



Annual Report

April 1, 2025 – March 31, 2026

Presented at the Annual General Meeting

**Held on June 16th, 2026
Nashwaaksis Lions Club**

Meals on Wheels of Fredericton Inc. is a registered charity which provides nutritious meals and social support to seniors, individuals with disabilities, and those recovering from illness, surgery, or injury; to assist them in the enhancement of a healthy and independent lifestyle.



Funding Partner of United Way Maritimes (Central NB Division)

Our Services

Meals on Wheels is a home delivery service which, with the assistance of volunteer drivers, delivers nutritious, balanced meals to seniors, individuals with disabilities, and those recovering from illness, surgery, or injury.

Some clients' meals are subsidized by a referring agency. Others pay privately. The meal includes: an appetizer, a main course, dessert, and bread. Delivery takes place 365 days of the year (weather permitting).

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Wheels to Meals is a dining out program for seniors, which is designed to provide an opportunity for socialization and to combat loneliness and isolation experienced by many seniors in our community.

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Meals on Wheels of Fredericton Inc.

860 Prospect St., Unit 101 Fredericton, NB E3B 2T8

Tel: (506) 458-9482; Fax: (506) 458-2606

Email: info@frederictonmealsonwheels.ca

www.frederictonmealsonwheels.ca



Thank you to our volunteers

Meals on Wheels Volunteers and Drivers
Board of Directors
Committee Members
Fundraising Volunteers
Wheels to Meals Volunteers
Office & Special Events Support
Adopt-A-Route Organizations
Summer Students

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Thank you to our food providers

Horizon Health
MOWS Lunchbox

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Thank you to our referring agencies

Dept. of Social Development
Veterans Affairs Canada
St. Mary's Health Centre
Discharge Planning (DECH)
Nursing Homes without Walls

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Thank you to each of our clients and their families

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Thank you to our staff

Betty Daniels, Barb Brown, Dawna Egers, Faye Webb, Michael Mullin, and all members of our Kitchen Team

Thank you to our Donors and Supporters for 2025-2026 (Fiscal Year)

6 Colour Copy
Aging Well Nova Scotia Association
Brunswick Credit Union
Brunswick Financial Group
Buildex Builders
Canada Donates
Canada Helps
Canada Online Giving Foundation
Danielle LeBlanc and Family
David Coon
Dept. of Social Development
DM White Architecture Inc.
Donate a Car
Doris E Sullivan Chapter IODE
Forest Hill United Church
Fredericton Council #746 United
Commercial Traveler
Fredericton Direct Charge Co-Op
Fredericton Elks Lodge # 274
Fredericton Lion's Club
Gibson Memorial United Church
H.S. Gill Holdings Inc
Kin Club of Nashwaaksis
Letter mail campaign and individual
donors
MacDonalds
Marysville United Church
Medavie Blue Cross
My Tribute

Nashwaaksis Lions Club
Nashwaaksis United Church Women
New Maryland Lions Club
Nicholson & Beaumont Certified
Professional Accountants
Office Interiors
Omista Credit Union
PC Girls
Pizza Delight (Northside)
Plaza Group Management
Post-Secondary Education, Training and
Labour
Province of New Brunswick
Riverview Honda
Royal Canadian Legion Branch 15
S/S Tire & Auto
Scott Kenzie
Service Master
Smartypants
Stewart McKelvey
Stortec
Targetts Windows & Doors
Tim Hortons
United Way of Central New Brunswick
and other Jurisdictions
UPS
Water of Life Management Inc

**AND ALL OTHER ORGANIZATIONS AND INDIVIDUALS WHO DONATED AND
CONTRIBUTED TO MEALS ON WHEELS OF FREDERICTON INC.**

THANK YOU!

**Meals on Wheels of Fredericton, Inc.
Annual General Meeting
Nashwaaksis Lions Club 37 Route 148, Killarney Rd
June 16th, 2026– 5:00 p.m.**

- Refreshments Served
- Welcome and Introductions
- Acceptance of Agenda
- Introduction of Guest Speaker
 - Marie-Paule B-LeBlanc, Dementia Friendly Community Coordinator,
Alzheimer Society of NB
- Approval of minutes of June 2025 AGM
- Financial Report (Chuck Madott on behalf of Melanie Jones – Nicholson & Beaumont)
 - Appointment of Auditors
- Executive Committee Report (Valerie DeLong)
- Treasurer’s Report (Chuck Madott)
- Fund-Raising and Public Relations Committee Report (Janet Matheson)
- WTM Committee Report (Carol Morrison)
- Recruitment Committee Report (Joan McDaniel)
- Document Committee Report (Kathleen Starke)
- Executive Director’s Report (Betty Daniels)
- Nominating Committee Report (Jeff Dean)
 - Election of Officers
 - Appointment of Directors
- Special Appreciation
- Adjournment

Meals on Wheels of Fredericton, Inc.
Assemblée générale annuelle
Nashwaaksis Lions Club 37 Route 148, Killarney Rd
June 16th, 2026– 5:00 p.m.

- Rafrâchissements servis
- Bienvenue et présentations
- Acceptation de l'ordre du jour
- Introduction d'un conférencier invité
 - Marie-Paule B-LeBlanc, coordonnatrice communautaire amicale de la démence, Société Alzheimer du NB
- Approbation du procès-verbal de l'assemblée générale annuelle de juin 2025
- Rapport financier (Chuck Madott au nom de Melanie Jones – Nicholson & Beaumont)
 - Nomination des vérificateurs
- Rapport du comité exécutif (Valerie DeLong)
- Rapport du trésorier (Chuck Madott)
- Rapport du comité de collecte de fonds et de relations publiques (Janet Matheson)
- Rapport du comité WTM (Carol Morrison)
- Rapport du comité de recrutement (Joan McDaniel)
- Comité des documents (Kathleen Starke)
- Rapport de la directrice générale (Betty Daniels)
- Rapport du comité de nomination (Jeff Dean)
 - Élection des dirigeants
 - Nomination des administrateurs
- Remerciements spéciaux
- Suspension de la séance

Meals on Wheels of Fredericton Inc.

