



UNIONVILLE HOME SOCIETY

Redefining *Aging*

FROM VISION TO IMPACT

ANNUAL REPORT 2025 – 2026





OUR MISSION

Enhancing the experience of aging,
one person at a time.

OUR VISION

A progressive community hub
where older adults thrive,
age well and live better.

OUR VALUES

Caring Genuinely and Passionately
Respecting each Person
Serving with Integrity and Commitment
Advancing Quality and Innovation
Connecting Communities

2025–2026 SENIOR LEADERSHIP TEAM

Abby Katz Starr, *President & CEO*

Julie Horne, *CFO & Privacy Officer*

Terry Collins, *CAO*

Kevin McKay, *Union Villa Administrator*

Maria Dimson, *Director, Development
and Communications*

Sameer Singh, *Director, Facilities,
Environmental Services & Campus Infrastructure*

Monique Wilson, *Director, Governance and Planning*



A MESSAGE FROM OUR PRESIDENT & CEO

As we reflect on the past year at Unionville Home Society, I am proud to share that 2025–2026 has been a year of meaningful progress, innovation, and momentum for the future. Across our campus and services, we have continued to put our plans into action and are beginning to see the impact of our collective efforts in tangible and inspiring ways.

At UHS, we believe in the power of combining compassionate care with research-based innovation to transform the experience of growing older. Our vision is to be a vibrant community hub where seniors receive exceptional care, independent living support, and enriching opportunities that promote dignity, purpose, and connection. By offering services across the full continuum of care and helping families navigate an increasingly complex healthcare system, UHS continues to strengthen its role as a trusted leader in supporting aging with dignity and independence.

This year, we were honoured to receive recognition for the important work being done across our organization. Union Villa welcomed the Honourable Natalia Kusendova-Bashta, Ontario’s Minister of Long-Term Care, for a provincial announcement supporting advancements in wound care funding for long-term care homes. We were also proud to have Union Villa selected as one of the first 17 homes in Ontario to participate in the Improving Dementia Care Program,

positioning UHS at the forefront of innovation and excellence in dementia care. During a subsequent visit, MPP Dawn Gallagher Murphy and MPP Billy Pang joined us to recognize this important work and its impact on residents and families.

We also continued the implementation of our DementiAbility certification initiative, which has received very positive feedback from residents, families, and staff. In addition, UHS was proud to present alongside York University and Seneca Polytechnic at the AdvantageAge Ontario Convention on the topic “From Evidence to Practice: LTC Homes as Research Partners,” highlighting our growing role as a leader in research partnerships and evidence-informed practice.

This past year also marked the launch of our new Strategic Plan, providing a clear and focused direction for the future of UHS. It is an ambitious plan because our vision for seniors care is ambitious. We are now operationalizing this work across the organization, ensuring that our investments in people, partnerships, innovation, and infrastructure align with the evolving needs of our community.

None of this progress would be possible without the dedication of our staff, volunteers, families, donors, academic partners, and supporters. Together, we are redefining aging with compassion, innovation, dignity, and joy. Thank you for your continued trust and commitment to Unionville Home Society.

– Abby Katz Starr

A MESSAGE FROM OUR BOARD CHAIRS

My colleagues on the Board of Directors and I are proud to provide governance, oversight, and strategic guidance to our CEO and President, Abby Katz Starr, and her Senior Leadership Team.

Our Board is composed entirely of volunteers who bring diverse professional experience and personal perspectives to this work. Many of us have deep roots in the Markham community, and we are honoured to support the seniors who rely on UHS across our entire campus. Whether they live in long-term care, in our seniors' housing, or participate in our many programs, helping them thrive, age well, and live better is at the heart of our vision.

The world has shifted dramatically since our last Annual Meeting. Tariff pressures, financial uncertainty, economic downturns, and global conflicts dominate the headlines. But here at UHS, we are committed to continuing to create and preserve the exemplary model of care that our residents so richly deserve.

