



ANNUAL REPORT 2024-25



Extend-A-Family
WATERLOO REGION

YEAR IN REVIEW

2024 marked the beginning of our **2024-27 Strategic Plan**. This roadmap allows us to continue building upon the work of our previous strategic plan, while putting new ideas and dreams into action. We are grateful for the enthusiasm of our staff team who are involved in this important work over the next three years.

Equity, Diversity, Inclusion and Belonging (EDIB) is foundational to our Strategic Plan work. In June 2024, we hired an Equity Strategist, Mimi Mahmud, to oversee EDIB initiatives at EAFWR, grow community connections, and guide our Strategic Plan work. In this report, you'll find an update from Mimi as she reflects on her first year at EAFWR.

This is **part of a larger EDIB strategy** that began with a demographic survey that was conducted in partnership with Wilfrid Laurier University to better understand who we are, who is represented, and how we can support underrepresented communities. We presented these findings at the OASIS (Ontario Agencies Supporting Individuals with Special Needs) Conference in May 2024. Work is underway, with support from the Lyle S. Hallman Foundation, to diversify representation at the EAFWR table.



Advocacy continues to be a key area of focus. We've written to and met with local MPs and MPPs about issues that impact people connected with our organization and the community at large. **We've used our voice to share and raise awareness** about Community Living Ontario's #5ToSurvive and #WaitingToBelong campaigns, the Canada Disability Benefit, which was finalized in March 2025, and funding shortfalls faced by Ontario developmental service organizations with families on long waitlists for critical supports. In May of 2024, representatives participated in Community Living Day at Queens Park where we attended Question Period, and met with several MPP's and enjoyed the Minister's reception along with delegates from across the province.

As part of Habitat for Humanity Waterloo Region's "Build Now" project, we **signed a partnership with Union Cooperative Housing** and will have access to 10 affordable apartments for people who use our services, with support provided by EAFWR. We are thrilled to see this project move forward and to continue bringing a disability lens to conversations around affordable housing. This project represents the beginning of a growing relationship with Union Cooperative Housing as we seek to expand access to affordable housing, enhanced by our support, with a community development lens, fostering a place of belonging for all.

We hosted **educational voter information pop-ups** for both the provincial and federal elections to help community members have their voices heard. We also became a registered organization to provide verification for people who do not have residential addresses.

We continue to **be accredited with Imagine Canada** and are **now officially Broader Public Sector accountable**, with our provincial funding exceeding ten million dollars annually.



As an organization with a hybrid work model, one of the ways we bring our team together is through **staff service days, held twice a year**. From blood donations at the Red Cross to gardening at the office and litter cleanup in the Mount Breithaupt neighbourhood, these days have fostered staff connection and allowed us to put our core values of belonging, community, equity and relationships into practice through giving back to our local community.

We are grateful to have had leases on both of our properties - the main office at 91 Moore Ave and the WALES building at 14 Braun St - extended for the next few years. As a team, we have taken time over the past year to reflect and consider, in the context of continuous growth, **what we envision for our team and people supported in the community**, and what kind of space reflects that vision. We look forward to sharing more updates with you soon.

We welcomed new families to our core programs, working with them to support their needs and goals. **Creativity has fuelled the expansion of our programs and offerings** to ensure there are spaces where people feel included, where they belong and can pursue their goals and interests. This includes our Teen Respite Days, SEEDS Program, and community partnerships with the Kitchener Public Library and Kinbridge Community Association.

Our social enterprise, the **KW Library of Things**, has seen an increase in membership and attendance at workshops, and continues to be a valuable community space for lending, collaboration, and connection. Our new **Employable Skills Development Program**, launched in December 2024, is equipping people with in-class and on the job skills and knowledge to pursue employment opportunities.

Upon reflection, much of our growth over the past year at EAFWR has happened below the surface. From exploring a new space for our team, to expanding our programs, we have planted the seeds and are now starting to see this important work begin to blossom. It continues to be an incredible honour to work with our amazing team of staff and volunteers. I look forward to all that we will accomplish in service of our community in the year ahead.

Serving the community together,



Allan Mills, Executive Director

MESSAGE FROM BOARD OF DIRECTORS CHAIR



It fills me with pride to reflect on another year of growth and impact at Extend-A-Family Waterloo Region. This year has been about nurturing a deeper connection with other community-based organizations and levels of government that we collaborate with to address critical challenges in society.

To our staff who consistently nurture our families' sense of belonging, thank you for championing an inclusive community.

To the Leadership Team: Courtney Horowitz, Kevin Guay, and Ron Trajano – your expertise and passion has continued to evolve our incredible programs and services to serve people's diverse needs.

I want to thank Allan Mills, our Executive Director, for his bright vision for the organization which is enabling EAFWR to authentically adapt to the needs of the community.

Daisy Martin and Rod Goetz are retiring as I move into the Past Chair role. While on the board over the past seven years, I feel like the Board has evolved considerably and continues to be in a great position to deal with whatever the future holds.

