

We are a not-for-profit seniors' living and care community in Guelph, Ontario. Founded in 1903, The Elliott Community has been part of local life for more than a century, with a community-service purpose that continues to guide how we operate and serve. We provide a continuum of seniors' living, care and support, including life lease housing, retirement living (independent and assisted), transitional spaces and long-term care.

Mission

Quality choices in a caring and inclusive, home-like community. A tradition of promoting dignity and independence for those we serve and their families.

Core Values

- **Integrity & Inclusion** - to be honest and respectful
- **Compassion** – for everything we do
- **Caring** – for our residents who call The Elliott Community home and the staff who are the essential foundation
- **Purpose & Growth** - our foundation is built on our purpose and provides a sustainable path forward.
- **Leadership** - to empower and inspire
- **Excellence** - to continually pursue knowledge and learn.
- **Community** - to partner and work effectively with partners to make our community stronger and better together
- **Fun** - to have enjoyment and fulfillment in our work

2024 – 2027 Strategic Imperatives



Enhance resident experience



Bring out the best in everyone



Create community partnerships with purpose



Focus on financial sustainability



123

years of service to the
community

526

people served across all
levels of care in 2025

330

people called The Elliott
Community home at year
end

Who We Served in 2025

2025 marked 122 years since The Elliott Community began to serve the community. Today our campus houses 114 spaces for long-term care across five home areas, 118 Retirement Living units with both assisted and supportive living options, 6 hospital transitional spaces and 78 life lease suites. Together these provide a home for people at every stage of need, from those living independently to those requiring extensive daily care.

In 2025, across these three buildings, our teams served 526 people. This number reflects everyone we cared for over the course of the year, including those who moved in, those who transitioned between levels of care as their needs changed and those welcomed for transitional support. It is a fuller measure of our reach than a single year-end count, because the people who call The Elliott Community home are not a fixed list. Lives change, needs shift and our doors stay open.

Level of Care	# of People Served
Long-Term Care	149
Supportive Living	153
Assisted Living	118
Independent Living (Life Lease)	106
Total	526

Caring for Complex Needs

The people who live in our long-term care home today have more complex needs than ever before. Every person in our long-term care home lives with two or more health conditions, and our population skews older than the national average, with 56.1 percent over the age of 85. In our Ellington supportive living home area, the average age is 89 years, well above the provincial average. These are not statistics to us. They are the reason our model of care has had to grow more sophisticated, more individualized and more deeply human.

Needs Are Increasing

The older adult population in Wellington Dufferin Guelph is projected to grow by more than 50,000 people, an increase of 56 percent, by 2046. The largest part of that growth is among people aged 75 and older, a group expected to grow by more than 158 percent. Every space we add and every improvement we make in how we care is a response to a community whose need is rising steeply.

This is the context in which our 2025 expansion must be understood. It was not growth for its own sake.

It was a response to rising community needs.

Projected Older Adult
Population Growth by 2046

158%

of LTC Residents
with Complex Needs:

100%



Building Home:

The Edinburgh Expansion

For years, families across Guelph Wellington have waited for a long-term care space at The Elliott Community, often while caring for a loved one whose needs had outgrown what could be managed at home. In 2025, we were able to answer more of those families.

The completion of our long-term care expansion added 29 new spaces and grew our long-term care home from 85 residents to its full licensed capacity of 114. The first people moved into the new Edinburgh home area in late 2024, and in January 2025 we marked the official grand opening with municipal and provincial partners joining us in celebration.

Our long-term care home is now organized into five home areas: Paisley and Eramosa on the second floor, and Edinburgh, Fountain and Wellington on the third.

This was mission-driven work in the truest sense. The expansion was a direct response to the steep and sustained rise in need across our region, and to the simple fact that older adults in our community deserve a place that feels like home when home is no longer possible. Building it was an act of service, shaped by the needs of the people of Guelph Wellington and grounded in the same purpose that opened our doors in 1903.



