

2025 Annual Report

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Mike Fotheringham
CEO, Taproot Community Support
Services

As I reflect on this past year and what our team has accomplished, I can't help but be incredibly thankful and humbled to be a part of such an amazing group of colleagues. We've been able to deliver top-tier services to individuals and families while undergoing many concurrent changes. I'm most proud of our rebrand to Taproot Community Support Services. We will continue to be a source of strength and stability for all that we serve while nurturing their inner strength.

This past year, we continued to refine our processes and systems in order to free up our front-line staff to do their best work. We are lucky to have found Sharla Drebit as our Chief Operating Officer, who has steadily improved

our HR, IT, Communications and Quality teams. We continue to prioritize staff safety, and I'm really happy about the steps we've taken in Occupational Health and Safety. Our new 3-year Roadmap will keep us focused on incremental improvements that will have a lasting impact on staff and those we serve.

While our support teams have been busy, our operational teams have been focused on growing our reach. We expanded in Alberta with Foster Care and our Spirit of Our Youth residential youth services. In BC, we added 5 new staffed youth resources, which has allowed resources to share staff across sites more easily.

For the coming year, I'm really excited to roll

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out employee ownership to every one of our employees, to root our practice in our new support model, which is grounded in research, to expand our reach in existing locations and to continue improving our internal processes to ensure our front-line staff can continue delivering their best work.

All of this could not be possible without the incredible work of all of our teams!

-Mike Fotheringham



Robert MacDougall,
Chair of the Board, Taproot
Community Support Services

“Your care, innovation, and integrity are the heartbeat of Taproot.”

This past year marked a meaningful chapter in the evolution of Taproot. As Chair of the Board, I have the privilege of witnessing how the strength of our roots, employee ownership, community connection, and a shared sense of purpose continue to shape who we are and how we serve.

I want to begin by acknowledging the contributions of those who came before me, especially Gail Stepanik-Keber, who served as Board Chair during a time of significant transition. Gail's leadership helped lay the foundation for our renewed clarity and direction. I also wish to thank our retiring board members for their dedication and service to Taproot's purpose.

In the months following our rebrand, the Board and leadership came together with renewed energy to ensure that our strategic direction truly reflects the needs of those we support. Through deep listening and collaboration, we set a clear path focused on person-centred support, culturally responsive care, and sustainable, purpose-driven operations.

This year, we reaffirmed our commitment to advancing employee ownership and financial sustainability, and we took important steps to grow services where they are most needed. We are exploring expanded supports for Indigenous communities, seniors, and those facing mental health challenges, areas where our model can make a meaningful difference.

We also continued to strengthen governance practices, building on our B Corp values and accountability to community. I'm especially proud of how the Board has supported the alignment of our structure, strategy, and service delivery during this pivotal period.

To our employees: thank you. Your work transforms lives and strengthens the communities we serve. I am continually inspired by the way you show up. Your care, innovation, and integrity are the heartbeat of Taproot.

Together, we are building something deeply rooted, resilient, and full of possibility.

-Robert MacDougall



This past year at Taproot has been one of significant change, growth, and renewed focus. We have made meaningful strides in strengthening our operations, supporting our workforce, enhancing community impact, and preparing for the future.



Year In Overview

This past year has been a pivotal chapter in Taproot's ongoing journey to empower individuals and families through personalized, culturally responsive support. Rooted in collaboration and community, we made meaningful progress across several strategic areas that align with our Roadmap and reflect our commitment to being an innovative, inclusive, and impactful organization.

Rebrand and Strengthened Identity

This year, we rebranded from WJS Canada to Taproot Community Support Services to better reflect who we are and our commitment to nurturing the inner strength of individuals and families. Our new brand brings a fresh, authentic voice and visual identity that represents our long-held motto of 'Strength in People'. We also took time to rethink our values and made them statements: We are stronger together, We lead with optimism, We respect all voices, We embrace challenges, and We go above and beyond. The new brand has strengthened our confidence in sharing our story as vital partners in the communities where we work.

Our Roadmap Forward

Another significant milestone this year was the creation of a new

3-year roadmap that outlined strategic priorities in 4 key areas:

1. An inspiring and attractive workplace where you can be your whole self.
2. Delivering transformative services grounded in research that meets the needs of person-served.
3. Confidently sharing our story as vital parts of the communities we serve.
4. A leading progressive business model that delivers impactful social change.