Annual General Meeting June 17th, 2025

Nashwaaksis Lions Club 37 Route 148, Killarney Rd 5:00 pm

The meeting was called to order by the President, Valerie DeLong at 5:04 P.M. Board members, volunteers, special guests and staff were welcomed to the meeting, and board members were introduced.

Present: Betty Daniels, Chuck Madott, Tim Finley, Sharon Vickers, Gail Pilgrim, Jeff Deane, Janet Matheson, Carol Morrison, Kathleen Starke, Peter Steeves, Michelle Roy, Karen Miller, Valerie DeLong, Michael Mullin, Barb Brown, Dawna Egers, Faye Webb, Marc Allain, John Brown, Courtney Wilson, Charlotte Magasi, Stephen Marr, Line Marr, Gerry Leblanc, Tony Fitzgerald, David Blacklock, Graham Brown, Soufiane Amribt
Regrets: Joan McDaniel

Acceptance of Agenda: Motion by Carol Morrison (Michelle Roy) that the agenda be accepted; Carried.

Introduction of Guest Speaker: Candace Purcell, Manager Nursing Home without Walls (York Care Center)

Candace Purcell brought an interesting and informative presentation outlining the Nursing Home without Walls Program in the Province of New Brunswick, and through York Care Center, in particular.

- She pointed out that 33% of seniors in care facilities are there prematurely. Programs promoting aging in place such as the Nursing Homes without Walls and Meals on Wheels help seniors to stay in their own homes much longer.
- The program is free of charge and no referral is required.
- The program is funded through Social Development.

Approval Of Minutes of June 2024 AGM: Motion by Jeff Deane (Peter Steeves) that the minutes be approved; Carried.

Acknowledgements/Recognitions:

Valerie acknowledged and thanked many donors, supporters, businesses, volunteers, food providers, referring agencies, clients and staff, and MOW staff as listed on page 3 of the Annual Report.

EXECUTIVE & COMMITTEE ANNUAL REPORTS: Reports were circulated prior to the AGM as a package.

Financial Report: The Financial Report was presented by Melanie Jones of Nicholson & Beaumont.

- The Engagement Report found on Page 1 of the Financial Report, year ending March 31, 2025, was reviewed. It was noted that the increased expenses are consistent with the increase in the number of meals delivered.
- Appointment of Auditors

Appointment of Nicholson & Beaumont as auditors for 2025-2026: Motion by Barb Brown Chuck Madott). Carried.

Executive Committee Report: Presented by Valerie Delong, President. Several items in the report were highlighted:

- Greater than 300 meals are delivered daily
- Michael Mullin has transitioned to the role of Food Service manager
- There has been a reorganization of staff roles and duties
- The beneficial association of MOW with consultant, Marc Allain, was noted

Treasurer's Report: Presented by Chuck Madott.

It was noted that in the eight years of the MOW kitchen, meal preparation has increased from 2.9% to 91.1%. Growth has been made possible and sustained through the generosity of the community and dedication of staff and volunteers. This fiscal year ends in a solid financial position due in part to a very successful fund-raising campaign, but work continues toward "breaking even" for meals.

Fundraising and Public Relations Committee Report: Presented by Janet Matheson Former Committee Chair, Vernon Boyer, was recognized for his significant contribution to Meals on Wheels. This year's very successful Fundraising and Public Relations efforts were reviewed.

Wheels to Meals: Presented by Carol Morrison.

The circulated reports were reviewed.

Sincere appreciation was extended to Michael Mullin and Lynne Aube in the former and current role, respectively, as Wheels to Meals Coordinator.

Recruitment Committee Report: Presented by Sharon Vickers

Recruitment has been successful in keeping up with the requirements with an emphasis on recruiting younger volunteers. Volunteer efforts are outlined in the Annual Report, but it was noted that word of mouth from our volunteers continues to be the most effective means of recruitment.

Michael Mullin, in his role as Volunteer Coordinator, helped to streamline the initiation process. Thanks were extended to Faye Webb and the rest of the MOW staff for their efforts in making the Volunteer Appreciation event a success.

Document Committee Report: Presented by Kathleen Starke

- Revisions to By-Laws 4.7, 5.1, 5.8 and 7.6 were presented.

Acceptance of revisions to By-Laws: Motion by Jeff Deane (Tim Findlay). Carried.

Executive Director’s Report: Presented by Betty Daniels.

Areas of continued growth and outreach were highlighted.

Much progress has been made in the Kitchen Expansion Project as outlined in the 2024 to 2029 Strategic Plan. The work is ongoing.

Meals on Wheels continues to participate in the UNB research project working to build one strong voice for meal delivery in the province.

Much appreciated financial support from several grants was noted.

Volunteers and staff were acknowledged for their contribution to the organization.

Nominating Committee Report: Presented by Jeff Deane.

- Election of Officers

The Officers listed in the Nominations Committee Annual Report have agreed to serve in the 2025-2026 year.

Acceptance of officers: Motion by Barb Brown (Michael Mullin)

- Appointment of Directors

Karen Miller was nominated as a new director of the Board.

Appointment of Karen Miller to the Board of Directors: Motion by Jeff Deane (Sharon Vickers). **Carried.**

Appointment of Committee chairs will be approved by the Board of Directors at the June 2025 Meeting. The position of the Finance, Executive and Nomination Committees are automatically assigned to the Treasurer, President, and Past President, respectively.