5 Home areas in LTC

Paisley
Eramosa
Fountain
Wellington
Edinburgh

29

New LTC Spaces

The Butterfly Journey

In 2025, The Elliott Community became the first accredited Butterfly Home in Guelph Wellington. It is the achievement we are proudest of, and the one that has changed the daily lives of the people we care for most profoundly.

What the Butterfly Approach Means

The Butterfly Approach is an internationally recognized, emotion-focused model of care built on a simple belief: people thrive when they feel safe, loved and free to express who they are. It asks team members to see beyond tasks and diagnoses to the whole person, and to understand behaviours not as problems to be managed but as expressions of emotion and unmet need. In practice, this changes almost everything about how a day feels.

Some of the most powerful moments are the quietest. A person living with advanced dementia who ironed clothing all their life is gently supported to iron again, safely and with supervision, and rediscovers a sense of purpose.

In a later stage of dementia, a woman who does not speak English gently brushes a team member's hair, a moment of trust and connection that needs no shared language. These are not exceptions. They are what care looks like when it shifts from doing things to people to being with them.

The environment changed too. The Fountain home area, once a locked and secured space, has been transformed into an open and welcoming one. Doors have been unlocked and barriers removed, so that instead of facing a locked door, people are greeted by a calming walk-in-the-park setting filled with familiar objects, comfortable chairs and the ordinary stuff of life. Team members began wearing their own clothes rather than uniforms, softening the line between caregiver and friend. Care plans were rewritten from task-based checklists into living stories of who each person is. Through the Life Stories initiative, the histories of both residents and team members now line the walls, so that everyone is seen as an individual.



The Milestone

Accreditation followed a qualitative audit conducted by Meaningful Care Matters across three home areas. The Elliott Community achieved the highest possible result, a Level 1 rating described as Excellent. Much of the early Butterfly implementation was made possible through the generosity of our community and donors, whose support turned an aspiration into a lived reality.

On July 24, 2025, we gathered to celebrate this milestone with the people who made it possible and the partners who champion this work, including representatives from our federal and provincial governments and from AdvantAge Ontario, the association representing not-for-profit senior care across the province. The managing director of Meaningful Care Matters, described our achievement as a reflection of the true heart and soul of not only the community, but more importantly the individuals who call The Elliott Community home.

The Journey Continues

In 2026, we are bringing the Butterfly Approach to our remaining LTC home areas, with the goal of achieving accreditation by the end of the year. As we do, we anticipate becoming one of the first long-term care homes in Ontario fully accredited in the Butterfly Approach. Our vision reaches further still, toward a future where emotion-focused, person-centred care extends across every level of living and support we offer, because we believe it is relevant to everyone, everywhere in our community.

“The Butterfly Approach is sunshine. This new-to-us person-centred, emotion-focused care is relaxed, comfortable, colourful and interesting. It simply feels good. The care team treats our parents more like family members than patients. Every elder deserves such dignified experiences in their home.”

A family member, 2025 Butterfly experience feedback



Before
Butterfly



After
Butterfly

EXCELLENCE IN CARE

Raising the Standard

Behind the warmth of the Butterfly Approach sits a year of disciplined clinical work that made The Elliott Community a nationally recognized leader. In 2025, our teams did not simply meet standards. They helped set them, and they were invited to teach others how.

Knowing the People We Care For Better

In October 2025 our long-term care home transitioned to the newest version of the interRAI assessment system. This change gave us a far more accurate way to measure each person's unique health needs and to track changes in their wellbeing over time. The data, anonymized, also helps the government agencies improve care systems locally, provincially and nationally. Because the majority of our long-term care funding flows from the Ministry based on these assessments, the transition also strengthens the foundation on which our care is sustained. Most importantly, it lets us see the people we serve more clearly, and to design programs and supports around what the data reveals.



Clinical Pathways and a National Voice

In March 2025, our long-term care home began using the Registered Nurses' Association of Ontario (RNAO) Clinical Pathways, digital versions of award-winning, evidence-based best practice guidelines refined over more than 25 years. We launched three foundational modules, covering the move-in and admission experience, person and family-centred care, and delirium, within our electronic health record. Pain and falls pathways followed in November 2025, with palliative and end-of-life modules in preparation for the year ahead.