- Devon Fernandes, Board Chair



Devon



Ryan



Daisy



Rod



Christopher



Adnan



Angela



Busy



Jonathan



Mallory



Marisa



Nancy

2024-2025 BOARD OF DIRECTORS

Devon Fernandes, Chair

Ryan Voisin, Vice-Chair

Daisy Martin, Past Chair - retiring

Rodney Goetz, Treasurer - retiring

Christopher Dell, Secretary

Adnan Ali, Director

Angela Riddell, Director

Busy Waugh, Director

Jonathan Bida, Director

Mallory De Leon, Director

Marisa Tabong, Director

Nancy Shaw, Director

Sigrid Janus, Director
(retired in Jan 2025)

A SNAPSHOT OF PROGRAMS AND SERVICES FROM 2024-25

A LOOK BACK AT FIVE YEARS AGO



751

ADULTS SERVED
THROUGH PASSPORT

27% INCREASE
SINCE 2020

1,886

CHILDREN USING
SPECIAL SERVICES
AT HOME

34% INCREASE
SINCE 2020

21

PEOPLE RECEIVING
SERVICES FROM
FAMILYHOME

19% DECREASE
SINCE 2020

SEVERAL PEOPLE MOVED TO
ALTERNATIVE SUPPORT MODELS

17

PEOPLE RECEIVING
SERVICES FROM SUPPORTED
INDEPENDENT LIVING (SIL)

112% INCREASE
SINCE 2020

377

MEMBERS AT
KITCHENER-WATERLOO
LIBRARY OF THINGS

151% INCREASE
SINCE 2020

5

OPEN SPACE
GROUPS

66% INCREASE
SINCE 2020

249

SUPPORTED ADVENTURES
THROUGH EXTENDED
EXPERIENCES AND
DISCOVERIES (SEEDS)

CREATED IN 2021

193

PEOPLE ATTENDED
CAREGIVER
CONNECTION GROUPS

CREATED IN 2023

125

SUMMER PROGRAM
DAY PARTICIPANTS

WE CONTINUE TO SEE
REGULAR PARTICIPATION
IN OUR SUMMER PROGRAM

30

SUMMER VACATION
OVERNIGHT
PARTICIPANTS

WE CONTINUE TO SEE
REGULAR PARTICIPATION
IN OUR SUMMER PROGRAM

7

EMPLOYABLE SKILLS
DEVELOPMENT
PROGRAM
PARTICIPANTS

CREATED IN 2024

41

PEOPLE ATTENDED
WALES GROUP

17% DECREASE
SINCE 2020

SEVERAL PEOPLE HAVE
EXPERIENCED LIFE CHANGES
AND OTHER OPPORTUNITIES

EMBEDDING EQUITY WITHIN EAFWR: REFLECTIONS FROM YEAR ONE

By: Mimi Mahmud, Equity Strategist



As I consider my first year as Equity Strategist at Extend-A-Family Waterloo Region (EAFWR), I'm reflecting on what it means to embed equity into a sector that has historically excluded many of the people and communities it now seeks to serve. The developmental services (DS) sector – like many care-based systems in Canada – has not been designed with systemically marginalized groups in mind. Shifting that reality takes more than intention. It takes structure, resourcing, and accountability.

I joined EAFWR in June 2024, just three and a half years after moving to Canada as a first-generation immigrant. My professional background includes roles in public sector equity strategy, grassroots funding reform, and systems-change work rooted in anti-racism and decolonization. My work is grounded in anti-oppression practice, community empowerment, and a deep belief that equity is not a side project – it is the work.

My role at EAFWR was created in response to a clear and growing truth: the communities of Waterloo Region are more racially, culturally, spiritually, and linguistically diverse than ever, and our organization needs to reflect that reality, internally and externally. The creation of this role is a statement of commitment, and one deeply aligned with our core values of Belonging, Community, Equity, and Relationships.

To bring those values to life in tangible ways, over the past year, we've set in motion a range of initiatives that move equity from concept to action:

- Launched our *Days of Significance* calendar to mark culturally and spiritually important days, embedding them into wellness activities and internal planning
- Reimagined our engagement with Indigenous communities, grounded in relationship and cultural accountability
- Reshaped our approach to Truth and Reconciliation, including smudging at key events and transforming how we do Territorial Acknowledgements
- Embedded an equity lens into Strategic Plan implementation - interrogating whose voices are centred, what gets measured, and how success is defined
- Facilitated visioning sessions with program teams to support them in weaving EDIB into planning, programming, and decision-making
- Continued to participate, contribute, lead and learn as one of the founding member agencies of the Equity, Diversity and Inclusion Community of Practice within Ontario's developmental services sector

Beyond internal work, we've also prioritized building connections with the broader community. I've attended and spoken at cross-sector events where I'm often the only person representing the DS sector. That absence is telling. It reminds me that we have work to do in showing up – not just where we're expected, but where equity, justice, and systems-change conversations are already happening. EAFWR is now showing up in those spaces, and that visibility matters.

This first year has been about listening, building trust, and naming truths. We are still early in this work. But I believe we're starting to move differently—more critically, more consciously, and more in alignment with the communities we strive to serve.

2024 – 2027 STRATEGIC PRIORITIES & OBJECTIVES



SUMMARY OF YEAR ONE SUCCESSES

Adapt Our Work to Meet the Needs of Our Community

- Completed environmental scan of respite offerings
- Respite, Recreation & Leisure (2RL) program grew by 300%
- Developed a working definition of "flexible and meaningful respite"
- Advanced housing advocacy: engaged the Region of Waterloo, launched Shared Living Collective, and developed partnership with Union Co-operative
- Conducted demographic survey review and began revising materials and forms for accessibility
- Identified 400+ community gathering spots for outreach; began tracking unserved population offerings
- Planned a DSP & self-advocacy conference to support people served by EAFWR to identify and impact issues that matter to them

Drive Financial Sustainability and Diversify Revenue

- Secured new grants, including \$170,000 from the Lyle S. Hallman Foundation over two years and \$440,100 from the Ontario Trillium Foundation over three years
- Surpassed fundraising targets for Walk or Wheel by over \$3,000 by raising \$13,286 (almost 40% growth from 2023-2024), with increased sponsor engagement
- Developed core tools for donor engagement: vetting checklist, appreciation policies, and survey design
- Achieved 85% spend rate in Passport program – an increase from 80% last year
- Identified social media opportunities for donor recognition – audience identification frameworks developed
- Completed swag research and values-sharing strategies to support outreach efforts

