



Building for a better future

Annual Report
2024–2025



Mission

Reena is a non-profit organization that **promotes dignity, individuality, independence, personal growth and community inclusion** for people with diverse abilities within a framework of Jewish culture and values.



Values

As a community-based organization, our values are rooted in a framework of Judaic principles. Within this context, Reena recognizes the importance of providing **support to individuals of all faiths** to enable them to remain connected to their roots, culture and heritage.

Our values are CLEAR:

CARE

C

Chesed VeTzedek
Compassion and justice

LEADERSHIP

L

Tikun Olam
Repair the world

EMPOWERMENT

E

V'ahavta L'reacha Kamocha
Value others as you value yourself

ACCESSIBILITY

A

Lifnei Iver Lo Teeten Michshol
Remove barriers

RESPECT

R

Kvod Habriyot
Honour our humanity

Reena at a Glance

Reena Community Services Canada

Supports alignment and efficient operation across the Reena group of charities.



2025 Financials



Assets
\$168,531,890



Liabilities
\$136,806,042



Find more online!

Hold your smartphone camera over the QR codes in this report to access full features and videos.

Letter from our Executives

Dear Reena Friends and Family,

As we close another remarkable chapter in Reena's journey and prepare to write the next, we do so with immense pride, gratitude, and anticipation, and are reminded of just how much can be achieved when a community moves with purpose. This past year, we've seen growth, we've seen challenge, and most of all, we've seen people come together—with compassion, with resilience, and with the kind of commitment that makes long-term change possible.

2025 marks the close of Beyond 2020, a strategic plan that has guided us through a remarkable period of expansion. We've added housing, strengthened mental health supports, deepened our employment programmes, and advocated for equity in services across the sector. At the same time, we've invested in the people and systems that hold everything together: our staff, volunteers, families, and our network of community partners. The results speak volumes—from over 1200 hours of volunteering, to a 70% rise in neurodiverse job seekers finding employment, to an unprecedented expansion in respite services and outreach programming.

And now, we embark on a bold new chapter. Reena Ready 2030: Rising to the Challenge is now underway — and it's more than just a plan. It's our next step forward, together. It sets out our strategy's five focus areas not as isolated goals, but as interconnected parts of a community-led journey toward inclusion. Our five focus areas include:

- Individual supports and empowerment
- Housing and home
- Partnerships to strengthen caregivers and care providers
- Responsible sustainable development
- Wellness and health

The insights we've gathered over the past year—from residents, staff, families, and stakeholders—have shaped what this next chapter looks like. You've reminded us that real inclusion is not only about spaces, but about relationships, that good housing means stability and dignity, that mental health needs to be addressed holistically, in the places where people live, that employment isn't just about jobs—it's about identity, confidence, and belonging.

We've already seen important early steps: working with Western York Region Ontario Health Team to develop a new primary care clinic; expanded supported employment initiatives; growing partnerships across health and housing sectors; and continued investment in intentional communities. We've also reaffirmed our sustainability goals, advancing the GReena initiative and exploring ways to embed environmentally responsible practices into all that we do.

None of this is possible without trust—trust from families who welcome us into their lives, from staff who give so much of themselves, from funders and partners who believe in our direction, and most importantly, trust from those we support—who continue to show us what it truly means to live fully and with purpose.

As always, we are guided by our values, rooted in our Judaic principles and brought to life every day through acts of compassion, inclusion, and justice.

We take to heart Hillel’s enduring question: “If I am not for myself, who will be for me?” (This speaks to self-advocacy.) ‘But if I am only for myself, what am I?’ (Empathy.) ‘And if not now, when?’ (Immediacy.)”

This ethos remains the compass for our work as we strive to remove barriers, build community, and honour our shared humanity.

As we look ahead, we know the landscape will continue to shift. There will be funding pressures, service demands, and complex needs. But we also know that Reena is ready. Not because we have all the answers, but because we’re prepared to ask the questions, to work collaboratively, and to keep our values at the centre of every decision.

Thank you for walking with us. Thank you for the stories you share, the work you do, and the confidence you place in this community.