The Association was impressed by how The Elliott Community was weaving these pathways together with the Butterfly Approach that it invited our team to share their knowledge with other homes in Ontario and beyond.

CANADA'S SPARKING CHANGE AUA AWARDS WON IN 2025

KICKSTART AWARD PROGRESS AWARD IMPACT AWARD



Antipsychotics and Dignity

One of the year's most meaningful clinical stories concerns the careful, compassionate reduction of antipsychotic medications. Through Healthcare Excellence Canada's Sparking Change in Appropriate Use of Antipsychotics (AUA) program, The Elliott Community earned three awards, recognizing our kickstart, our progress and the impact of our work, a total of \$17,000 in recognition funding. We were one of only 12 homes across all of Canada to receive all three.

The work itself reflects everything the Butterfly Approach stands for. Rather than treating medication as a first response, our interdisciplinary teams approached it with curiosity, asking what unmet need a behaviour might be expressing and whether a non-pharmacological support, a relationship, a routine, a moment of meaning, might serve the person better. Working closely with residents, families and physician partners, and always protecting the privacy and dignity of the people involved, our teams achieved meaningful, individualized reductions in antipsychotic use while improving quality of life. This is now being embedded into our formal quality improvement planning for the years ahead, so that it endures as a way of being, rather than a one-time project.

A Foundation of Accreditation and Partnership

This clinical excellence rests on a strong foundation. The Elliott Community continues to hold CARF accreditation with an Exemplary rating, an international mark of quality, and consistently maintains the mandated four hours of direct care per resident in long-term care. Through Project AMPLIFI, our partnership with Guelph General Hospital enables two-way sharing of medical records, so that care moves with the person across settings. In 2025 we also formalized a new Clinical Leadership Team, through which program leads report continuous quality improvement data each month, giving us a clearer, faster view of how we are doing and where we can do better.

COMMUNITY AWARD WINNER:

Retirement Home of the Year

There are many ways to measure a home. Accreditors assess it. Surveys score it. Inspectors audit it. But there is one measure no organization can engineer or apply for, and it is in many ways the most telling: whether the people of your own community, asked freely to name their favourite, name you. And they did!

The Elliott Community was voted the Reader Favourite in the Retirement Residence category in GuelphToday's annual Reader Favourites program, a recognition decided entirely by public vote. Members of our team were honoured to attend the celebration and accept the award on behalf of everyone who makes this community what it is.

What makes this recognition meaningful is that it came from neighbours, families and friends across Guelph who know us, many of whom have walked our halls, shared a meal in our café or trusted us with someone they love. Their vote is a reflection of a reputation built on a relationship and one act of care at a time.

We are grateful to everyone who took a moment to vote for us, and we accept this honour the way we hope to do everything: on behalf of the people who call The Elliott Community home.



Life at The Elliott Community

A home is measured not only by the quality of its care but by the quality of its days. In 2025, life at The Elliott Community was full, social and connected, and the people who live here told us so in their own words.

Resident and Family Satisfaction

Each year we invite the people who live here and their families to share their honest experiences through our resident and family experience surveys. In 2025, satisfaction was exceptionally high across every level of care, and improved in every category compared to the year before. The most notable gains came in activities and recreation, an area we had set out to strengthen, and the opening of The Hub Café lifted satisfaction in independent living.

Level of Care	Overall Satisfaction	Would Recommend
Long-Term Care	90%	100%
Assisted Living	95%	100%
Supportive Living	96%	99%
Independent Living	88%	93% satisfied with choice to live here

Behind these numbers is a consistent message: people feel cared for, safe and seen. They praised the compassion of our nursing teams and personal support workers, the cleanliness and warmth of their home, the respect shown for their privacy and independence, and, again and again, the difference the Butterfly Approach has made where it has taken root.