Appointments are as follows:

Fundraising and Public Relations Committee: Janet Matheson and Michelle Roy

Wheels to Meals Committee: Carol Morrison

Document Committee: Kathleen Starke

Volunteer Recruitment Committee: Joan McDaniel

Special Appreciation:

Janet Matheson acknowledged and thanked Valerie DeLong for her leadership and her service to Meals on Wheels. She expressed her thanks to Valerie for agreeing to continue as President for another year.

Barb Brown was acknowledged for her 25 years of dedicated service; celebrating her commitment, loyalty, and experience

Acceptance of all Reports: Motion by Peter Steeves (Kathleen Starke). **Carried.**

Adjournment: Chuck Madott moved the meeting adjournment at 6:27 PM

Executive Committee Annual Report for Fiscal Year Ending March 31, 2026

Meals on Wheels of Fredericton, Inc. is an independent, non-profit organization with the mandate to provide nutritious meals and social support to seniors, people with a disability and to those convalescing following hospitalization in the greater Fredericton area. The overall goal is to assist individuals in remaining in their homes for as long as possible, by enhancing a healthy and independent lifestyle.

Meals on Wheels has over 300 committed volunteers, who faithfully deliver hot meals to our clients through sun, rain, sleet, hail, or snow... and we have very few cancellations every year!! The volunteers are extremely dedicated to the organization and the individuals they meet along the way. Friendships are often developed, and volunteers express concern if the client is no longer on the route sheet. Volunteer drivers may be the only person the individual sees that day and in addition to the meal they are delivering, the volunteer serves as a wellness check for our clients. The entire greater Fredericton area agencies, companies, and organizations, too many to mention individually here, have been so supportive of our continued growth and success over the years and all support is very much appreciated.

As in previous years, we continue to experience unprecedented growth.

- We delivered just over 105,000 hot meals to people in the greater Fredericton area
- On average 26 routes are delivered daily
- Our Lunchbox Kitchen prepares 325 meals daily, while DECH prepares approximately 30 meals daily
- Our operational budget has reached the milestone of just over \$1.8 million, and our staff has grown to accommodate the demands of such growth
- Our kitchen prepared 26,737 frozen meals for Saint John Meals on Wheels in this fiscal year, and it is expected this will continue to increase
- Our kitchen prepared an average of 508 frozen meals per month during the past year, for outlying areas, including Queens County (Gagetown, Jemseg, Millcove), Harvey, and Fredericton Junction (Nursing Home without Walls).
- Our kitchen prepares 40-60 frozen trays, a combination of frozen lasagna and shepherd's pie for the francophone schools during the school months
- Our kitchen prepares various food items for Café CÉ d'ICI such as breakfast wraps, etc.

Marc Allain continues to provide consultant work which has been extremely beneficial in revamping the kitchen, updating and creating employee policies, ensuring equipment needs are met and overseeing potential for sustainable revenue streams. He continues to mentor the Food Service Manager and works closely with the Manager and the Board

Treasurer to ensure the kitchen is maintaining a good financial position. His work has been exceptional and as such there have been significant changes in the kitchen, an increase in the school meal program for Francophone schools and an increased production for more frozen meals. In addition to the acquisition of the large walk-in freezer, the kitchen has acquired other equipment, including prep tables with fridges at the bottom, new kitchen sink, new mixer, etc. All of this contributes to a kitchen which is more efficient which greatly assists the employees in doing their work.

Michael Mullin continues in his role as Food Service Manager, and this has resulted in positive changes in staffing and a much more efficient system of preparing as well as processing of meals for delivery. Staff are very engaged with the mission and value of Meals on Wheels, and everyone strives to do their best. A wonderful group of individuals!!

Besides her focus on the overall organization, the Executive Director, Betty Daniels, is continually seeking out funding sources, completing grant applications, participating in various committees to advocate support for the population we serve and a host of other related Executive Director tasks. Her commitment and dedication to the organization is beyond exemplary!

Meals on Wheels has a hardworking administration team including Barb Brown, Financial Administrator with 25+ years with the organization, Dawna Egers, Client Coordinator and Faye Webb, Volunteer Coordinator, all who greatly and meaningfully contribute to the organization. A wonderful Team!!

Our Dolan's fundraiser in April 2025 was a huge success and a great time with the Downtown Blues Band and MC, Freddy Mac. The first Raffle Draw was a huge success, and attendees enjoyed the opportunity to win fabulous door prizes. More importantly the social aspect that this event brings is a highlight and truly demonstrates the community support for Meals on Wheels. Thank you to all attendees and the support you continue to provide during this event. Our letter campaign in the fall/winter of 2025 met with much success and even with a mail strike looming, letters were delivered and the community responded. Thank you for the generosity, commitment and support from the greater Fredericton area.

I'd be remiss if I didn't mention our wonderful Wheels to Meals program. The program was held twice per month and continues to be a great social event. The meals were delicious and nutritiously prepared by our kitchen and the entertainment has been superb!! Some of the comments I have had with attendees and volunteers include... "it is great to get out of my home and socialize with others"; "the meals are delicious" and "I love the variety of entertainment". "Everything is great!"

As you will see from the Committee Reports, the Committees have been very busy over the past year, and many successes have been achieved.

For the coming year some of our priorities are:

- Explore and secure providing school lunches as per the government's commitment to NB school children
- Creation of a Feasibility Study and Business Plan due to our near capacity at our current location and requirements for reliable revenue sources.
- We will continue to increase public awareness about Meals on Wheels and expand relationships within our community and continue to address the social community impact.
- Continuation of our search for an Executive Director to replace Betty who has graciously postponed her retirement for some time now. Betty continues to be a strong leader, advocate, and is the heart of Meals on Wheels.