Enhance Our Team

- Developed and implemented a comprehensive staff engagement process to better understand & reflect team ideas and needs as they relate to potential new locations
- Launched staff engagement survey (Sept 2024) with a ~16% increase in Net Promoter Score from January 2024
- Increased Health Spending Account by 50% and base salaries by 4% to keep up with cost of living
- Expanded wellness programming (yoga, peer support, recognition mechanisms) and access to the Employee Assistance Program to community-based Direct Support People
- Initiated the Emerging Leaders Program – five staff participating in pilot year who represent diversity in gender, backgrounds, ability, and responsibilities
- Created structured spaces for recognition and implemented a new Psychological Safety policy

Prioritize EDIB as Foundational to EAFWR's Work

- Developed a staff survey to gather baseline data on demographics, policies, and EDIB awareness
- Reviewed hiring practices; unconscious bias training implemented
- Introduced Days of Significance calendar and Truth & Reconciliation Commitment Statement
- Initiated the development of a comprehensive EDIB framework to guide and align all EDIB efforts within EAFWR
- Conducted EDIB workshops with nearly all individual program teams, with 4 sessions completed to date. Findings from these sessions will directly inform the development of the EDIB framework envisioned in the Strategic Plan.

THE GOOD OL' HOCKEY GAME

By: Christina Koenig, Community Ambassador

I had to learn to enjoy sports. Growing up, I can remember a few sports that were quite difficult for me, like skating and swimming. My parents will share stories of family camping trips when I would complain about the distance of any hike, and the giant insects that always seemed to land on my shoulder. I had no idea that sports would eventually inspire me, connecting me to family, friends, community and organizations that I love.

In the beginning, I enjoyed watching sports, bonding with my dad over baseball games with great memories of the Toronto Blue Jays World Series win. While sports were still difficult to play, I got into watching playoffs, learning the games and cheering with the crowd for the Canadian home teams.

While it was fun to play softball throughout the summer, I really enjoyed downhill skiing. My adventures as a skier meant that sports were something I could enjoy throughout the winter as well, and that I didn't have to limit myself to certain sports, given my disability.

I learned how to ski with a simple tool that connected my skis in a snowplow position so that I could turn and move slowly down any hill. Eventually, I learned how to ski parallel and fast. My friends with and without disabilities would plan ski trips and I was always invited to join in.

As I began working in social services, many of my coworkers were runners, and so I began to run with them on trails and sign up for races. Sports to me now meant building relationships as I got to know my coworkers, and eventually travelled internationally, running long distance races in Iceland and New Zealand with my running group. I also discovered that it was possible to run races in support of organizations that I love, and that a big part of many running groups is community work and volunteering.

Stretching is important after every run and so my next sport was yoga. As an activity that helps to build strength but also encourages rest, yoga highlights to me how sports can also bring peace. My community yoga class has been great for my own health and fitness goals, but also helped me to build lasting friendships and meet my neighbours. It is a nice feeling to know names and faces and be contributing to my neighborhood community.

I am fortunate to have always worked for community organizations. As I discovered when I began working for EAFWR, lacrosse is popular, but the main sport here is ball hockey. Our Annual Ball Hockey Tournament was one of the first EAFWR events that I participated in. My dad joined in as well that year, and it was held at our office in the parking lot. I have attended every year since.



In 2017, the Ball Hockey Tournament was part of the City of Kitchener's Neighbours Day festivities. It is now run in partnership with Stanley Park Community Centre and City of Kitchener. Years later, the annual event continues to grow, with a food truck and players from local hockey teams like the Kitchener Rangers joining in.

What stands out to me every year at this event is that everyone is invited to participate. Experienced players may share tips and knowledge to learn from, but everyone is included. Cheers and encouragement can be heard from the crowd watching. The ball is often passed around so that everyone has a chance to score, or the goalie makes the save. We all shake hands at the end of each game, proud of the goals scored, stops, or defense, but not too worried about the standings. What matters is the community coming together and having fun!

From my perspective, connecting to sports has given me so much of my community spirit and inspiration as well as treasured family memories, and friendships. I am so thankful for all my adventures, and I look forward to seeing all of you at next year's Ball Hockey Tournament.

INTRODUCING RESPITE, RECREATION & LEISURE

By: Danny Chirlenco, Rebecca Fowlie, Aduraleke Ogunsakin, Danielle Paquette and Erick Yamaguchi, 2RL Team

In September 2024, we developed a new team at EAFWR called 2RL (Respite, Recreation and Leisure) with five staff. Our team's goal is to develop meaningful, low cost programs for people with disabilities that all are welcome to attend.

When 2RL was first formed, we were responsible for seven different programs and offerings. Since then, we have added six new offerings and developed two new partnerships in the community.

SUPPORTED EXTENDED EXPERIENCES AND DISCOVERIES (SEEDS)

SEEDS Day Trips continue to be a popular option for adults connected with EAFWR and anyone looking for a fun time out and about in our community, and beyond. This year, we were able to purchase and offer tickets to two Toronto Maple Leafs games and one Toronto Raptors game, all with amazing seats! These tickets were complements of the SEEDS program, provided at no charge for those who attended. As always, we're thrilled to continue offering fantastic day trip opportunities for everyone. Whether you prefer exploring in a group or would like the support of a worker, we can accommodate all requests.

SEEDS Overnight Trips have become cherished by participants. Over the years, participants have visited some of the province's most iconic and engaging destinations, including Canada's Wonderland, Niagara Falls, African Lion Safari, the Toronto Zoo, Blue Mountain Resorts, Bingemans Camping, and various concerts and cultural events. These trips are more than just getaways—they are meaningful experiences that foster independence, build social connections, and create lasting memories.

Each year, participants eagerly anticipate returning to their favourite destinations, and their enthusiastic feedback speaks volumes about the program's success. Families and caregivers consistently share how these trips have enriched the lives of their loved ones, helping them grow in confidence and joy.