Together, these priorities will keep us grounded in our purpose while moving us forward in ways that matter.

Corporate Amalgamation

We took some time to improve our corporate structure by simplifying our various entities into an operating and a holding company. Now all of our 17 properties are in one place, and we can better manage our physical and financial assets. A significant development this year was the acquisition of four additional properties, expanding our services across multiple locations. We will continue to look for opportunities to grow in ways that support our purpose and the communities we serve.



Year In Overview

Health and Safety Enhancements

We conducted a comprehensive review and updated our Health and Safety Management System to reflect current best practices and regulatory requirements. These improvements prioritize the well-being of both staff and the people served, creating safer, more supportive environments throughout our locations.

Accreditation Success

The CARF accreditation of our Port Alberni services was a major achievement, reinforcing our commitment to excellence and continuous improvement. This milestone validates the quality and integrity of our service delivery, demonstrating that we meet rigorous standards across all facets of our work.

Community Partnerships and Social Impact

We deepened partnerships with government, Indigenous communities, and local organizations to address complex challenges and foster belonging and resilience collaboratively. Our B Corp certification keeps us grounded in sustainability, equity, and social responsibility.

Leadership Changes: Looking Ahead

As we move forward, Taproot is poised to build on our strong foundation, leveraging our collective strength and cultivate connected communities across the regions we serve. This year, we expanded our leadership team with a COO role to strengthen operational leadership and support our growth. We are also excited to expand our employee ownership with the launch of our Employee Ownership Trust (EOT), which will deepen staff engagement and strengthen our commitment to shared success. Full details on this important milestone will be shared in next year's report.

“ THE LAUNCH OF OUR EMPLOYEE OWNERSHIP TRUST STRENGTHENS OUR COMMITMENT TO SHARED SUCCESS.



**DIVERSE ABILITIES,
ALBERTA**
**Donna Phillips,
Executive Director**

A STORY OF GROWTH & TRANSFORMATION: DG AND MN'S JOURNEY

At Taproot Community Support Services, we are proud to share the remarkable progress of DG and MN, two persons served in our Disability Services program who have embraced positive change while living together.

DG's Journey

Before moving into his current home, DG faced challenges including theft incidents and difficulty managing personal boundaries. Between June and August 2024, he experienced 12 theft-related incidents. Recognizing his needs, our team increased his staffing hours

and introduced structured supports, including financial management adjustments. DG's daily spending allowance and cigarette allocation were increased, fostering greater self-management. Since then, DG's hygiene, confidence, and contentment have improved significantly. He no longer engages in theft and shares a positive relationship with MN, enjoying activities like word puzzles and watching TV together.

MN's Journey

MN initially struggled with trauma, social withdrawal, and medication refusal. Through patient, structured support focusing on coping skills and positive reinforcement, MN's confidence and independence have blossomed. She now communicates openly, participates in daily activities, and takes pride in her self-care. A key milestone was when she independently sought out DG at the library, demonstrating growing trust and responsibility. MN also actively helps staff and engages meaningfully in her home.

A Home Built on Support

Together, DG and MN have created a stable, respectful home where friendship and mutual support thrive. Their progress exemplifies the power of tailored support, community collaboration, and resilience. At Taproot, we celebrate their journey and remain dedicated to fostering environments where all individuals can flourish.°





**DIVERSE ABILITIES,
BRITISH COLUMBIA**
Jatinder Aujla,
Executive Director

C'S JOURNEY OF GROWTH AND INDEPENDENCE

C is an independent, responsible, and active person who values his freedom while thriving in a supportive community. Since joining Taproot in 2016 for weekend respite, he has steadily grown in confidence, skills, and independence. In February 2023, he made a major transition by moving into the Our Place resilience home. This deepened his sense of belonging and growth.

This progress reflects the consistent encouragement of support staff who believe in C's abilities and provide a stable, nurturing

environment where he feels empowered to try new things. At home, he starts his day by setting up the dining area, helps with gardening and recycling, and communicates openly about his plans. These routines show both maturity and responsibility.