SOCIAL NEEDS

A Full and Connected Life

Daily life is rich with programs designed around the whole person, social, emotional, intellectual, physical and spiritual, complemented by one-to-one music therapy and spiritual care for those who find meaning there. We track engagement for every person in every program, and our teams continually adjust what we offer based on what brings people joy and connection.

The community beyond our walls is woven through these days. In 2025 we marked our third year as one of six Guelph and Wellington charities in the Guelph Storm's Adopt-A-Charity program, bringing the excitement of game-day hockey to people who live here, their families and our team members. Our third annual Easter Egg Hunt welcomed more than 140 children onto our campus, and our Holiday Market brought the Children's Art Factory Mini Makers Market into our home, filling it with handmade creativity and the energy of intergenerational connection. Students from the University of Guelph now visit monthly through Students Supporting Seniors, and a new partnership with Guelph Lawn Bowling offers twice-weekly sessions for those who want to play. In the fall, we were honoured to host the Alzheimer Society's Annual General Meeting, and our speaker series brought partners such as the Alzheimer Society and the Guelph Police Service's Coffee with a Cop program, which helps seniors guard against fraud and financial abuse.



Adopt-a-Charity



Lawn Bowling



Christmas Dinner



50's Social



Communtiy Easter Egg Hunt



CENTENARIAN ALERT:

Celebrating 100 Years with Vinnie Gilbert

On May 10, 2025, retired veteran Vincent “Vinnie” Gilbert turned 100 years old, and we celebrated with him. Born in Stafford, England in 1925, Vinnie joined the war effort at 18 and served with the 270th Anti-Tank Regiment in India, later writing a memoir of his experiences titled *The Reluctant Gunner*. He came to Canada in 1965 and made his way to Guelph in 1970, building a career as a design draftsman and engineer.

Family and friends gathered at The Elliott Community for cake, music and a speech from Chief Warrant Officer Ryan Kenny, Sergeant Major of the 11th Field Artillery Regiment, who asked Vinnie to sign a borrowed copy of his memoir. It was a fitting tribute to a man whose long life has been shaped by service, curiosity and devotion.

For Amy Golbourne, the recreationist who organized the day, it was a first 100th birthday celebration and a reminder of what this work is really about. *“It’s been really nice to see how everyone’s come together to celebrate him, knowing that this is not something that everyone gets to experience in their lifetime.”*

Asked for the secret to a long and full life, Vinnie offered a philosophy that says a great deal about the kind of home we hope to be: happiness is making other people happy.

Read about his birthday here:





OUR TEAM

The People Behind the Care

9487

Hours of Training

\$247,841

Invested in Capacity Development

Every outcome, every milestone, every moment of connection, was delivered by people. The quality of care at The Elliott Community is, in the end, the quality of our team members and the depth of their commitment. In 2025 we invested in them accordingly, because investing in our team is the most direct way we invest in the people they care for.

INVESTING IN SKILL AND CONFIDENCE THROUGH CAPACITY BUILDING

Across the year, The Elliott Community committed more than \$247,000 in paid time to training, orientation and professional development, representing over 9,400 hours of learning. This figure does not fully capture every hour of Butterfly and informal development, so the true investment is greater still. Every one of those hours translates into more skilled, more confident and more compassionate care at the bedside and in the home areas. When a team member understands how to read an expression of unmet need, or how to support someone safely in a lifelong task, the benefit flows directly to the person in their care.

Training Category	Paid Hours	Investment
Orientation	4,697.09	\$115,521.59
Online training (Mandatory)	2,973.50	\$79,447.46
Training (additional)	1,816.62	\$52,872.22

OUR TEAM

Recognizing Loyalty and Service

Some of our team members have given the better part of their working lives to this community. Our quarter century club recognizes team members who have served diligently for 25+ years. In 2025, the club had a total of 19 members. In addition we also honoured:

- 24 team members for 5+ years of service
- 3 team members for 40+ years of service

That kind of longevity is itself a measure of quality. The people who know our community best, and whom the people who live here trust most, are the ones who choose to stay.