Our Board comprises of knowledgeable and engaged people who bring a wealth of expertise and a focus on the great work Meals on Wheels does for the community and people we serve. Everyone is always willing to step up and do whatever is needed, and I greatly appreciate each and every one!! And likewise, to the administration and kitchen staff, this group is committed to the continued success and growth of Meals on Wheels. There will be a few changes to the Board, with Joan and Jeff leaving the Board and they will be missed deeply. They have been long term Board members and have both served as President in the past. We will also be onboarding new members to the Board, and I send out a huge welcome to them as they step into their role and embrace the inner workings of Meals on Wheels.

A bittersweet goodbye to Joan and Jeff... may you enjoy your next adventures!! And a welcome to our new Board members!!

On behalf of the Board and myself, we want to thank Betty, Barb, Dawna, Faye, Michael and all the kitchen staff for their dedication and commitment to Meals on Wheels and for the wonderful work they do for the organization and the people we are serving.

I have considered it a privilege and honor to be President of this great organization for the past 4 years and to work with such a committed Board and all the staff and get to know the wonderful volunteer drivers. Additionally, I am positive that current Vice President, Janet Matheson who steps into this position will provide the direction and guidance as we strive for continued growth of Meals on Wheels in the coming years. I look forward to seeing where Meals on Wheels will grow in the future.

Respectfully submitted,

Valerie DeLong, President

Treasurer's Annual Report for Fiscal Year Ending March 31, 2026

When I sat down to prepare this report, I decided to start by reviewing our numbers for the past couple of years and – wow what an eye opener. When the Covid alert changed to green in spring of 2021 we had just finished the year with 71,705 meals, all delivered to our traditional or “core” customer base. For the year just ended on March 2026, we finished the year delivering 105,444 meals to our core operations. In addition we delivered an additional 26,737 frozen meals to Meals on Wheels of Saint John, not to mention providing the École Sainte-Anne's CÉ d'ICI café with 7,856 meals, for an absolutely amazing total of 139,1003. This is an incredible increase of 93.9% !!!

After reinstating our popular Wheels to Meals program in November of 2023, post Covid shut down, we have been able to bounce back to historic levels by serving a total of 1,034 meals this year. The net result of this program continues to be a welcome addition to public awareness, with the added benefit of adding a few hundred dollars to the bottom line.

I will remind everybody that Meals on Wheels moved into the kitchen at 880 Hanwell Rd. during the spring of 2018 and in its first year of operation produced 1,711 meals. Fast forward a mere 8 years to March 2026 and that same facility ended the year by producing 130,143 meals. The amazing staff in our kitchen have actually survived, not to mention taking full advantage of all of the extremely significant changes caused by a major physical re-configuration of the facility that began in the spring of 2025. Combine that with the replacement of 90% of our extremely well-used equipment - with a truckload of new equipment, totally covered by the amazingly successful fundraising campaign in the fall of 2024. A hearty congratulation to Michael Mullin and his staff for taking production to an unheard-of level in spite of the vast changes they were forced to endure.

This time last year I was talking about the fantastic fundraising campaign that included an over-the-top wonderful grant from the J. T. Clark Family Foundation of \$200,000, which enabled us to successfully undertake this much-needed kitchen do-over.

We just finished a very good year financially, not like last year but very good none-the-less. This year's number is the second best on record at \$74,243. I know I sound like a broken record – but I am honored to be able to say again that this achievement is entirely attributable to the generosity of, the belief in what we do and the unwavering support of the citizens of the greater Fredericton area. I have stated in the past how much we benefit from their generosity, and they again responded to our letter campaign with extreme generosity. Fredericton came through with \$110,280.49 in response to our campaign. We cannot say enough thank you's to the many hundreds of small donors within the Fredericton community, the service organizations such as Elks, Kinsmen,

Lions, Rotary, Royal Canadian Legion, Y's Men, and the numerous corporate supporters, all of whom answered the call with buckets full.

Our financial success is also directly related to the many, many hours contributed by our over 200 strong fleet of volunteer drivers who deliver the meals and help ensure that our clients are safe and secure.

We are looking forward to 2026-27, knowing that we have the support of our community, that our financial position is solid and that we have an excellent team of staff and volunteers who are dedicated to producing and delivering healthy, wholesome meals.

Chuck Madott
Treasurer

Fundraising and Public Relations Committee Annual Report for Fiscal Year Ending March 31, 2026

This year we continued to update our kitchen, to add additional staffing, and to see increases in food costs.

As in previous years, the work of the Fundraising and Public Relations was very important to our organization. Thanks to the generosity of the people of the greater Fredericton area, including local businesses and service clubs, we were able to meet those financial demands.

Our biggest fundraiser for the year was the Letter campaign, where we raised \$110,280.00. In addition to the many donations from individuals in our community, we received contributions from the following organizations:

- New Maryland Lions Club
- H.S. Gill Holdings
- Royal Canadian Legion Branch 15
- S & S Tire
- Nashwaaksis Lions Club
- D.M. White Architecture
- Stewart McKelvey
- Kin Club of Nashwaaksis
- Riverview Honda
- Brunswick Credit Union
- Tim Horton's
- Fredericton Lions Club

In April 2025, we raised \$7,245.00 from Dolan's Fundraiser. A heartfelt thanks to Dolan's Pub for their venue, The Downtown Blues Band, who once again provided us with great music and to Freddy Mac for donating his time to be Master of Ceremonies. As well as an evening of fun and entertainment; we held a raffle for the first time which proved to be very successful. The focus of this event is to raise awareness of the profile of Meals on Wheels within the community.

We are extremely grateful to have received donations and ongoing support throughout the year, from individuals, online, service clubs, and businesses. They are indicated on the Donation Page.