C has worked in the bakery department at Superstore in North Vancouver for four years. It is a role he enjoys and takes pride in. His ability to bus independently to and from work highlights his confidence and commitment. Staff helped him build the skills to navigate the community and continue to support his success.

Outside of work, C embraces outings with housemates and staff. He has enjoyed trips to White Rock, Whistler, and Vancouver Island, as well as a ride in a seaplane. His adventurous spirit continues to shine in an environment that celebrates his successes.

C also maintains a close bond with his mother. He visits for dinners, helps with errands, and

joins her on vacations. Staff support these connections and recognize their importance to his happiness and balance.

C's story is a testament to what is possible when compassionate support meets determination. His independence, work ethic, and kind nature make him a valued member of his home, workplace, and community. With continued support, he is living a life filled with purpose, connection, and opportunity.°





**FAMILY & COMMUNITY
SUPPORTS, BRITISH
COLUMBIA & ALBERTA**
Rudy Newbury,
Chief Programs
Officer

HOW ONE MOTHER'S UNYIELDING LOVE TRANSFORMED HER FAMILY'S FUTURE

K was a force of nature, a proud Indigenous mother of four, and a warrior whose story ignites hope in even the darkest places. Her life is one of breathtaking triumph over systemic barriers, trauma, and addiction, showing how courage and community can rewrite destinies.

When she first crossed paths with Taproot's frontline team in Slave Lake, her spirit was strong though her struggles were immense. A survivor of generational trauma and discrimination, she fought to protect her children from the cycles that had shadowed

her own life. When addiction temporarily stole her footing and her children entered Child and Family Services, the loss became the turning point for a remarkable transformation.

Through Taproot's Strong Families program, K faced her pain head-on. Anger and fear surfaced, yet she built unshakeable bonds with Family Support Workers and turned setbacks into steps forward. She braved detox and celebrated months of sobriety. She embraced the tools and resources offered, creating stability for herself and her family. She built a network of friends, mentors, and professionals who rallied to support her. Defying every obstacle, she enrolled in college with the dream of becoming a social worker, determined to merge lived wisdom with professional insight.

Then came the moment that defined her journey: her children came home. Child and Family Services closed her case, astonished by the dramatic shift in their safety and well-being. Stability ratings that once hovered at 1s and

2s soared to perfect 10s, a testament to her relentless love and determination.

Today, K stands as proof of what is possible. She did not just break generational chains; she shattered them. Her children now thrive in a home filled with hope, and her vision of guiding others through social work grows stronger every day.

At Taproot, we do not just witness miracles, we help create them. K's journey is a powerful reminder that with grit, grace, and the right support, no mountain is too high to climb.°





SPIRIT OF OUR YOUTH
Verna Longmore,
Spirit Program
Director



Spirit of Our Youth

A YOUTH'S JOURNEY BACK TO FAMILY

When he first came to Spirit, this teenage youth was struggling. He rarely attended school, spent most of his time shut away in his room, and kept the world at arm's length. Staff worried about how withdrawn he had become and how little hope he seemed to have for his future.

Over the 14 months he spent with us, things began to change. With encouragement and steady support, he slowly opened up. By June 2025, he was not only going to school every day but excelling, achieving high marks in all his courses. He started attending counselling,

spending time with peers in the common areas, and taking part in life skills activities. His love for politics became a constant source of conversation, sparking lively debates with anyone willing to engage.

What stood out most was the way he grew into himself. He offered to help with everyday tasks like grocery shopping and tidying, and he learned to speak his mind with confidence. He became a strong advocate for himself, no longer hiding but stepping forward with a sense of pride.