We also expanded our SEEDS program offerings for people aged 18 and under. This new program offers day trips to youth aged 13-17 to destinations anywhere in Ontario. These trips are designed to help change the narrative of respite – giving youth an amazing experience while also giving families a break.

What sets SEEDS apart is our commitment to making these adventures not only fun and accessible but also affordable. Recently, we've taken important steps to expand and adapt our services to better reflect the diversity of our community, ensuring that everyone – regardless of background or ability – feels welcomed and included. Find out more at eafwr.on.ca/seeds

TIFS (TRYING IT ON FOR SIZE) KW

TIFS KW began in August 2024 with the hiring of one Direct Support Person to work on setting up the program, along with the 2RL Program Coordinator and 2RL Program Manager. Through a new partnership, and with support from TIFS founders, Community Living Elmira, we created TIFS KW.

We began piloting the program in October 2024, offering support to three people who were looking for support around goal development. In February 2025, we started the assessment process associated with TIFS and ran three full assessments in two months. We continue working with six participants on their personal goals and assessments. TIFS KW regularly gets requests for information from the community, and we are always looking for new participants. Learn more at eafwr.on.ca/tifs-kw

TEEN RESPITE DAYS

Teen Respite Days are designed to provide a low-cost option to caregivers who are not able to take time off for childcare during the school year when the school system shuts down. It also provides participants aged 13-17 with a memorable and fun experience and an opportunity to socialize with others.

Our facilitators report that various activities and trips have been well received and participants are excited to attend. More specifically, the Crock-A-Doodle and Movie Day, Bingeman's FunworX, and the Go Karting and Movie Day have been cited as exceptionally popular among participants. These offerings have also received a positive response from families and have proven popular, with spots filling up quickly after registration opens.

PRE-TEEN HANGOUT GROUPS

Pre-Teen Hangout Group facilitators have been very creative in the activities planned for participants aged 8-12. Some highlights include a comic book illustrator showing participants how to draw cartoons and University of Waterloo engineering students showing participants how to build robotic cars that could be controlled with an iPad.

In the future, Pre-Teen Hangout Groups is looking to expand our offerings and build connections in the community with new activities. Interested? **Contact teenhangout@eafwr.on.ca to learn more.**

WEEKEND SOCIAL CLUB

Over the past year, our Weekend Social Club experienced tremendous growth and interest! We welcomed 22 people to our Kitchener session last fall, making our gatherings even more vibrant.

We kicked off the year in September 2024 with a BBQ and planning session where members shared their ideas for shaping the future of the group. Throughout the year, our outings included attending a Kitchener Rangers Game, enjoying a night playing pool and ping pong at IDarts in Waterloo, and scheduling casual meet-ups just to kick back and “hang out” with friends. Our final group will feature a BBQ that welcomes families and caregivers – making it a perfect opportunity for everyone to connect.

Weekend Social Club is open to anyone looking to connect and have fun. Stay tuned for details about upcoming sessions at eafwr.on.ca/weekend-social-club

SUMMER PROGRAM

Our Summer Program Day and Overnight Camps continue to be spaces filled with shared experiences and memories made together for campers and program leaders alike. Summer Program is made possible with the support, funding and generosity of Waterloo Region Community Foundation and the Waterloo Region Record – Lyle S. Hallman Foundation Kids to Camp Fund.

New this year is our Leaders in Training (LIT) Program. This program offers people aged 14+ the opportunity to grow their leadership skills and gain experience and training in the developmental services and recreation sector. As part of the program, leaders in training will be involved in our Summer Program, shadowing camp leaders and taking on more independent roles with leading camp activities.

IN THE COMMUNITY

In September 2024, we partnered with the Kitchener Public Library to offer Youth Hub (formerly the Teen Hangout Group), a series of free drop-in sessions for youth aged 13-17. Held on Mondays at the Central Library branch, Youth Hub is for people of all abilities to participate in activities, including playing video games, board games and more.



In March 2025, we also partnered with Kinbridge Community Association for Sports Drop-in. This new program was created for children aged 8-12 with a neurodiversity, autism, or physical disability to get active and have fun in a supportive environment.

The goal of both of these partnerships was to create a space for all to participate, feel like they belong, and create relationships that would go beyond the groups themselves.

As a team, our goal is to continue growing and developing opportunities based on the needs of those we support and the community we serve. We can't wait for what next year has in store!

BEYOND THE PORTABLE

By: Community Participation Supports and the WALES Group Team

WITHIN THE WALES GROUP:

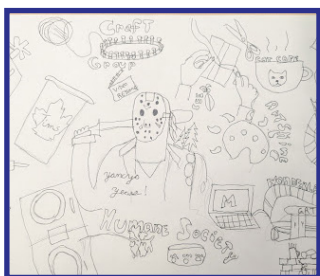
While the commitment to community participation has always been a cornerstone of the WALES mission, it has flourished in the aftermath of COVID, with members and staff creatively working from libraries, community centres, and cafes all across the region, as an additional means of fostering and interacting with the larger community, no longer viewing the physical building as a necessity for cultivating community ties.

MATT'S COFFEE & GAMES CLUB AT STANLEY PARK COMMUNITY ASSOCIATION

Matt had been wanting another paid job and had explored doing shredding for different places but none worked out. He then brainstormed with facilitators about places where he had existing connections and was well known. Stanley Park came to mind, as he had volunteered in the past at a games group pre-pandemic and was connected to a walking group and a coffee and colour group. Matt met with the program coordinator at Stanley Park and came up with the plan to do a Coffee and Games Group. This group mixed Matt's love of coffee, game facilitating skills, and his outgoing personality. They decided that once a month, Matt would bake something for this group to share to help bring people together through food and friendship. This group now runs throughout the year and has consistent folks showing up and sharing in the collective experience Matt provides.