Respectfully submitted,

Janet Matheson,
on behalf of Michelle Roy, Betty Daniels and Kathleen Starke

Wheels to Meals Committee Annual Report for Fiscal Year Ending March 31, 2026

We had a busy year and hosted 14 luncheons from April 1, 2025 – March 31, 2026, with a total of 742 paid attendees. The attendance numbers increased to approximately 70 attendees per luncheon. The meals were prepared at the Meals on Wheels kitchen except for the December meal which was donated by the Fredericton Inn.

Lynne Aube has done an amazing job as the Wheels to Meals Coordinator. The responsibilities include promoting and maintaining the list of participants, recruiting and maintaining the list of volunteers for Wheels to Meals, matching participants with volunteer drivers, planning menus with the Kitchen Manager and preparing monthly flyers. The Chair of the Wheels to Meals Committee organized the entertainers and/or speakers for the luncheons.

At the luncheon on May 26, 2026, a cheque was presented to Shannon Thornton who is a Warden at St. Mary's Anglican church. This is a donation to the church in appreciation of being able to use their wonderful facility. We are proposing to resume the Wheels to Meals luncheons in October 2026, with the goal of hosting 2 luncheons per month.

We have a wonderful team of volunteers including Laura Mullin as the Kitchen Lead and Angela Wrobel as Serving Lead. This is backed up by Board members and dedicated volunteers who are kitchen helpers, drivers and servers.

The current members of the Wheels to Meals Committee are Lynne Aube, Laura Mullin, Peter Steeves, Angela Wrobel and Karen Miller.

Respectfully submitted by,

Carol Morrison
Chair, Wheels to Meals Committee

Volunteer Recruitment Committee Annual Report for Fiscal Year Ending March 31, 2026

It's been another busy and productive year for the committee. This year we have benefited from the appointment of Faye Webb as a dedicated volunteer co-ordinator on staff. She has become part of our committee and has been able to keep us apprised of the fluctuating need for new volunteers. She has also done a wonderful job of processing new applicants as they come in and getting them into the ranks as quickly as possible. Although the addition of two new routes this spring has left us a bit short-handed, overall, we have managed to keep up with the growing demand for drivers. We will continue efforts through the summer to try to fill the empty routes. In the meantime, our current volunteers have been very forthcoming in taking extra routes and temporarily filling the gaps.

Another aspect of our committee's role is to express the organization's appreciation for our volunteers. The fiscal year began with a reception last spring during which volunteers were recognized for their continuing service. Then at Christmas time, we organized "coffee breaks" for the drivers at the kitchen. Volunteers were invited to tour the new renovations in the kitchen while they enjoyed some Christmas refreshments. This April, during National Volunteer Week, special recognition was given to our longest serving volunteer, Charlotte Magasi, who began volunteering with us in 1976. We also had special refreshments on hand during the week for the drivers as they arrived at the depots to collect their meals.

Our most effective source of new volunteers continues to be word of mouth from our current drivers. The organization works hard to make the volunteer experience as pleasant and rewarding as possible, and this has resulted in an amazingly loyal volunteer force. Spread the word!

Respectfully submitted

Joan McDaniel (Chair)

Document Committee Annual Report for Fiscal Year Ending March 31, 2026

During the past year, the Document Committee undertook a review of the newly revised Human Resources Policy Manual, reviewing for clarity and consistency to reflect current realities. The document, with revisions, was presented to the Board and approved. No changes to our bylaws were made during this fiscal year.

Respectfully submitted

Kathleen Starke (Chair)

Executive Director's Annual Report for Fiscal Year Ending March 31, 2026

This year marks the 59th year of operation of Meals on Wheels of Fredericton Inc. It is an honour to serve this organization as we continue to provide an important and much needed service to our community.

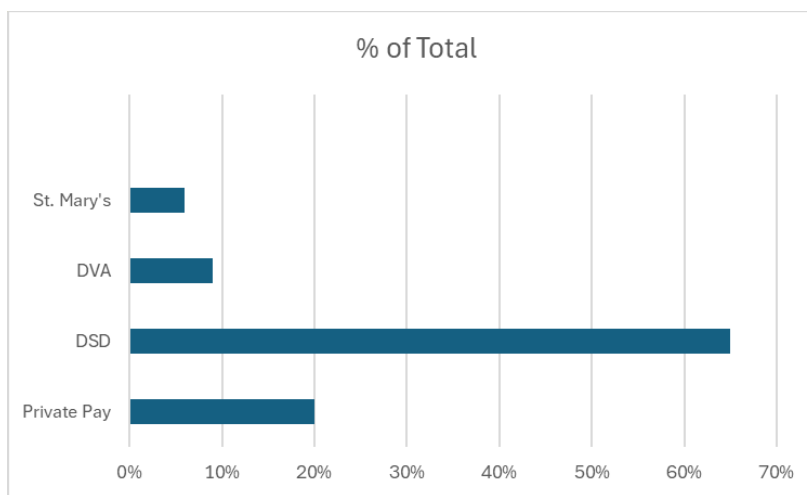
As stated in the treasurer's report, the 2025 – 2026 fiscal year showed a significant increase in need for our meals. I do anticipate continued growth with our aging population, and the desire for seniors and individuals with disabilities to remain in their own homes as long as possible. We have also seen growth in our outreach programs, and I expect this work to continue and to grow.