This August, he was ready to go home. Returning to his dad's care was bittersweet

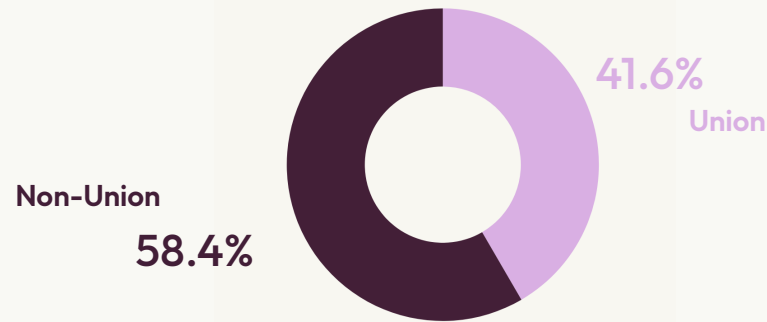
— staff were sad to see him leave but deeply proud to have walked alongside him. His journey is a reminder of what patience, support, and belief can unlock in a young person.°



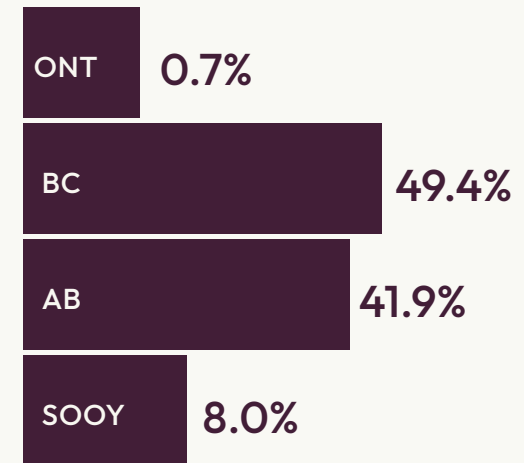
Our People

As of March 31, 2025, Taproot Community Support Services employed 742 team members across British Columbia, Alberta, Ontario, and the Spirit of Our Youth (SOOY) program.

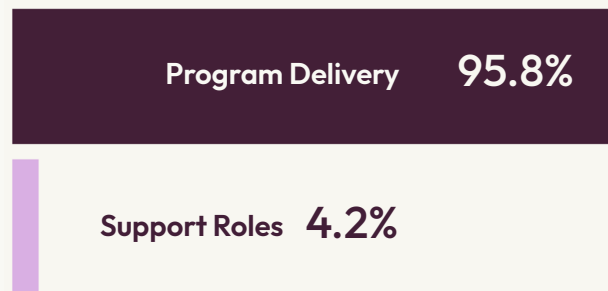
Union Status



Employee distribution across Canada

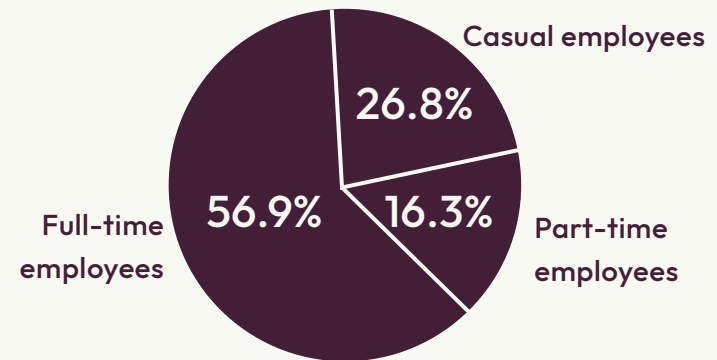


Employee Roles



Most of Taproot's staff are directly involved in Program Delivery, supported by a smaller team in Support roles. The majority of employees work full-time, with additional support from part-time and casual employees.

Employee Status

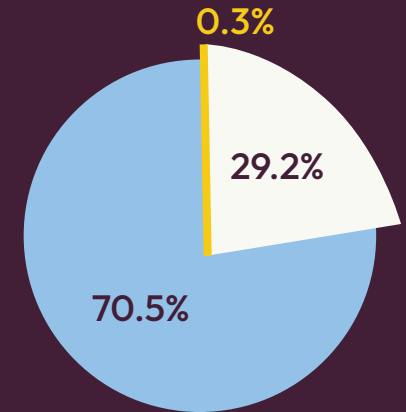
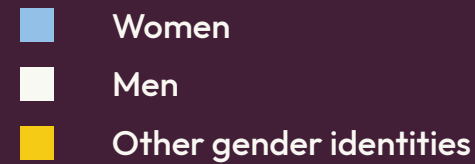