YANCY'S YEAR OF YES'S

Yancy is a lady filled with artistic talents and love of baking, horror movies, and adventure. This past year, Yancy has used her gifts and interests to connect to the community. Yancy has joined a craft group where she is noticed, known, and she is missed when she is absent. She started doing her drawings at the craft group and the facilitator later suggested Yancy try looming. She is learning the loom one stitch at a time, while stitching strong relationships through the shared love of crafting. As a part of this group, each member shares baked goods during their birthday month. Yancy did this and took it a step further, making two desserts throughout the year and themed them for Halloween as well, because 'who doesn't love a good theme?'



Yancy also has a love of animals and has a few pets of her own; a dog, two birds and a fish. She has skills in cleaning and being organized. The idea came up for Yancy to get connected with the Humane Society. Yancy went for the interview and got a role as a shelter helper where she does laundry and dishes, ensuring the animals have clean things in their temporary home. Her contributions have been recognized and she has been nominated for a few Paws Up awards.

JASON'S COLLAB AND RECONNECT

Jason is a guy who loves sports, hanging with his bud, and connecting with people through music. Jason has been wanting to get back into the workforce post-pandemic and he has been working alongside Agilec employment coaches to get more paid work. While working with Agilec, the opportunity came up to get reconnected to the Fresh Grounds Cafe. When he went for the interview, he was remembered by Fertile Grounds staff and fell into rhythm quickly after learning the bus routes to the new location.

Jason is an advocate for having relationships and a space to talk about things with a group of guys. Through the Chris Martin Boundaries discussion last year, he reached out to Chris and collaborated to create a safe space for men to be able to share and be open about relationships.

MICHAEL'S MASH UP



Michael loves video games, the KPL, buddies, and his girlfriend. Through SEEDS, this past year he and his buddy, Jason, went to Niagara Falls around his birthday and hit up the casinos and waterparks. They had a good guy's weekend and are planning their next adventure.

Michael recently reconnected with former co-workers of a prior workplace. While Queen Street Commons has not reopened, Michael was open to going to the new location of Fresh Grounds. He got a tour and was remembered by staff. Michael is a consistent worker who got back to his old routine just a few weeks later. Michael is also working in tandem with Agilec Employment Services to gain paid employment.

AMANDA'S PERSEVERANCE

Amanda loves crafting, friends, work, and her boyfriend. She had originally tried a knitting group with a friend to do their crafting. This craft group wasn't sharing the same values and didn't make for a great experience, so Amanda decided not to return to that group and to find something else where she could find belonging. Amanda is now part of a crafting group where she is welcomed and experiences belonging. They exchanged cards around the holidays and she shared a cake for her birthday. It is a crafting group of like minded folks from all walks of life.



Another passion of Amanda's is contributing at Maurita's Kitchen by doing the dishes. She greets people with open arms and adds a welcoming presence on top of her consistent dishwashing. Amanda takes the bus to and from work. Throughout the year, she got the bus route down but, like many, gets turned around when the bus is on a detour. To try and alleviate the confusion while keeping her independence, Amanda collaborated with Grand River Transit to see what accessibility things they could change and where WALES could create tools to support Amanda in taking the bus. Amanda now has the tools, like bus cards and the WALES phone number so that she can call WALES when she needs help. She has gone right back to busing week after week, even after she has become lost. She has now mastered the route and WALES Facilitators no longer travel on the bus with her as Amanda is confident and knows what to do.

ESSENCE OF ANDY

Andy has had a dream of modelling. He got headshots done and reached out to explore some opportunities with EAFWR. He has been in contact with a few different modelling places over the years. The place that Andy persisted in staying connected to before and after the pandemic was One For The Wall Photography. There was a modelling opportunity that came up when Hillary from One for The Wall Photography remembered Andy and connected with him. He was off the day that the email came in and the turnaround time was quick, luckily facilitators were looped in on the email chain and reached out to Andy to see if they could help Andy seize the opportunity. He excitedly said yes and the plan was set in motion. He modelled with a few others in a group and the photos turned out awesome. Andy, you are born to model.



WITHIN EAFWR:

Historically, WALES has long been associated with the blue portable in the EAFWR parking lot, where you can find planning meetings, goal work, and people coming to and from the building following their unique schedules and engaging in their communities. WALES has evolved into Community Participation Supports (CPS), with a redefined focus on community engagement and participation.



The building now acts as a spring-board for members to use as a touch-point between classes, groups, and work spaces throughout KW. The WALES building also frequently welcomes EAFWR staff as an additional (and more lively) space to work and hold meetings in, and provides a work and social space for Passport users and their DSPs, as well as a space to gather for external groups from the community.

WALES has also recognized that there are other important groups of folks to connect with and support, beyond its members; the caregivers of the members, as well as transitional-aged youth departing high school. Currently, we are gearing up to launch a Caregiver Group, where families and home staff of WALES members can come together for peer support, connect with the team around questions or new ideas, and have guest speakers who offer information relevant to their life stage.

WITHIN WATERLOO REGION: THE BELONGING COLLECTIVE

WALES has long been known for its desire and successes in developing relationships with neighbours, community members, and groups within Waterloo Region. Over the past year, this has extended into fostering deep, collaborative relationships with people at other developmental service agencies including KW Habilitation. This began as an "On The Table" conversation invitation,

where the WALES team attended a session hosted by KW Hab, and, from that, the two groups expressed an eager interest in remaining connected, finding ways to collaborate, learning more about what each other does, and sharing resources and ideas!