CARING FOR THE CAREGIVERS

Care work is demanding, and that team members who feel supported provide better, more sustainable care. “Our Do What You Love” workplace wellness program was recognized as an exemplary practice in our CARF accreditation and featured in an article shared with CARF subscribers worldwide.



In 2025 we strengthened mental health supports through our Kii benefits, including the monthly “Ask a Therapist” webinar, and continued programs such as “Coffee Talk”, which encourages team members to connect across departments, alongside our “Nursing Week” celebrations and ongoing equity and inclusion work.

We also unveiled the “Moment Maker Cart”, a new initiative inspired by the Butterfly philosophy that creates meaningful, spontaneous moments between leaders and team members, bringing the same spirit of connection we offer residents to the people who care for them.

FOR POSTERITY

Growing the Next Generation of Care

At The Elliott Community every student we welcome is part of strengthening the healthcare care system our wider community will rely on in the future. In 2025 we hosted 141 student placements through partnerships with the following institutions and more:



Sheridan



This work was recognized when Conestoga College honoured The Elliott Community with its 2025 CICE Hallman Practice Partner Award for excellence in hosting and mentoring students. The Elliott Community is a place where careers of healthcare practitioners can begin and grow.

HEARTS AT WORK:

Honouring Our 2025 Volunteers

The Elliott Community is proud to recognize the tremendous impact of our volunteers. In 2025, volunteers contributed 3,111.89 hours of service, and our volunteer team grew by 56%. From operating the General Store and supporting fundraising initiatives to assisting with Long-Term Care tours and helping at special events, volunteers make meaningful contributions every day.

We are especially grateful to our longest-serving volunteer, Ines Davis who has been with us since 2012, and to our top contributor Denise Frasson, who has generously provided 2,427 hours of service.



COMMUNITY PARTNERSHIPS

Volunteer Services was pleased to expand community partnerships in 2025. We welcomed our first corporate volunteer day, with Alectra Cares participating in our annual planting day. Their team engaged with those who live here while helping enhance our outdoor courtyard spaces, creating a more vibrant and welcoming environment for everyone to enjoy.



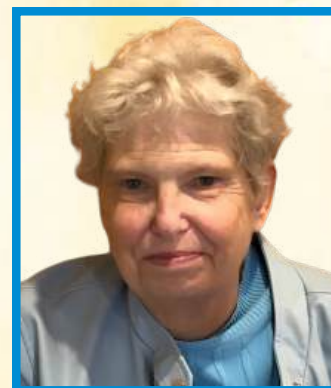
GROWING TOGETHER:

Service Milestones & New Partnerships

The Elliott Community was proud to have two dedicated volunteers recognized through the Ontario Volunteer Service Awards program. Wilhelmina Deschutter received recognition for five years of volunteer service, while Domenico Scorziello was honoured for ten years of service. We are grateful for their ongoing commitment and the valuable contributions they make to The Elliott Community.



In 2025, Volunteer Services was also proud to recognize Susan Schillinger as the recipient of the Spreading Joy Volunteer Award. This award honours a volunteer who demonstrates dedication, compassion, and a commitment to enhancing the lives of those who live at The Elliott Community. Over her three years of service and more than 500 volunteer hours, Susan has provided meaningful companionship as a friendly visitor, supported special events, and assisted with community outings. Her kindness, dependability, and positive presence have made a lasting impact on those she serves.



STUDENTS SUPPORTING SENIORS

The Students Supporting Seniors program from the University of Guelph also established ongoing monthly involvement at The Elliott Community. Student volunteers supported recreation programs across both Long-Term Care and Retirement Living, enhancing program delivery, increasing opportunities for meaningful connection, and contributing to a more engaged and vibrant community.





Celebrating Our Amazing Volunteers!



Longest Serving Volunteer

Our longest-serving volunteer has been here since 2012.

Volunteer Impact



3,111.89 hours contributed in 2025! Every hour helped support meaningful programs, engagement, and daily life.

Top Contributor



Our top contributor has given an incredible 2,427 hours! That's dedication, passion, and heart in action. Thank you!