Equity, Diversity & Inclusion

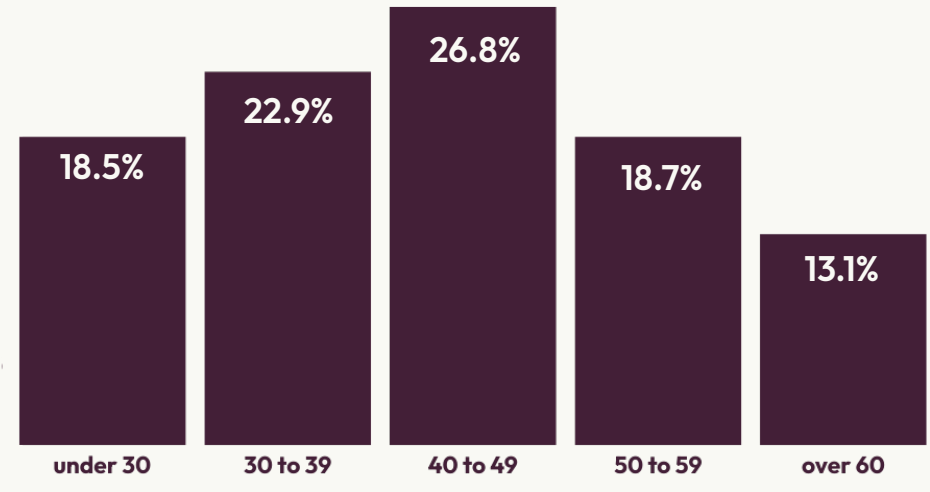
Taproot's workforce is richly diverse. We embrace and celebrate diversity in all its forms. Our team is predominantly female, reflecting the vital role women play in our sector.

Gender distribution at Taproot



Age distribution at Taproot

We represent a wide range of ages, cultural backgrounds, identities, experiences, and worldviews. This rich mix of perspectives strengthens our workplace and enhances our ability to provide compassionate, culturally responsive support to the diverse communities we serve.





Employee Engagement Survey Highlights

228

Employees participated in Annual Survey

93%

Agree Taproot fosters an inclusive culture.

In 2025, 228 employees participated in the survey, representing staff across Alberta, British Columbia, and Ontario. Results reflect the strengths of our culture and highlight areas for growth, including training, compensation, and communication.

97%

Are willing to go Above & Beyond for Persons Served.

93%

Feel encouraged to tackle challenges creatively.

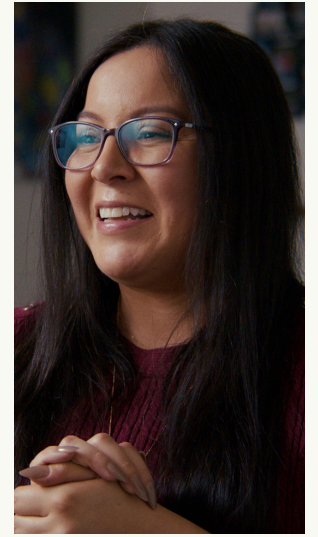
92%

Understand Taproot's strategic goals.

90%

See professional growth and development opportunities.

These results showcase the dedication of our staff and the inclusive environment we strive to maintain for both employees and those we serve.