My fellow Foundation Board members and I are proud to support Union Villa Long-Term Care by strengthening the philanthropic partnerships that enrich daily life for our residents.

As volunteers, we serve not only as Board members but as ambassadors, building connections, engaging our community, and introducing new supporters to the important work of the Foundation.

This year, our fundraising events and initiatives saw tremendous momentum, introducing many new donors to the Foundation. Their generosity directly funds the enhancements that make Union Villa feel like home.



Whatever turmoil may exist beyond our walls, it will not disrupt the steady, dignified, and compassionate senior care delivered by our dedicated staff that is widely recognized as the gold standard.

Working closely with the CEO and her team, your Board will continue to navigate the complexities ahead. Every challenge presents an opportunity to innovate, improve, and expand the programs and supports that make our campus thrive. We will meet these moments with determination and a continued commitment to excellence for all seniors we serve.

– Philip Enright, *Unionville Home Society Board Chair*

As we look ahead, our Board remains committed to expanding community support and ensuring that every dollar raised continues to elevate the quality of life for the residents who depend on us.

– Amaar Naqi, *Unionville Home Society Foundation Board Chair*





UNIONVILLE HOME SOCIETY

UNION VILLA LONG-TERM CARE

Our staff continue to make a meaningful and lasting impact on the lives of those we serve. This commitment is reflected in the dedication of our management team, who consistently pursue opportunities through bursaries, grants, and Ministry-funded initiatives to implement evidence-based practices that enhance resident care and quality of life.

A significant milestone throughout 2025–2026 was the continued implementation and expansion of the DementiAbility model of care, first adopted in 2024. As part of this initiative, resident activity rooms were renovated and enhanced to create welcoming, engaging spaces that support meaningful programming and increased resident enjoyment. Through the Ministry’s Improving Dementia Care Program, Union Villa also received funding for

additional DementiAbility-focused enhancements, including a new wheelchair-accessible courtyard storage shed, resident art displays, bookcases, sensory kits, engagement tools, and evidence-based activity resources designed to promote cognitive stimulation and resident participation.

Technology and innovation continue to play an important role in supporting resident care and rehabilitation. Through our “Connects to Health” initiatives, physiotherapy spaces were enhanced through the integration of television technology with our wheelchair-accessible exercise bike and wall climber systems. These investments, supported by our Foundation, have received overwhelmingly positive feedback from both residents and families.

The implementation of the Caregiver App has further strengthened communication and engagement by improving access to updates, activities, and information for residents and families. The introduction of the Budii system has enhanced resident programming and participation in activities, supporting greater safety, independence, and overall quality of life.

Our partnerships with academic institutions, including York University and Seneca Polytechnic, continue to create meaningful opportunities for collaboration. Through these partnerships, the home contributed to research and discussions featured during the CINTheA Robotics Workshop, which explored assistive technologies and robotics designed to monitor balance, gait, and falls risk. Emerging technologies such as Care Chairs and Carebots were highlighted as examples of how science, innovation, and frontline care teams can work together to improve resident outcomes and help shape the future of long-term care.

The home has also continued to invest in infrastructure and communication systems to better support residents, families, and staff. The implementation of an upgraded nurse call system and enhanced camera systems has strengthened communication, responsiveness, and overall safety throughout the home.

“ The staff have taken the time to understand [my father]. They not only meet his needs but also with a lot of respect and compassion. This is beyond what you can learn through books and in classrooms. They have the patience and kindness that is necessary... and we are so lucky to have them.”

– Anna, Daughter of resident Donald

These investments reflect our ongoing commitment to remaining connected with residents and families while continuously enhancing the quality of care and services provided.

96% of resident families surveyed rated Union Villa “good, very good, or excellent”



VOLUNTEER PROGRAM

In 2025/2026, the Unionville Home Society's Volunteer Program continued to demonstrate its vital role in enhancing resident well-being and strengthening community engagement.