Did You Know?

The General Store is entirely volunteer run, including support with inventory entry and keeping all manuals up to date.

We have a volunteer who contributes to fund development projects and donor appreciation initiatives, supporting the organization's fundraising efforts year-round.

A dedicated volunteer helps facilitate Long Term Care tours for families and people considering a move here.

Student volunteers play a key role in our special events, including the Easter Egg Hunt, Boo Bash, Holiday Market, and Holiday Family Dinners.



A Growing Community

Our volunteer team grew by 56% in 2025! Each new face brought fresh energy and expanded our capacity to serve. ★



With Gratitude

To every volunteer who gave their time, energy, and kindness, thank you. Your impact is felt every day.

GENEROSITY IN ACTION

Fundraising Dollars at Work

Funds raised through the generosity of our community are directed where they make the most human difference. In 2025, fundraising revenue totalled \$147,506, led by the Enhanced Living Fund and our signature Great Harvest event.

Fundraising Source	Share	Amount
Enhanced Living Fund	43.40%	\$64,039
The Great Harvest	27.30%	\$40,299
Miscellaneous Grants	26.40%	\$39,000
Staff for Residents	1.80%	\$2,608
Funeral Home	1.10%	\$1,560
Total Fundraising	100%	\$147,506

GRANTS THAT MADE A DIFFERENCE

Strategic grants extended what we could do in 2025 well beyond what operating funding alone would allow. The most significant was our selection as one of just 17 long-term care homes in Ontario chosen for the first round of Improving Dementia Care Programming funding, which brought \$315,214 in support of our Butterfly work.

Through HIROC's 2025 Cultivate Safety Grants, we received \$13,000 for an Emergency Preparedness Enhancement project and \$20,000 to expand the Butterfly Approach. The \$34,000 Balnar Family Foundation grant brought The Hub Café back to life, and the Healthcare Excellence Canada Sparking Change program added \$17,000 in recognition of our antipsychotics work.

Smaller, though not less significant, grants and community partnerships, including ongoing support from partners across Guelph Wellington, rounded out a year of remarkable generosity.



“The Hub” Community Café

Funded by The Balnar Family Foundation

Our community café had been closed off and on since 2020, first through the pandemic and then during construction of the new long-term care home area on the floor above. In 2025, thanks to a \$34,000 grant from the Balnar Family Foundation, it came back to life, and came back better.

The grant allowed us to replace aging kitchen equipment and, make accessibility improvements to serve people with a wide range of needs and abilities. The new design now enhances food production, display and service so that everyone can be served with ease and dignity. The cafe was officially reopened to the community in the spring.

The Balnar Family Foundation was established in Guelph in 2020 to support local non-profit organizations, and chose The Elliott Community from a field of more than 40 applicants. The café has repaid that confidence many times over. In our 2025 survey, independent living residents singled out The Hub as a highlight, praising its food, variety and the simple pleasure of a place to gather.

“The café is cherished by the people who live here, their families, our team members and volunteers. Renovating and reopening it is key to fostering a vibrant and inclusive community.”

-Tanya Watton, Chief of Human Resources and Community Services”

the elliott community annual fundraiser

the great HARVEST

On a warm autumn day, more than 150 guests gathered for The Great Harvest, our signature fundraising celebration in support of the Enhanced Living Fund. The day brought together brunch, a silent auction, a 50/50 draw and the warmth of a community, with a few furry friends along for good measure.

Together, the event raised \$40,299 for the Enhanced Living Fund, which supports the comforts, programs and enhancements that make daily life richer for the people who live here. We are deeply grateful to our 2025 corporate sponsors, and to the many individuals and businesses who donated silent auction items, door prizes and in-kind support.