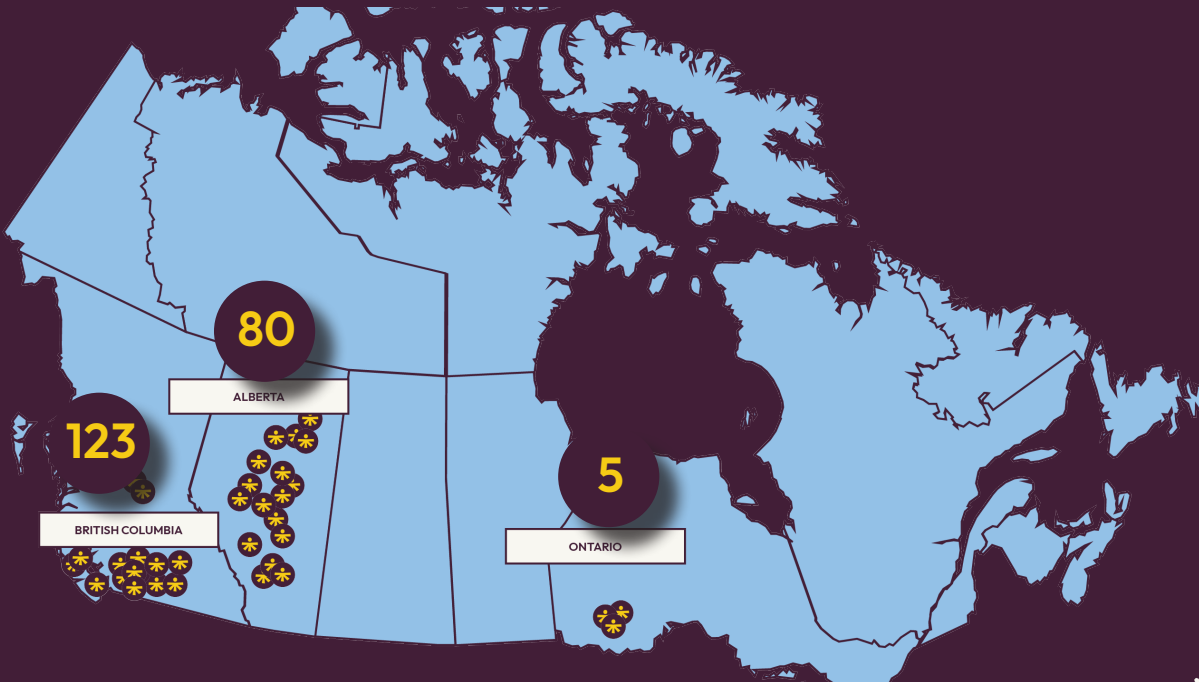




Program Overview

This map and data highlight the distribution of programs across our regions, reflecting our commitment to meeting local needs. Altogether, Taproot operates 208 active programs, with 23 new programs launched this year. The majority of programs are concentrated in British Columbia and Alberta, demonstrating the breadth of our services in these provinces. Spirit of Our Youth and Ontario also play vital roles, offering specialized, localized support.

Programs by Region

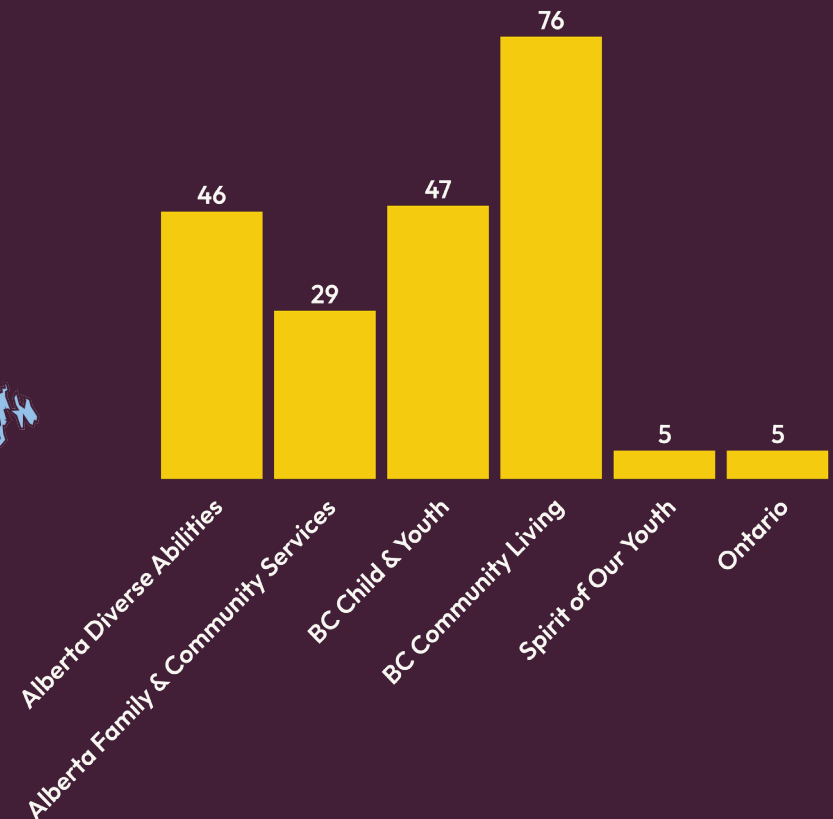


23

new programs

23 new initiatives this fiscal year reflect Taproot's commitment to expanding our reach and addressing growing community needs.