Volunteers participated in a robust framework of training and mentorship, including structured orientation sessions focused on safety, IPAC protocols, and workplace expectations; completion of learning modules addressing legislative requirements, resident care, dementia and responsive behaviours, and emergency preparedness; and hands-on departmental training supported by ongoing feedback and development.

Our group volunteer partnerships continued to expand, with 16 active school, community, and organizational groups contributing their time and talents to enrich resident programs and foster meaningful intergenerational connections.

Spiritual care also remained a significant component of our volunteer engagement, supported by more than 40 volunteers from diverse faith communities who provided worship support, prayer visits, hymn sings, fellowships, and individualized spiritual care in multiple languages.

Together, these contributions reflect our ongoing commitment to cultivating a compassionate, inclusive, and engaged volunteer community that meaningfully enhances the quality of life for residents and supports the mission and values of Unionville Home Society.

130

Active volunteers

6,279

Hours of volunteer service benefitting our clients





ADULT DAY PROGRAM

The Adult Day Program operated at full capacity throughout the year, maintaining a vibrant, supportive, and personcentred environment for all participants.

The program strengthened its commitment to dementia-friendly practices that promote independence, inclusion, and meaningful engagement.

Personalized Augmented Reality sessions were offered to interested clients, providing opportunities for cognitive stimulation, and sensory engagement through individualized therapeutic experiences.

This year, ADP welcomed a new addition to the program: an Art Therapy placement student from the Canadian International Institute of Art Therapy. Each session is intentionally designed around therapeutic goals such as identity exploration, life review, and developing healthy coping strategies. Clients participating in the sessions have already shown increased comfort with identifying and expressing emotions through creative processes, underscoring the value of this emerging component of our program.

92

of ADP clients served

21,762

Hours of respite support for family members of ADP

SOUTHEAST GERIATRIC OUTREACH TEAM

The Southeast Geriatric Outreach Team (SEGOT) continues to deliver a strong, clinically informed, and highly coordinated approach to supporting older adults in the community.

Through comprehensive assessment, care navigation, and access to appropriate referral pathways, the team helped clients maintain independence, safety, and overall wellbeing while remaining in their homes.

In late Summer 2025, SEGOT expanded with the addition of a Community Liaison role, funded through the Registered Geriatric Program of Toronto. This position was created in response to the increasing number of individuals experiencing extended wait times for long-term care placement. This role helps ensure that individuals awaiting placement can maintain their health, safety, and quality of life within the community.

This expansion has strengthened SEGOT’s capacity to respond to emerging needs, reduce gaps in service, and provide a more seamless continuum of care for older adults and their caregivers.

294

of SEGOT clients served

304

of referrals

225

of in-home visits by SEGOT staff

UNIONVILLE COMMUNITY CENTRE FOR SENIORS

The Unionville Community Centre for Seniors (UCCS) demonstrated strong community engagement reflected in increased memberships and program registrations.

These outcomes signal a growing demand for meaningful, high-quality activities and confirm that the Centre's diverse range of experiences continues to resonate deeply with participants.

UCCS operated from two centrally located satellite sites (Central United Church and Bethesda Evangelical Lutheran Church). Despite the absence of a permanent facility, the Centre maintained high membership retention, underscoring strong satisfaction among existing members. At the same time, increased participation from non-members indicates that UCCS continues to attract new audiences, broadening its reach and strengthening the pipeline for future membership growth once a stable location is secured.

Although physical space limitations restricted large-scale program expansion, UCCS successfully deepened its presence at Unionville Commons Seniors Housing. Quarterly social events and ongoing programming increased visibility of UHS services and strengthened relationships with seniors living onsite,

“ The UCCS brings a lot of activities to the seniors. We all enjoy participating and it makes us happy and feeling healthier. I appreciate how hard the staff work at making us feel valued and included”

– Susanna, UCCS participant and volunteer

fostering a more connected and engaged community. Access to larger program spaces also enabled renewed corporate engagement, demonstrating the Centre's ability to leverage improved capacity into stronger partnerships and enhanced financial support.