- Silver Fox Rx,
- Frank's Maintenance Products Inc.
- Naylor Building Partnerships
- Wood Development Group
- Magic 106.1
- ProResp
- Guelph Today
- Senior Protection
- Trimaster
- Wellington Music Therapy
- Bigelow Flooring
- SGP Purchasing Network
- Toyota Motor Manufacturing Canada Inc.
- Achieva Heath
- Fire Monitoring of Canada
- GK Interior Solutions
- Linmar
- Melloul-Blamey Construction
- Secure Water Systems







THE CAUSE

Driven by Mission, Not Margin

Everything we achieved in 2025 was made possible by people who believe in what we believe: that seniors in our community deserve dignity, purpose and joy, not merely maintenance. We are driven by a mission, not a margin, and that is why our care across every level of living holds to a standard well beyond what is required, a standard that has earned recognition in our sector and that families tell us feels like home.



WE ARE A NON-PROFIT ORGANIZATION

Government funding reaches only long-term care, and even there it covers the basics, not the standard we offer and our seniors deserve. Assisted living, Supportive living, and independent living receive no government funding. The irony in this is that the wait for a long-term care space has grown so long that many people come to us for other levels of care simply because they cannot access an LTC space.

We care for seniors in a setting the public system does not pay for, because need does not wait.

The programs, the moments of connection, the home-like environments that no funding formula accounts for, these are the difference between adequate and exceptional, and they are sustained by generosity. The margin of excellence is donor-funded.

WE NEED YOUR SUPPORT

A gift of any size, goes directly toward the quality of life that government funding does not reach, for the people who call The Elliott Community home today and for the seniors who will need us tomorrow. The need is rising. Help us rise to meet it. To learn more or to give, please visit www.elliottcommunity.org/giving or contact Gloria Mulwa, Senior Development Officer through email: gmulwa@elliottcommunity.org or phone 519-8220491 ext 2242.