Programs by Service Sector

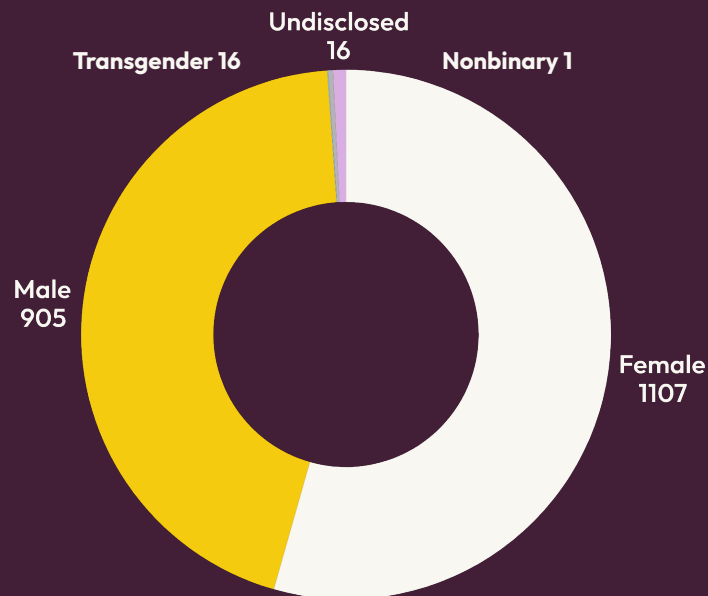




Who We Serve

In fiscal year 2025, Taproot supported approximately 2,035 people across Alberta, British Columbia, Ontario and through Spirit of Our Youth. Alongside the breadth of our programs, these numbers highlight the people behind them, spanning many ages and reflecting diverse genders and identities.

Persons Served by Gender



310

Individuals served in British Columbia

1672

Individuals served in Alberta

26

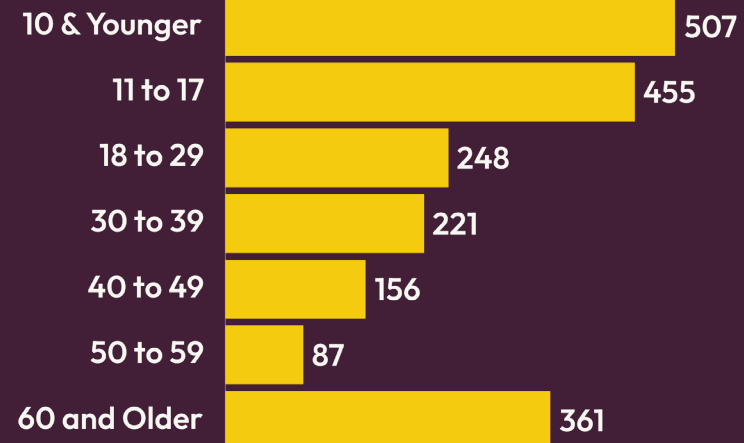
Individuals served in Spirit of Our Youth