We are deeply grateful—and we remain committed to finding innovative ways to address the challenges that lie ahead.

With appreciation,



Bryan Keshen
Chief Executive
Officer

Sandy Stemp
Chief Operations
Officer



**Viji
Hariharan**
Chief
Financial
Officer



Sheila Lampert
Executive Director,
Reena Foundation



**Marnie Silver
Nelson**
Board Chair,
Reena
Foundation



**Harold
Seidel**
Board Chair,
Batay Reena



Rick Chad
Board Chair, Reena

We Are Reena

- Serving individuals with autism and other developmental disabilities, people with mental health challenges and other diverse needs **since 1973**
- The **4th largest** service provider in Ontario
- The **2nd largest** provider of care beds in the Jewish community after Baycrest
- Providing housing, programs and respite services to **over 1,000 individuals annually**
- An operating budget in excess of **\$87 million**
- Over **870 employees**
- **Over 1255 volunteer hours** in the last year, supporting Reena programs and individuals
- Helping individuals secure employment in the community through **job placement and coaching**



Our Staff 2025

536
Full time

337
Part time



Reena Financial Summary 2025

Summary statement of financial position

Assets	\$ 110,293,938
Liabilities	\$ 105,804,877
Fund Balance	\$ 4,489,061

Summary statement of operations and changes in fund balances

Revenue	\$ 80,303,409
Expenses	\$ 80,694,314
Deficiency of revenue over expenses for the year	(\$390,905)

Year ended March 31, 2025



**Scan to view
the full report!**

View the complete
2025 Reena financial
statements, including
accompanying notes.

By The Numbers

**Reena is a sector leader
in housing development
and innovative solutions with:**

133

Supported
Independent
Living Beds



86

in Toronto

47

in York Region

Based on no decrease or increase
in SIL beds since 2024.

2

additional residential
facilities are under
construction

Learn about
the Intentional
Community
Consortium:



35

Residential Facilities



2

Intentional Community Residences
(Sandy Keshen Reena Residence &
Lou Fruitman Reena Residence)

10

multiplexes

23

detached homes, including
specialized homes for
vulnerable women, seniors
and people with complex
behavioural challenges.



Frankfort Family
Reena Residence



6

long-term
care home
partnerships

Housing

Providing specialized care in our inclusive community of group homes and Supported Living facilities.

2020

411

capacity

2025

523

capacity

Based on no decrease or increase in housing supply since 2024.

While the following homes represent specialized housing models, it's important to note that all Reena homes provide meaningful, person-centred support. We continue to listen closely to our community's needs and actively work to respond, including through renovations and modifications that enhance the physical spaces of our homes, and by enriching our staff training to better reflect the diverse needs of the people we support.

2

group homes dedicated to older adults with IDD
(The Al & Faye Mintz Reena Elderhome and The David & Luba Smuschkowitz Elderhome)

1

group home dedicated to supporting vulnerable women with IDD
(Robbins Family Group Home)

2

multiplex residences supporting individuals dealing with mental health challenges, including The Life & Hope Foundation Triplex



Outreach

115

individuals served



Volunteer Department

1,255

hours



Respite

120

families served

Rising to the Challenge Through Partnerships and Purpose

At Reena, stakeholder relations are not simply supportive — they are strategic. In 2025, we deepened our influence across government, the developmental services sector, and now increasingly, health. Our efforts this year focused on expanding partnerships, securing policy commitments, and elevating inclusive housing and support models nationwide.

A key achievement was securing new funding to take the Intentional Community Consortium (ICC) national. Under the leadership and guidance of Batay Reena, the ICC has grown to over 50 organizations from across Canada. Through events like Building Bridges to Housing, cross-country roundtables, and an upcoming “Day on the Hill,” we are uniting sector leaders around the goal of developing intentional, inclusive, and deeply affordable housing for people with developmental disabilities, mental health needs, and complex support requirements.

Read about Reena’s
Strategic Plan



This national expansion is a bold step that cements Reena's role as a convener and catalyst for cross-provincial collaboration — and as a trusted voice among funders and policymakers.