From here, representatives from both agencies took the steps to connect with the Tamarack Institute to pursue a grant to host a Collective Impact summit - including other developmental service agencies, self-advocates, and family-advocates, community centres, regional counselors, and Developmental Services Ontario - in an effort to address some collective challenges faced in implementing the Journey to Belonging initiatives, as well as the shared experience of limited resources, and increasing support needs we are all attempting to meet. Facilitated by Heather Keam, Amy Haynes, and Chantelle Mann, the session was successful in fostering explicit collaboration rather than competition between agencies, which saw self-advocates and family-advocates sharing relief and appreciation. Invitees who indicated an interest in carrying the work forward have since created The Belonging Collective, and are continuing to meet and lay plans for further resource-sharing, collaborative information-sharing sessions, and the potential for future town halls to keep us all engaged, networking, and serving our community together.

Through members' interest in trying different programs and hitting some barriers, we reached out to program coordinators and inclusion supports services to collaborate on a better way forward for people accessing services. We made allies who are like-minded and share the same values as Extend-A-Family, which will help to create better service in the community.

BEYOND:

The Operational Leadership Training (part of Ontario's Developmental Services Workforce Initiative) is something that several Extend-A-Family Waterloo Region staff have participated in. Alongside KW Habilitation, with the help of Holly Duff and the RealXChange, EAFWR is now co-facilitating a monthly Community of Practice (CoP) for Operational Leaders across Ontario. The cohort has covered topics such as Time Management, Recruitment Needs, Financial Literacy, Supervising Large Teams, and Navigating our Work Using AI.

The CoP has been enriching for participants and facilitators alike, with resources, anecdotes, advice, and support being freely and frequently shared. As we all navigate changes regionally, provincially, nationally, and globally, it's a refreshing, vibrant space that fosters collaboration as well as optimism. We are very excited to see where the next year takes us!

ROOTED IN TRADITION, GROWING WITH PURPOSE

By: Katie Hagedorn, Program Manager, Residential Services

The FamilyHome (FH) Program has been one of EAFWR's anchors since the beginning. It holds a deep, important tradition, and has served as a constant for some, and a springboard to more independent living for others. It is this flexibility, and willingness to learn and grow, that has made the FH program nimble enough to evolve and meet the changing needs of the people we support.

A great example of this is the shift in how we provide respite. Respite is a key part of a successful FH match. This allows both parties time apart to recharge and have new experiences. Historically, respite was always done in someone else's home. But now, thanks to the expansion of Apartment Respite by the 2RL (Respite, Recreation and Leisure) team, we are actively recruiting folks

specifically to provide respite in Airbnb's for the FH program. This opens up the ability for many new people to provide respite as you don't need a spare room in your home. Many report this way of doing respite feels more like a vacation!

We are also expanding the way we recruit both FH Providers and Respite Providers. A new initiative, which was spearheaded by EAFWR, is the Shared Living Collective. The premise is that EAFWR is not the only organization in the region providing opportunities for shared living and if we join together, we can have a wider reach in recruitment. We have held two very successful events where many community members have come out to learn more about what each program does, and which might be the right fit for them. Our next event is in November, with many future ideas on the horizon for what the Shared Living Collective will do next. **Follow along on Shared Living Collective's [Facebook](#) and [Instagram](#) to learn more!**

The Supported Independent Living program (SIL), following in FH's footsteps of growth and creativity, continues to adapt the ways we work in order to meet the needs of those we support. We strive to ensure that each living situation is uniquely tailored for the person being supported.

Just over two years ago we hired our first FH/SIL Facilitator in order to deliver day to day supports in a more flexible and proactive way. This past year, an evaluation of the SIL program was conducted in partnership with a group of learners from Wilfrid Laurier University. The evaluation found that the model was working well, with high levels of satisfaction from both our staff and SIL participants. We now have 2 facilitators, Carol and Kristen, in the program, and are set to hire a 3rd person in May 2025.



Not only have we experienced growth with our SIL Facilitators, this past year we also saw our Team Lead role evolve into a second Program Manager role. This transition broadens our capacity to further develop both FH and SIL while also taking on new responsibilities as we further explore EAFWR's role in housing, advocacy, and other related initiatives.

Both SIL and FH are rooted in tradition, but aren't afraid of change. For more than a decade now, we have hosted an annual spring BBQ, and even longer than that, an appreciation Fall Feast dinner. These are two very well attended events, and we have heard over the years that people would like more! Specifically, folks living in SIL have asked for more facilitated points of connection, and in response, we have been doing just that.

We have planned an additional six events this year. Events are about connection and friendship, but also taking into account what people have asked for - opportunities to volunteer, a time to have fun (think beach day!), and ways to give back to the community (park clean up).

TRAINING UPDATE

By: Cheryl Fuller, Training and Organizational Development Manager

Over the past year, we've seen our training opportunities grow and evolve at EAFWR and the wider community. In April 2024, we welcomed staff, direct support people, and the community to our 5th annual Direct Support Person Conference, *Walking Through Trauma Together: Support and Care After Sexual Violence*. This day and a half learning focused on helping DSPs identify and provide support to people who have experienced sexual violence, and ways to maintain health and wellness. Our speakers, Nikki Carswell, Nicole Schiener and Chris Martin, shared about human trafficking, the importance of self-care as a support person, and consent and boundaries in relationships, and supporting people with disclosures of sexual violence.

We had heard from our staff team and support people that there was a desire and interest in learning about self-care, trauma and supporting people with experiences of sexual violence. While the conference was heavier than in previous years, the subject matter resonated with our attendees, with many reflecting on how to take this learning and apply it in their work and personal lives.

“ Anytime I do a training seminar with EAFWR, I may think I already know the information, but *what makes it special is the fresh perspective or a new way of thinking about an issue* that always happens. ” – Kelly Zuk, EAFWR Direct Support Person

In October 2024, we introduced a new training: Mental Health First Aid (MHFA), an Opening Minds Program. Over 30 people, including staff and family members, have attended this training. MHFA is offered quarterly and includes an online module, followed by in-person training. We are grateful for the positive feedback we've received so far and look forward to seeing this training grow.