32

Individuals served in Ontario

*SOME INDIVIDUALS MAY BE SERVED IN MULTIPLE SERVICE AREAS

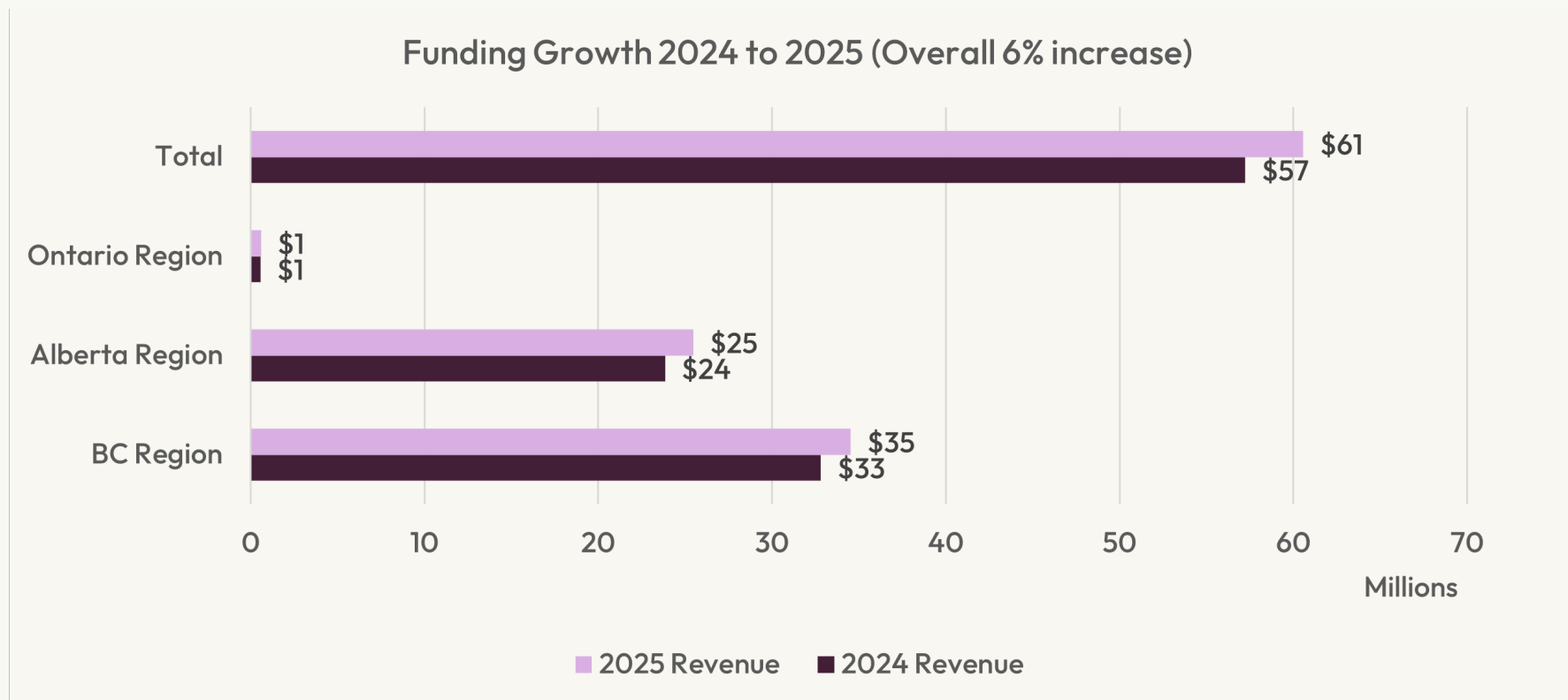
Persons Served by Age





Financial Overview

In fiscal year 2025, Taproot Community Support Services continued to demonstrate strong financial growth and stability. Total revenue across our operations reached \$60.6 million, reflecting an overall funding increase of 6% compared to the previous year. This growth supports our expanding programs and reinforces our ability to deliver personalized, community-rooted support across British Columbia, Alberta, and Ontario.



Increased activity in Alberta, was supported by strengthened investments in programs such as Child and Family Services and Spirit of Our Youth.



Funding Contributions by Region & Key Funders

Taproot's work is made possible through valued partnerships with government ministries, agencies, and community organizations. We acknowledge and thank our key funders whose support enables us to provide essential services tailored to the unique needs of the individuals and families we serve.



BC REGION

COMMUNITY LIVING BC

\$16,174,394

MINISTRY OF CHILDREN AND FAMILY DEVELOPMENT

\$14,862,082

USMA NUU-CHAH-NULTH FAMILY & CHILD SERVICES

\$1,841,311

VANCOUVER ABORIGINAL CHILD AND FAMILY SERVICES

\$1,632,577



AB REGION

CHILD AND FAMILY SERVICES

\$7,923,016

CFS (SPIRIT OF OUR YOUTH - SOOY)

\$2,826,111

PERSONS WITH DEVELOPMENTAL DISABILITIES

\$14,307,785

DELEGATED FIRST NATION AGENCIES

\$399,300



ON REGION

ONTARIO

\$598,674



Key Funders

These contributions allow us to invest in program development, staff training, and community initiatives that align with our strategic priorities.



Ministry of
Children and Family
Development



**NUU-CHAH-NULTH
TRIBAL COUNCIL**