We are also building the case for systemic investment in healthcare integration for individuals with intellectual and developmental disabilities (IDD). As Reena expands its health-focused supports, we are engaging health system leaders and elected officials to ensure our reach in healthcare equals our longstanding strength in developmental services. This includes outreach at all levels of government, from local health agencies to federal health strategy consultations.

Stakeholder Relations also actively seeks out and applies for government grants and funding programs that align with Reena's strategic priorities. These efforts support a broad range of initiatives, including capital improvements, seniors programming, employment supports, sustainability initiatives, and the creation of additional affordable and supportive housing. These funding pursuits are a vital component of our long-term impact strategy and demonstrate Reena's commitment to resourceful, mission-driven growth.

Strategic alliances remain essential. This year, we focused on cultivating and strengthening partnerships that advance wraparound supports across housing, employment, and healthcare.



By aligning with organizations that share our vision for inclusive, community-based services, Reena continues to demonstrate how integrated models can drive meaningful, system-wide transformation.

Under the banner of Reena Ready 2030, we're not just envisioning a more inclusive future — we're actively building it. Through intentional collaboration and sustained advocacy, Reena continues to lead by example.

Community Participation

In 2025, our Community Participation Support programs (CPS) expanded its offerings of customized and innovative opportunities that have seen great success across the agency. Reena continues to implement the ministry's "Journey to Belonging" program for all individuals supported at Reena.

At its core, the CPS model aims to enhance the quality of life for the individuals while prioritizing their personal preferences, and interests when seeking support services.

From innovative drop-in programs at multiple Reena and community partner locations to individualized day programs, the CPS department is organized in three (3) streams – exercise and nutrition, life and living skills, and creative arts. Dance, laughing yoga, cooking, music and gardening at the Reena community farm, to name

a few, are some of the activities that the Reena participants enjoy as well as learn valuable life and living skills and build meaningful relationships.

Additional updates regarding the CPS department include a recent launch of a new model of service delivery for its drop-in programs in response to the needs of the Reena residents. The facilitators will continue to develop and deliver programs at Sandy Keshen Reena Residence (SKRR), Battle Centre (BC) and Lou Fruitman Reena Residence (LFRR), as well as at Beth Sholom and Schwartz Reisman Centre (SRC), but have expanded their reach to each home. As always, the activities are customized to the interests and preferences of the residents. Further, the facilitators will be training the residential support staff on how to deliver the activities in order to increase the amount of individuals who are able to participate in the programs across the agency.



Program Updates

2020

253 individuals

2025

362 individuals

137 participants in the day programs

150 participants in the drop-in programs

75 in employment

Further, the CPS department is excited to announce that the TV screen in the Battle Centre will display the weekly schedule of activities being delivered there by the facilitators! This will include trainings, meetings, and programs and will be updated on a daily basis.

The CPS team is also dedicated to the continued success of the “Health Matters” initiative. This includes programming that promotes health and wellness for all ages. Further, Reena has expanded its impact in the community with the launching of the new and exciting program SALC specifically designed for seniors with developmental disabilities at Reena and from the community.

So far this year, employment support programs and services have experienced an unprecedented expansion in the CPS portfolio.

This includes Job Readiness Skills training workshops (as well as 1:1 as required) through Channels and Pathways, to year-round customized on-site job coaching services as well as the Summer Employment Transitions (SET) programs established in 2012. Participants are being referred from Reena residences, other day programs, community partners as well as SET alumni and individuals living at home. The supports are designed to assist participants with achieving their employment/career goals and paid employment in the competitive labour market.

The CPS department continues to grow and expand our opportunities for individuals we support. For more information, please contact our social work intake department at socialworkinfo@reena.org.



**Read about Reena's
Community Participation**



Driving Sustainability Through Energy Efficiency and Waste Reduction

In 2025, Reena advanced its sustainability strategy with a renewed focus on energy conservation, waste reduction, and renewable systems. Following the completion of an organizational energy audit, Reena has been seeking funds aimed at reducing energy consumption and emissions across multiple sites. Proposed upgrades include high-efficiency condensing boilers, air-source heat pump hot water tanks, rooftop HVAC systems, and smart insulation and ventilation technologies. These enhancements are expected to substantially lower utility costs while improving comfort and environmental performance for residents and staff.