Some of the significant factors that have had an impact on our operational and financial situation in the past year are as follows:

Meals Served:

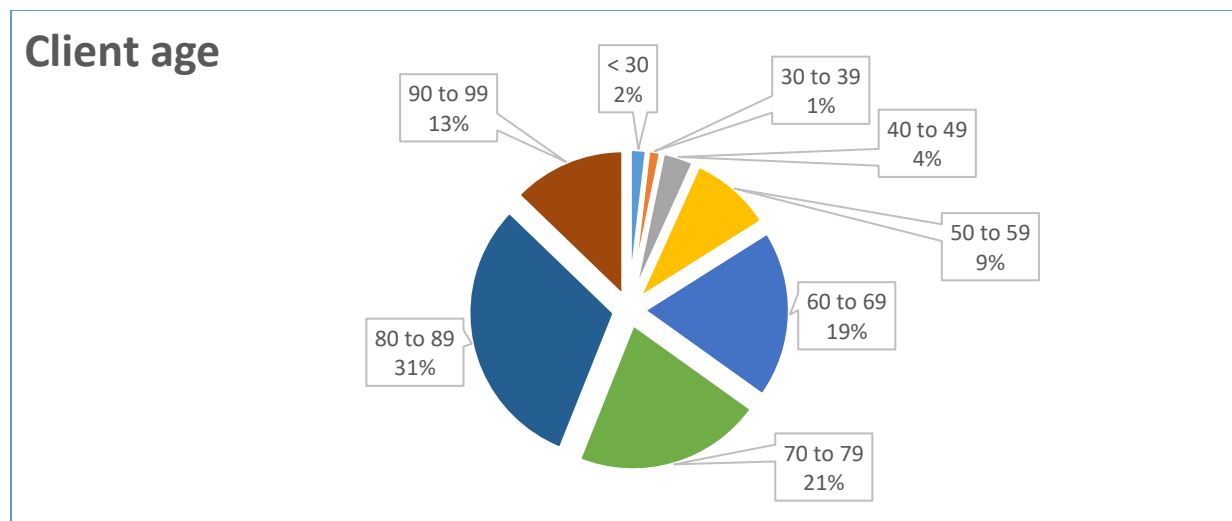
As reported by our Treasurer and our Executive Committee the need for our service has grown significantly.

Meals served to our Core clients (Meals on Wheels of Fredericton and surrounding areas) are broken down as follows in terms of payment and subsidies:



Meals were purchased from the Chalmers Hospital at a cost of \$7.75(\$0.25 increase from the previous year). We are now producing the majority of our meals from our own Meals on Wheels kitchen. The cost per meal to produce in the Meals on Wheels kitchen continues to be more consistent as we develop efficiencies, and increase our purchasing power with growing outsourcing initiatives. We are very appreciative of the work of Faye Webb in the beginning of the fiscal year, and Michael Mullin as he moved to the position of Food Services Manager in May 2025. Their attention to our ordering and inventory management have been excellent.

The clients we serve in our core mission:



Total Clients	431	
Male	186	43%
Female	245	57%
Average Age (Mean)	74	
Median Age	78	
Years of Meal Delivery		
<1	153	
1 to 3	161	
4 to 10	100	
>10	17	

The continued growth in kitchen-generated revenue is in part a direct result of the expansion of our outreach programs. These initiatives include the production of frozen meals for two rural communities—Queens County and Harvey; our partnership with CÉ d’ICI (the Francophone School) to provide food trays and other items that support their cafeteria operations; and our involvement with the Nursing Homes Without Walls program in Fredericton Junction. In addition, we are supplying an increasing number of frozen meals to Saint John Meals on Wheels to support the delivery of their services. The revenue and expenses associated with these outreach programs are reflected in the Treasurer’s report.

Kitchen Expansion (School Food Partnership Project)

We have continued to benefit from the contracted services of Marc Allain throughout this fiscal year. Marc has been instrumental in securing a very large grant through the Federal “School Food Infrastructure Fund” managed by Feed NB, to support the purchase of new, and much more efficient kitchen equipment. He also played a pivotal role in obtaining approval for a three-year RDC grant which will help address the operational requirements

and administrative capacity associated with our current growth and anticipated future expansion.

We have continued to strengthen our partnership with CÉ d'ICI and together were successful in securing approval to serve as the production and distribution partners for 10 schools in the Fredericton area as the Province rolls out its School Lunch Program beginning in September 2026. Additionally, we were the joint recipients of the Fredericton Community Game Changer Grant. Our work on the School Food Project was the focus of our application. This project has been a significant undertaking and will remain a major project throughout the coming fiscal year. We will refer to this initiative as the School Food Partnership Project.

We are extremely grateful for Marc's expertise, guidance, and commitment to Meals on Wheels. We would also like to acknowledge and thank Chef Pat Mills and Paul Chaddock, who have worked closely with Marc and provided valuable support as we have advanced this important initiative. Our Food Services Team, under the excellent leadership of Michael Mullin, has also played an enormous role in making this initiative possible.

Administrative Office

The growth of our organization has had a significant impact on our Administrative Team as well. As reported in the previous fiscal year we moved our administrative office to a very small space on Prospect St. In August of 2025 we were able to acquire a much larger office space at 860 Prospect St., directly behind the previously occupied space, and this has proven to be a much more efficient and comfortable space for our team.

Community Support:

Our Public Relations and Fundraising Committee continues to play a vital role in the success and sustainability of Meals on Wheels of Fredericton. Sincere appreciation is extended to Co-Chairs Janet Matheson and Michelle Roy, as well as the dedicated committee members whose hard work and commitment have contributed significantly to our fundraising achievements throughout the year.

Thanks to the tremendous generosity and support of our community, our annual Letter Campaign exceeded budgeted revenue expectations. We are deeply grateful to the many individuals, businesses, organizations, and community partners who support our mission and are recognized on the opening pages of this Annual Report.

In addition, our annual Dolan's fundraising event was a tremendous success, raising both funds and awareness for our organization. Further details regarding these accomplishments and other fundraising initiatives are included in the committee's report.

We are also pleased to have completed the research project led by Dr. Catherine Bigonnes, Canada Research Chair in Healthy Aging at the University of New Brunswick. This important initiative examined opportunities to expand Meals on Wheels services throughout New Brunswick and resulted in recommendations on how Meals on Wheels organizations can be established and supported in underserved areas of the Province.