STEWARDSHIP

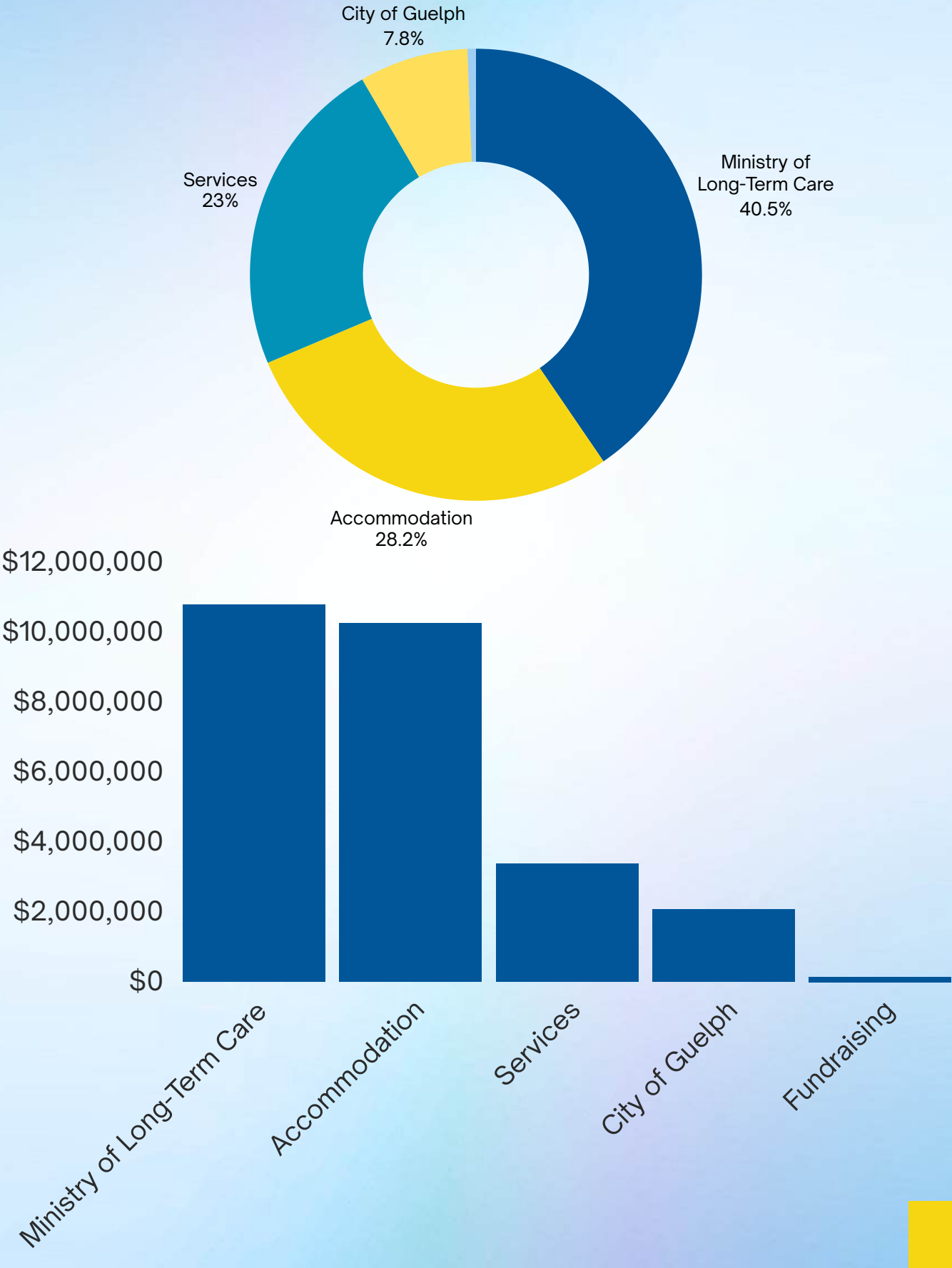
Financial Summary

Sound financial stewardship is how we honour the trust placed in us, and how we ensure The Elliott Community remains strong for the generations of older adults who will need it. In 2025, as the Chief Executive Officer has noted, we navigated real financial pressure with care and discipline, protecting the quality of care while making responsible decisions for the long term.

The single largest share of our spending, just over 70 percent, goes to the salaries and benefits of our team members. In a care organization, this is exactly as it should be. People are cared for by people, and our financial priorities reflect that the human relationship is the heart of everything we do.

Expense Category	Share	Amount
Salaries and Benefits	70.90%	\$18,704,396
Supplies	8.60%	\$2,257,954
Facility Costs	5.40%	\$1,427,087
Amortization	5.30%	\$1,398,704
Other	5.00%	\$1,329,858
Equipment	2.30%	\$604,337
Interest	2.20%	\$587,857
Enhanced Living (Fundraising)	0.30%	\$75,663
Total Expenses	100%	\$26,385,856

Sources of Funding



THE ROAD AHEAD

Looking Ahead

In 2026 we will bring the Butterfly Approach to our second-floor home areas, Eramosa and Paisley, working toward accreditation by the end of year and toward becoming one of the first long-term care homes of our size in Canada fully accredited in this model. We will continue refreshing and improving our spaces so they better serve everyone who lives here. We will keep building partnerships that extend care and connection beyond our walls. And we will go on embedding the lessons of our antipsychotics and clinical pathways work into the everyday fabric of how we care.

Above all, we will keep faith with the rising need in our community and for those who live here now, and the many more to come, who look to The Elliott Community as home. The work is unfinished, as the best work always is. We move forward together, grounded in 123 years of service and reaching toward a future where every older adult in Guelph Wellington can live with dignity, purpose and belonging.

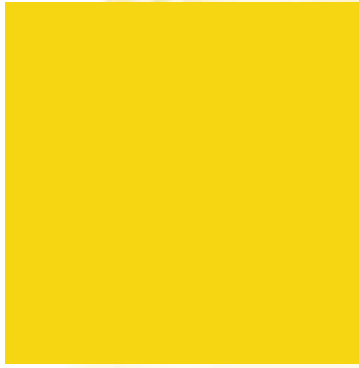




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Thank You

To the people who call The Elliott Community home and their families, to our team members and volunteers, to our donors, partners and the wider Guelph Wellington community: thank you. Everything in these pages exists because of you. Together, we are not just running a residence. We are building a home.

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