As part of our commitment to long-term sustainability, Reena is working with **Enbridge and Alectra** to assess energy usage across all residential properties. Through these partnerships, we are identifying practical and cost-effective energy efficiency upgrades tailored to each location. This initiative complements our design standards, which now integrate energy-efficient systems and materials into **all new builds**, ensuring long-term environmental and financial resilience.

Reena Community Farm At a Glance

Sell What You Grow

1

Hydroponic Farm
(12 month capability)

1

Megafarm

Eat What You Grow / Donate What you Grow

27 of 32

Reena group homes

10

Supported Independent Living

14

Neighbourhood Partners

2

Intentional Communities



Reena also reactivated a system-wide 3Rs (Reduce, Reuse, Recycle) initiative. Through internal engagement and site-wide implementation, staff were encouraged to minimize single-use items, improve recycling practices, and conduct waste audits to identify further opportunities for diversion. These grassroots efforts are fostering a culture of environmental responsibility across our residences and community programs.



**Learn more about Reena's
Community Farm:**



2025 Season Update

Now completing our fifth year of operations, the Reena Community Farm continues to grow and has almost 1,300 above ground containers in our network. The Reena Farm Buddies program was jointly developed and deployed with 3 Reena qualified volunteers visiting 12 of our residential locations, providing encouragement and support to our supported individuals and our staff on a weekly basis. The Reena Community Participation Place was opened as a joint effort of the Reena Community Farm and Community Participation program team. The 145 Lebovic Campus Drive site supports both a growing program as well as outdoor activities involving Reena and other community organizations.

A new bartering relationship was opened with the Food Bank of York Region giving us a place to exchange excess produce for other produce which is then distributed within the Reena Community. A new donation channel to VeAhavata was opened with the help of our newest neighbourhood partner, Beth David, which enabled fresh vegetables to

become part of meals distributed to the homeless in the GTA. We continue to generate revenue, extend Reena's brand, and paid employment for individuals in the Reena Employment program, with our Reena Employment Zone tenants, La Briut and Pure Greens, who both provide The Kashruth Council of Canada (COR) supervised products into the Kosher consuming community. We increased Megafarm production of eggplants, in support of Ba-li Laffa, a kosher restaurant located 100 meters from the Megafarm.

For the first time Reena Community Farm established a direct sales channel with Reena's across the street neighbour, the Olive Branch, where both Megafarm produce as well as custom grown kosher certified herbs go from farm to sales on the day of harvest.

In the year ahead, we will be executing our second federal Local Food Infrastructure Fund grant. Fully implemented by March 2027, this will increase our growing capacity by 25% at the hydroponic farm and 50% at the Megafarm, flood prevention measures permitting, bring indoor 12 month a year growing to Reena supported individuals at our intentional communities including the Frankfort Family Reena Residence, provide a refrigerated cargo van to facilitate transport of growing infrastructure and produce, and expand partnerships with Bernard Betel, Circle of Care and the Miles Nadal Jewish Community Center.



Health Services Update 2024–2025:

Advancing Cross-Sector Integration and Inclusive Care

In 2024–2025, Reena advanced its leadership in bridging Developmental Services (DS) and Health, focusing on improving access to care, strengthening coordination, and addressing the unique health needs of individuals with developmental disabilities (IDD).

Provincial Health Leadership and Advocacy

Reena co-leads the Provincial Network Health Strategy & Engagement Working Group, with CEO Bryan Keshen as Co-Chair and Ziv Har-Gil as Lead, Health Strategy & Partnership. Building on the September 2023 position paper, *A Call to Action for Fundamental Cross-Sectoral Change*, Reena advanced implementation through presentations and strategic meetings with Ontario Health, the Ministry of Health, and MCCSS—prioritizing improved primary care access and DS inclusion in system planning.

Ontario Health Team (OHT) Engagement

Reena remains a key partner in Ontario Health Teams, with Bryan Keshen continuing as Co-Chair



of the Western York Region (WYR) OHT alongside new Co-Chair Mario Longo (CHATS). Reena is also a member of the North York Toronto Health Partners OHT, ensuring the unique needs of the DS sector are integrated into local health strategies.