The findings of this research provide a valuable roadmap for strengthening food security, social connection, and community support for vulnerable populations across New

Brunswick. We look forward to working with community partners, government, and other stakeholders to advance the recommendations and build upon the momentum generated by this important project.

Wheels to Meals:

Since the relaunch of this program in November 2023, participation has grown steadily and exceeded expectations, with many former participants returning and numerous new participants joining. This positive response demonstrates the ongoing value and importance of the program within our community.

Special thanks are extended to Carol Morrison for assuming leadership of this important initiative and to Lynne Aube for her invaluable contributions to its reorganization and successful relaunch. Thank you also to the volunteers who have been dedicated to the success of this program. Carol's report provides further details on the program's activities, achievements, and continued growth.

Grants (Related to our Core Mission):

United Way: We are very grateful for the annual financial support we receive from United Way. This organization has undergone restructuring and a more centralized approach (United Way Maritime). The ongoing support of our work speaks volumes to the long standing partnership we have benefited from for many years.

Fredericton Coop Community Fund: We once again were approved for a very generous grant of \$15,000 from the Community Fund to assist with our program operations. This fund has provided us with grants for many years, and we greatly appreciate their ongoing support. I extend sincere appreciation to our Board member, Joan McDaniel, for the work she has done in these past years to ensure our grant application was strong, sincere, and worthy of support.

SEED and Canada Summer Jobs: We were very fortunate to receive funding for 2 students during the summer of 2025. One funded through the province's SEED program, and the other through Canada Summer Jobs.

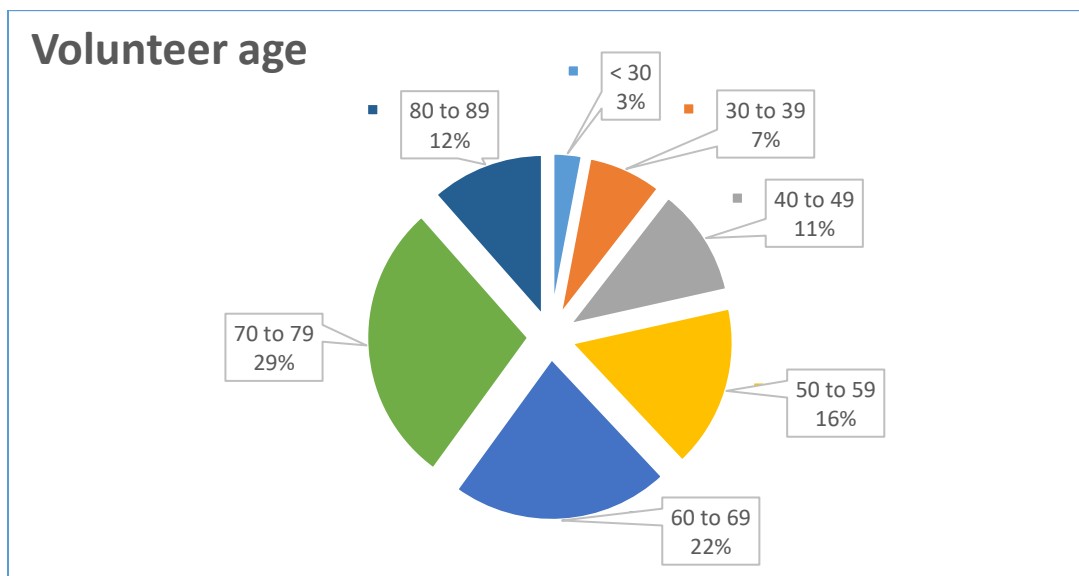
ESIC: We were very pleased to receive a grant from the Economic and Social Inclusion Corporation to assist with the leadership development for Meals on Wheels participation in the School Food Partnership Project.

Working NB: We were approached by Working NB regarding a placement for a newcomer to our city, providing him with work experience. We were happy to welcome Abdul Salehi to our team, and delighted that he has agreed to continue with us as an employee. We also received a contribution from Working NB to help in the restructuring of our kitchen operation as well as the development of our human resources capacity.

Volunteers:

Volunteers are truly the heart and soul of Meals on Wheels. Since our organization first began serving the community, they have been the foundation of our success and the driving force behind our ability to deliver this vital service. More than 200 dedicated volunteers help ensure that nutritious meals reach individuals throughout our community.

While some volunteers have faced health challenges and have had to step away from their roles, we continue to be inspired by new individuals who step forward to fill these gaps and support our growing needs. Working alongside this selfless, compassionate, and community-minded group has been one of the greatest privileges and highlights of my time with Meals on Wheels.



Average Age (Mean): 62.0
Median Age: 65.0

Volunteer Coordination: Sincere appreciation is extended to Faye Webb for her outstanding work as Volunteer Coordinator. Transitioning from her role with our kitchen team, Faye assumed responsibility for coordinating our volunteer drivers and quickly made a significant impact. She redesigned our scheduling system to improve efficiency and has worked tirelessly to ensure that all 160 delivery routes are covered each week—a considerable undertaking that is essential to the success of our service. Her focus and dedication to this major aspect of our operations is exemplary.

We also extend our thanks to Abdul who joined our organization through the Working NB initiative. Abdul has provided invaluable support by assisting volunteers as they arrive at the kitchen to collect meals for delivery. His positive attitude, dedication, and willingness to help have made him a valued member of our team.

I am also deeply grateful to the members of our Volunteer Recruitment Committee, who, led by Joan McDaniel, work diligently behind the scenes to attract new volunteers. Their ongoing efforts help ensure that we have the dedicated volunteer workforce needed to meet the growing demand for our services throughout the community.

Board of Directors: Sincere appreciation is extended to our Board of Directors for their continued support, oversight, and commitment, all of which are essential to the ongoing success of this organization. It has been a privilege to work closely over the past four years with our President, Valerie DeLong, whose leadership and dedication have been exemplary and instrumental in guiding the organization forward in the midst of

tremendous growth and expansion. She has demonstrated exceptional commitment through her hard work, representing Meals on Wheels in numerous roles and serving as a steadfast advocate for our mission. We are all grateful she will continue with us in the capacity of our Past President.