A significant milestone this year was progress toward securing a permanent home for the Centre. Unionville Home Society formally signed a Letter of Intent with York Region, advancing the transition from temporary satellite locations into the future Unionville Seniors Hub and Community Centre at 4310 Highway 7. This step marks meaningful progress toward the long-term vision of expanding opportunities, increasing services, and enhancing accessibility for older adults in the community.

Collectively, these achievements highlight a resilient, community-driven program that continues to deliver value, expand its reach, and strengthen partnerships, even within operational constraints.

403 Active Older Adults participated in UCCS programs and special events





UNIONVILLE HOME SOCIETY FOUNDATION

ADVANCING RESIDENT LIFE THROUGH PHILANTHROPY

This past fiscal year marked a period of growth and renewed energy for the UHS Foundation.

Together with our dedicated Board, volunteers, donors, and community partners, we strengthened engagement in measurable ways and expanded the circle of supporters committed to enhancing life for the residents of Union Villa Long-Term Care.

A vibrant events season featuring *Garden by the Greens*, the *Unionville Charity Golf Classic*, the *Falling into Fashion Luncheon & Show*, and the *Union Villa Dinner Party*, elevated our visibility and introduced many new supporters to our mission. These events did more than raise funds; they created meaningful, relationship-based experiences that deepened community connection and strengthened awareness of the Foundation's work.

One of the year's standout moments was the *Falling into Fashion* event, brought forward by a local group of volunteers who chose Union Villa as the beneficiary of their philanthropic efforts. Their generosity and initiative exemplify the growing community commitment to improving the lives of seniors, and we were deeply grateful to be selected as their charity of choice.

Behind the scenes, strong operational discipline ensured accurate donor data, seamless event logistics, and timely campaign execution. These efforts reinforce donor confidence and support our high retention rates.

68%

Increase in people supporting our mission in the past fiscal year

Our holiday campaign, launched across multiple channels, expanded outreach to families, past donors, and community partners. These efforts exceeded expectations and surpassed fundraising goals, threefold.

Every new connection and every act of generosity strengthens the quality of life for the seniors who call Union Villa home.

2025-2026 DONOR-POWERED ENHANCEMENTS

Enhanced Comfort & Safety – New resident lifts, beds, and mattresses improved daily care and supported safer mobility for residents and staff.

Improved Living Environment – Replacement of several HVAC units created more reliable, comfortable, and climate-controlled spaces throughout the home.

Dining Experience Upgrades – Adaptive tables, dementia-friendly dinnerware, and specialized kitchen equipment made mealtimes more dignified, personalized, and enjoyable.

Therapeutic Wellness – New physiotherapy equipment now supports exercise for residents of all mobility levels, including those using mobility devices.

Spa Renovations – Several resident spas were fully refreshed to create soothing, calming, and dignified bathing experiences.

Garden Stewardship – Ongoing maintenance of resident gardens preserved cherished outdoor spaces that promote relaxation, connection, and well-being.



2025 – 2026

FINANCIAL STATEMENT SUMMARIES

(UNAUDITED)

Audited financial statements are available at www.uhs.on.ca.

UNIONVILLE HOME SOCIETY

Financial summaries (unaudited) of this unconsolidated entity as at March 31, 2026 and for the year then ended are as follows:

	2026	2025
FINANCIAL POSITION		
Total assets	\$23,856,614	\$24,940,345
Total liabilities	10,629,188	10,618,657
Unrestricted net assets	13,227,426	14,321,688
	\$23,856,614	\$24,940,345
RESULTS OF OPERATIONS		
Revenue		
Union Villa	\$20,139,677	\$18,877,032
Community Support Services Programs (ADP)	684,728	678,151
Investment and other income	366,459	608,182
Geriatric Outreach Program (SEGOT)	329,025	268,872
Administrative services cost recovery	297,360	264,924
Unionville Community Centre for Seniors	124,887	109,439
	21,942,136	20,806,600
Expenses		
Union Villa	21,005,626	19,177,118
Administrative services	1,214,836	1,242,675
Community Support Services Programs (ADP)	692,613	678,343
Geriatric Outreach Program (SEGOT)	329,025	268,872
Unionville Community Centre for Seniors	206,804	178,548
	23,448,904	21,545,556
Deficiency of revenue over expenses before undernoted items	(1,506,768)	(738,956)
Unrealized gain (loss) on investments	412,506	(21,561)
Deficiency of revenue over expenses for the year	\$(1,094,262)	\$(760,517)
CASH FLOWS		
Cash provided (used) by operating activities	\$(358,041)	\$2,565,585
Cash provided (used) by financing activities	68,189	(318,279)
Cash provided (used) by investing activities	164,527	(3,274,907)
Net decrease in cash	\$(125,325)	\$(1,027,601)

BOARD OF DIRECTORS

Philip Enright *Chair* • Robert Cattle, *Vice Chair* • Lyndsey McIntyre, *Treasurer* • Philip Gunn, *IPC*
 Debra Ambrose • Glenn Crosby • Tara Clucas • Paul Cousens • Tracey Deline • Dan Horchik
 Clinton Hugh • Audrey Jamieson • Nick Pileggi • Brian Pollard • David Rackus • Andy Taylor
 Samantha van Velzen

UNIONVILLE HOME SOCIETY FOUNDATION

Financial summaries (unaudited) of this unconsolidated entity as at March 31, 2026 and for the year then ended are as follows:

	2026	2025
FINANCIAL POSITION		
Total assets	\$369,645	\$726,549
Total liabilities	25,187	29,376
Externally restricted net assets	110,044	203,558
Unrestricted net assets	234,414	493,615
	\$369,645	\$726,549
RESULTS OF OPERATIONS		
Revenue		
Fundraising Events	\$320,253	\$268,095
Donations and Bequests	77,823	75,304
Investment and other income	35,242	57,498
	433,318	400,897
Operating expenses	276,117	244,972
Donation expense	509,916	485,283
	786,033	730,255
Deficiency of revenue over expenses for the year	\$(352,715)	\$(329,358)
CASH FLOWS		
Cash used by operating activities	\$(353,371)	\$(350,581)
Cash provided by investing activities	359,539	278,893
Net increase (decrease) in cash	\$6,168	\$(71,688)

BOARD OF DIRECTORS

Amaar Naqi, *Chair* • Audrey Jamieson, *Vice Chair* • Tara Clucas, *Treasurer*
Santo Natale • Samantha van Velzen

Unionville Home Society
is pleased to share the
UHS STRATEGIC PLAN
2025-2030

A plan shaped by the voices of those we serve and those who support us.

The approval of the UHS Strategic Plan on September 29, 2025, set in motion clear directions for the next five years, grounded in four themes that will guide our actions and strengthen our role in serving seniors across Markham. With this plan as our guide and with the dedication of our staff, volunteers, and partners, we are well-positioned for a bright and impactful future.

—Abby Katz Starr, President & CEO and the Unionville Home Society Board

PILLAR

1

An expanded campus through **revenue generating partnerships** that reflect our mission and vision.

PILLAR

2

A broader array of services including day programming, learning, health care, and system navigation to **enrich more seniors' lives** in more ways.

PILLAR

3

A compelling story to grow our brand and fundraising.

PILLAR

4

A business minded, politically acute team to navigate complex systems during a sustained period of change.

SPECIAL THANKS

Our success in supporting the wellness, independence, quality of life, and self-determination of seniors in our community relies on the dedication of our Resident Council, Family Council, Members Council, Staff, Boards of Directors, Volunteers and Donors.

Thank you for your commitment to serving the needs of our clients with integrity.



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