Developing a Primary Care Clinic in Thornhill

To address persistent gaps in access to primary care for individuals with developmental disabilities and other equity-deserving populations, Reena has developed a model for a new, multidisciplinary clinic located at the Promenade Mall. The clinic will offer team-based, accessible care for individuals without a primary care provider, including those with IDD, physical disabilities, neurodiverse individuals, and people with complex needs.



Co-designed with partners from the Western York Region OHT, the clinic will help reduce avoidable emergency department use and provide proactive, inclusive care embedded in the community.

Improving Timely Medical Access

To enhance on-site clinical support, Reena welcomed family physician Dr. Zidel in January 2024. In his first year, over 120 new medical consultation requests were submitted, supporting timely health decision-making across Reena's residential programs. This initiative strengthens continuity of care and reduces avoidable ER and urgent care visits.

Inclusive Vaccine Clinics

In collaboration with York Region Public Health, Reena hosted high-accommodation flu and COVID-19 vaccine clinics in Spring and Fall 2024. These clinics ensure safe, accessible immunization for supported individuals, reinforcing Reena's commitment to inclusive health delivery.

New Health Page Launched

Reena recently launched a dedicated Health page on our website, featuring updates on initiatives, clinical partnerships, and resources for individuals with IDD, families, and sector partners. The page highlights our work to enhance healthcare access, share information, and strengthen collaboration across the DS and health sectors.

Mental Health Supports and Dual Diagnosis

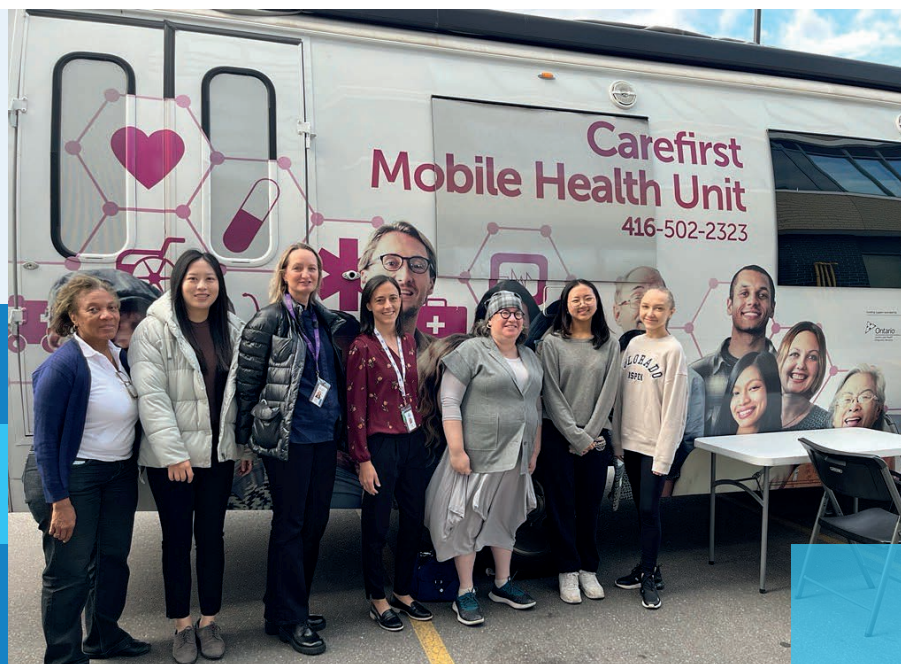
Recognizing the disproportionate mental health challenges faced by individuals with developmental disabilities, Reena has continued to strengthen access to psychiatric consultation and integrated supports for those with complex needs.

We are fortunate to have the expertise of Dr. Joel Shapiro, a community psychiatrist who consults with Reena on an as-needed basis. His assessments have been especially valuable in reviewing legacy prescriptions of psychotropic medications, clarifying mental health versus behavioural presentations, and supporting transitions for individuals who are no longer able to access retiring psychiatric providers.