Special recognition is also extended to Chuck Madott, who continues to provide essential financial oversight and has played a pivotal role in organizing and interpreting information related to the many changes occurring within our organization. He has also continued to develop and enhance the reporting tools required to support informed decision-making by the Board. In addition, he has worked closely to ensure that our new initiative involving school meal food production will be ready for implementation in Fall 2026 with sound financial tools to ensure the sustainability and success.

I am sincerely grateful for the continued support of this incredible Board of Directors.

Staff:

We are equally aware that our ability to pursue these exciting opportunities—maintaining the focus on our core mission of Meals on Wheels, as well as our expanding outreach programs and the School Food Partnership Project —is only possible because of the exceptional work of our food services and administrative teams.

Food Services Team

Under the leadership in the beginning of our fiscal year of Faye Webb, and of Michael Mullin who assumed the role of Food Services Manager in May of 2025, the team continues to demonstrate remarkable dedication, professionalism, and adaptability. Their commitment to excellence ensures that we can meet increasing demands while maintaining the high standards of quality and service that our clients and community partners have come to expect.

As we move forward into new initiatives, including food preparation for the school lunch program, I am confident that we are exceptionally well positioned for success thanks to this outstanding and committed team with the leadership needed to meet the daily challenges of a very busy commercial kitchen.

Administrative Team:

We are very appreciative of individuals working behind the scenes with us. Thank you to Krista Challas, our graphics designer, Michelle Spencer, admin assistant organizing our menus each week, and Marc and Lynne Aube who have added tremendous support as needed in many aspects of our organization.

A sincere thank you to Faye Webb, whose invaluable contributions were highlighted in the Volunteer section of this report.

I am very grateful to Dawna Egers, our Client Care Coordinator—a title that appropriately reflects the care, professionalism, and compassion she brings to every interaction with our clients. She is often the reassuring voice they hear on the phone, supporting them with menu coordination, responding to their needs, and ensuring that services are delivered in a reliable and thoughtful manner. She has navigated the outreach growth we have experienced and has an amazing ability to respond to the questions and challenges each project brings.

I also wish to acknowledge the outstanding contribution of Barb Brown, my amazing colleague for these past 10 years. She continues to manage the financial affairs of Meals on Wheels with a high level of accuracy, diligence, and professionalism, making a complex and demanding role appear well organized and controlled. Through the many challenges and changes we have experienced in recent years, Barb has remained a steady and highly valued colleague whose work is fundamental to the stability of our organization.

Meals on Wheels of Fredericton continues to have a meaningful impact on the lives of seniors, individuals with disabilities, and those recovering from illness or injury throughout Fredericton and the surrounding area. The commitment and generosity of our volunteers, staff, Board of Directors, and community partners are the foundation of our success and bring our mission to life each day.

It has been a privilege and an honor to serve alongside this remarkable team over the past ten years.

On behalf of those we serve, I extend my heartfelt gratitude for your ongoing compassion, dedication, and support. Your contributions make a profound difference in the lives of so many, and we are sincerely thankful for all that you do for Meals on Wheels of Fredericton.

Respectfully submitted,

Betty Daniels, Executive Director

Nomination Committee Annual Report for Fiscal Year Ending March 31, 2026

The slate of officers of the Board of Directors for the year 2025-26 has been the following:

President – Valerie DeLong

Vice President – Janet Matheson

Secretary – Gail Pilgrim

Treasurer – Chuck Madott

Past President – Jeff Deane

Janet Matheson has agreed to serve as our President for the year 2026-27. Kathleen Starke has agreed to serve as our Vice President for the coming year, and Valerie will move to the position of Past President. Jeff Deane will retire from the Board. The changes to the Executive must be confirmed with a vote of approval.

The current Board of Directors is comprised of the following individuals:

Valerie DeLong	Jeff Deane
Chuck Madott	Janet Matheson
Joan McDaniel	Carol Morrison
Karen Miller	Sharon Vickers
Gail Pilgrim	Kathleen Starke
Michelle Roy	Peter Steeves

Two long serving directors and former executive members will be retiring from the Board: Jeff Deane and Joan McDaniel. The remaining directors have all indicated their willingness to return, but this must be confirmed with a vote of affirmation.

In addition, I would like to officially nominate Barry MacKnight, Angela Page, Lynne Aube and Eric Megarity as new members of the Board.

Barry is retired from a career in law enforcement. He has experience in HR Management, security, workplace assessment. He has driven for Meals on Wheels for 6 years, and has volunteered on a number of other non profit organizations.

Angela is an accountant with familiarity with financial statements, audit, and tax requirements. She has been a volunteer in the school system for many years.

Lynne is a Retired Senior Process Manager, BMO Bank of Montreal with excellent people skills as well as organizational and planning skills. She has been a volunteer driver with Meals on Wheels for 6 years and has served as the Wheels to Meals coordinator for the past year. She has also volunteered with the Red Cross.

Eric is a retired retail manager, and served as a City Counsellor for 18 years. He brings a wealth of experience in community development and operational efficiency. Barry, Angela, Lynne and Eric are highly recommended and would make excellent additions to the Board.

The chairs of the standing committees of the organization will be approved by the Board of Directors at their June meeting. These committees are as follows:

Fundraising and Public Relations Committee
Wheels to Meals Committee
Document Committee
Volunteer Recruitment Committee

The position of chair of the three other committees (Finance, Executive, and Nomination), are automatically assigned to the Treasurer, President and Past President respectively, and therefore need no confirmation.

Respectfully submitted,

Jeff Deane, Chair