“ The facilitators had an openness that *made me feel open to expressing my thoughts, feelings and questions* about the subject matter. ”

“ I really appreciated learning a framework to help me think through *what it looks like to respectfully and appropriately respond.* ”

We continued equipping our staff with tools and knowledge through our Inclusion, Understanding Conflict & Communication, and Sex Talks workshops. We are always happy to welcome community members who want to understand how to champion inclusion and belonging in our community.

In the wider community, we offered our Sex Talks training to Aldaview Services. In September 2024, we partnered with Ottawa-Carleton Association for Persons with Developmental Disabilities (OCAPDD) in Ottawa. In November 2024, we provided training to OCAPDD facilitators, so they could feel equipped to offer the Sex Talks training moving forward.



DID YOU KNOW?

Our workshops are open to community members! Visit eafwr.on.ca/training to learn more about our workshops and how you can get involved.

We also offer trainings to organizations and businesses! Interested in training for your team? Please contact Cheryl at cheryl.fuller@eafwr.on.ca

IN THE COMMUNITY

LEARNING, GROWING AND EVOLVING – KWLOT STYLE

By: Kim Sproul, Community Development Manager

If ever there was a group that had to learn, grow, and evolve in real time, the wonderful KW Library of Things team is just that group!

This past year we have hosted more workshops, attended more community events, participated in more learning opportunities, and grew a larger membership base than we ever had before. We saw an increase in the borrowing of our camping equipment, ensuring that more people are adventuring out into our gorgeous natural landscapes. Adding a second Grand River Conservation Area pass, which has not only kept up with demand, but also increased use overall, was a brilliant way to encourage neighbours to go explore our Region this incredible watershed we reside on.

While all this growth and learning makes our hearts grow three sizes, it is our plans to evolve this coming year that puts a bit of pep in our steps. We have been so fortunate to work with the fine consulting folks at The Community Company, who have been journeying with us along the path towards an advancement of what we do, how we do it, and where we go next. Greater financial sustainability is certainly one aspect, but in truth, the brilliant outcome is better – serving our community. Specifically, we want to create more jobs for those with disabilities; creating more employment learning opportunities. It has been long recognized that our borrowing library wasn't going to be able to create the scope necessary for this goal. So, we evolve. I won't spoil any surprises, but the great work of this past year has set the stage for the incredible transformation that will unfold as this year progresses, supported by a GROW grant from Ontario's Trillium Foundation.



Stay tuned! You aren't gonna want to miss this.

Learn more at www.kwlot.ca

Follow on social media [f KWLOT](#) [🐦 KWLOT_](#) [@ KWLOT_](#)

WHY BECOME A MEMBER OF KW LIBRARY OF THINGS?



Save money – an annual membership is only \$50. You can borrow up to ten items per week. Subsidized memberships are also available.



Protect our environment by using items more efficiently, reducing landfill and greenhouse gas emissions.



Support meaningful employment for people with developmental disabilities in our community.



Join a learning community – take part in repair cafes and other circular-economy events.

REFLECTING ON THE PAST YEAR OF CAREGIVER CONNECTION GROUPS: GROWTH, IMPACT, AND WHAT'S NEXT

By: Tara Smith-Mior, Support Coordinator - Access Specialist

Over the past year, the Caregiver Connection Groups have continued to grow and expand, offering families that are waiting to receive Special Services at Home funding the chance to connect, share, and learn together. Children receive support in a fun play-based group specifically for them, while parents have their own space to take a moment and meet with other adults. What began as a pilot project in 2023, funded by a generous grant from the Lyle S. Hallman Foundation, has become an ongoing opportunity where children and their caregivers feel supported and connected. It has been incredibly rewarding to see that vision take root and flourish.

This past year, we expanded our offerings to include both a more structured information series as well as informal playgroups, allowing participants to choose the best fit for their family, or attend both. Our caring and adaptable staff team, presenters from the community, and family-friendly, engaging spaces have helped increase engagement. Many families have shared that their children look forward to the program each week and have become more confident and independent as a result of their participation.

We've also deepened our relationships with families, offering more individualized support and welcoming feedback to continuously improve. Providing caregivers the chance to feel seen and heard was one of the initial priorities, so seeing the sense of community that's emerged among Caregivers has been one of the most rewarding outcomes of the past year.

Looking ahead, we're excited to grow our team and add more specialized programming, including one-time playgroups, opportunities for caregivers of older children, and additional information sessions. As we look ahead, our goal remains the same: to provide a consistent, welcoming space where the entire family feels valued and supported. As we continue to grow, we're committed to remaining responsive to the needs of our community, guided by the belief that every caregiver deserves to feel empowered and valued. We're deeply grateful for the support we've received so far and can't wait to see what the coming year brings.

Highlights of Survey Results 2024/2025*



*Comparing pre- to post-survey results.



BUILDING SKILLS, CONFIDENCE, AND CONNECTION

By: Jayme Pembleton, Employable Skills Development Program Coordinator



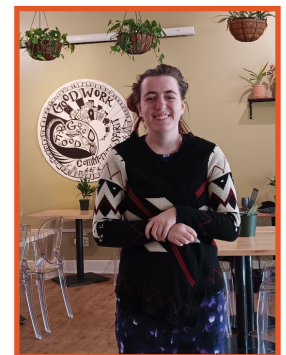
I believe that everyone who has been involved with the Employable Skills Development Program (ESDP) has done some learning, growing, and evolving. The program itself is brand new and is therefore morphing with each new thing that we discover. As the program coordinator, I have the pleasure of sharing information about the kinds of skills that help one to be successful in a job; work side by side with participants in the community to build experience; and have conversations with our volunteer placement hosts that are beneficial for all involved!

I cannot think of a time when this program hasn't been making changes to try and fit the needs within our community. What began as an extension of our KW Library of Things (KWLOT) Practicum Librarian project has morphed into something entirely its own. With support from KWLOT, WALES Group, and Community Participation Services, we have built something special.