Dr. Shapiro's involvement has enhanced clinical decision-making and boosted staff confidence in supporting individuals with mental health needs.

Reena has also expanded its intake to individuals with a dual diagnosis and complex needs, many of whom have transitioned from the CAMH Dual Diagnosis Alternate Level of Care (DDALC) program. Reena staff have worked closely with hospitals to support safe discharges and continuity of care. Individuals are now thriving in appropriate housing environments with tailored supports. This expansion reflects Reena's commitment to addressing one of the most under-served segments of the population—ensuring timely, effective, and person-centred mental health support in community settings.

Visit our new
dedicated health
page on our website:



Employment

Reena's supported employment services and programs have seen a successful 2024/2025 year with an increase of 70% of neuro-diverse participants from diverse backgrounds seeking paid employment in the competitive labour market.



Both Summer Employment Transition programs, the year-round Job Coaching Support Services and Vocational Skills training workshops through Channels and Pathways North have helped over 50 job seekers this year with securing meaningful and sustainable paid placements.

The current caseload of 35 are receiving on-site job coaching supports at the workplace to assist the employee with problem-solving, training and being included in the team as well as long-term retention.

Further, our partnerships with supported employers have expanded to over 35 businesses from different sectors including Reena.

Read more about
Reena's employment
programs:





Employment Updates

Paid job placements

30

Job Interviews

30

Current caseload

35 participants

Intakes for employment

50



"We would like to thank you, Alanna, Joey for your support and help during Andrew's first year of employment. He benefits and enjoys the work. He keeps telling us how great the shift was and how he likes to be at work. You helped him not only with developing skills but with confidence, sense of belonging and we are extremely thankful for your help!!!"

Matthew Builds His Career Through Inclusive Employment

Research reports that youth with developmental disabilities have one of the highest rates of unemployment, and employment opportunities are limited.

Matthew, a neuro-diverse job seeker with a passion for visual arts and graphic design, was experiencing this reality firsthand as he struggled to secure job interviews and offers in the retail sector.

For Matthew, working at Michaels wasn't just any job opportunity—it was his dream job. The arts and crafts retailer aligned perfectly with his interests, skills, and creative passions. When he learned about Michael's "Makers Like Me" program, specifically designed to ensure that talent with developmental disabilities, including Autism, have equal and fair opportunities in recruitment and workplace inclusion, Matthew saw his chance.

Through Reena's Supported Employment program, Matthew was connected with the Makers Like Me program at Michaels (TOR-Downsview). Following

the online application process, Matthew was interviewed by Assistant Store Manager Natasha, who focused on what mattered most: his abilities, attitude, skills, and motivation, not his disability.

Matthew was thrilled when he received the job offer for the Team Member position. His dream had come true.

From his first day, Matthew was welcomed with open arms by the entire Michaels team, led by Cathy and Natasha. The team provided comprehensive training and ongoing support to help him succeed in his new role. They embraced the onsite job coaching support that reinforced his training and workplace inclusion.



Almost one year later, Matthew has built a successful career at Michaels (TOR-Downsview). He's become a valuable member of the team and genuinely loves his work. The meaningful and sustainable employment has made a profound impact on Matthew's life, giving him a huge boost in self-confidence and valuable experience in the competitive labour market.

Matthew's success story demonstrates what's possible when employers look beyond disabilities to see individual potential and create truly inclusive workplaces.

It is with gratitude to the management and staff at Michaels-Billy Bishop Way, Toronto, that Reena has awarded the store and team the

Champion of Workplace Inclusion Certificate of Appreciation for participating in the Makers Like Me program. Cathy and Natasha deserve recognition for their efforts in creating a safe, respectful and inclusive workplace for job seekers who are typically left out of the workforce.

A big thank you to Cathy and Natasha for being champions of workplace inclusion and for making Matthew's career dreams a reality. We at Reena look forward to many more years of working together to make a difference in the community!



**To learn about our
upcoming events or
to make a donation,
please contact:**

Reena Foundation

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Thornhill, ON L4J 4P8**

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t (905) 763.8254, ext. 3630
w reenafoundation.org

**Scan to view
our donation
opportunities!**



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