The gift of our first session of ESDP in January 2025 was that it was a smaller group, which allowed us to build some closer relationships with those in the program, along with their placement hosts. Their participation, openness, and feedback helped shape the second term of the program.

We have also been pushed to be creative, mostly in sourcing our placements. At the beginning of the program, we had some incredible partners in our community who were eager to host placements for us and jumped on board right away! What we didn't account for were some of the more creative and outside-of-the-box placements that participants may be looking for. Their ideas and dreams forced us to further grow ourselves and reach out to places we wouldn't have even considered - and we were met with great success!

As the program goes on, and we continue to learn and change, we are so excited to see where we will go next.



**Are you an employer in Waterloo Region?
We have an exciting opportunity for you
to become a Work Placement Partner as
part of our ESDP Program!**



**Employable Skills
DEVELOPMENT PROGRAM**

As an organization guided by our values of **belonging, community, equity** and **relationships**, we are looking for employers whose values align with us. Hosting a work placement is a great opportunity to connect with the community and show your commitment to inclusive and diverse hiring. Examples of workplaces include libraries, community centres, restaurants, museums, grocery stores, movie theatres and more!

Please email jayme.pembleton@eafwr.on.ca and visit eafwr.on.ca/esdp for more information.

COMMUNITY ENGAGEMENT AND FUNDRAISING UPDATE

By: Kerry Cressman, Avishka Juta and Lisa Stanley, Community Engagement Team

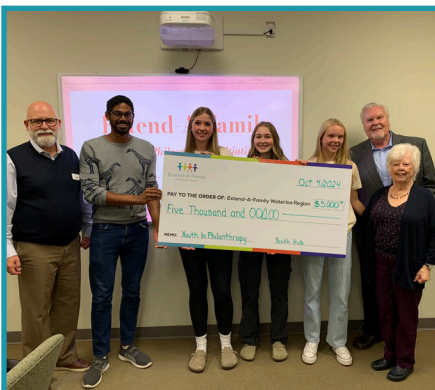
It's been another exciting year for the Community Engagement Team! We've enjoyed engaging with people & families connected with EAFWR, direct support people, volunteers, sponsors, donors, and the wider community.

After two successful online auctions in 2021 and 2022, we were thrilled to bring back our **Bidding to be #BetterTogether online auction!** From April 22 to May 3, 2024, over 613 bids were placed on 91 auction items. We raised a total of \$6,055 for our Community Development initiatives focused on growing our core values of belonging, community, equity, and relationships in Waterloo Region. #BetterTogetherWR includes our auction bidders, donors, and our event sponsor, Josslin Insurance. Thank you for your participation and support!

Sunshine and smiles were in the air at our **Walk-or-Wheel Kickoff in September 2024!** New to WOW this year were our activity tables, where participants learned about EAFWR's programs and offerings, and enjoyed activities like face painting, bubbles, scavenger hunts, planting seeds, and life-size Jenga. After the kickoff event, we loved seeing our community take part in activities and challenges at home and in the community over the two-week period, as well as collect pledges in support of inclusion and belonging. We raised a total of \$13,286. Thanks to our community for your support. Mark your calendars for WOW 2025, happening this September!



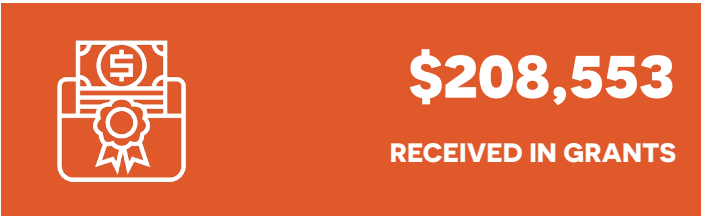
All-Brite Glass and Tint's bi-annual Chip in for Charity event continues to be a favourite in the community! We enjoyed seeing old friends and meeting new people at our June and October events. 2024 marked our first year having the Chip in for Charity event at two locations - Kitchener (31 Manitou Drive) and Waterloo (615 Davenport Rd), All-Brite's new location. Thank you to Terry Aivaliotis and his team for their continued generosity and support of EAFWR and our Community Development initiatives.



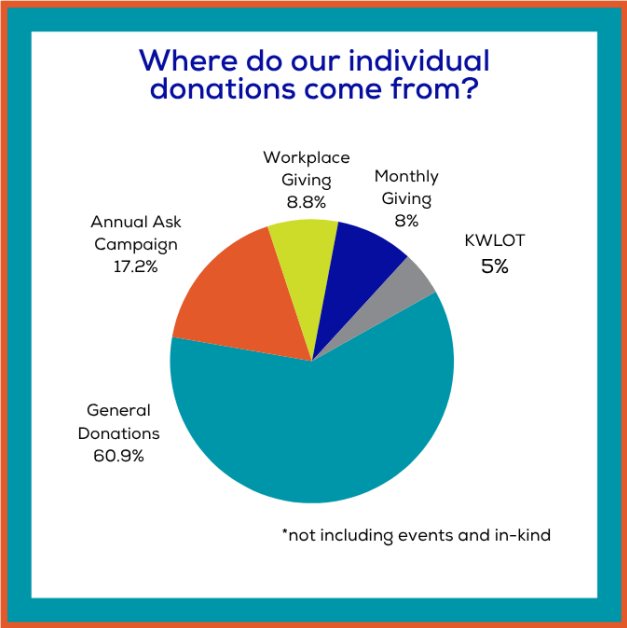
We were honoured to have a **Grade 10 Youth Philanthropy Initiative (YPI) research project done about EAFWR** by Sophie, granddaughter of EAFWR's founders Helen and Keith Heimpel, and her classmates, Lea and Hailey. Sophie, Lea and Hailey presented their project to a team of jurors at their school and won \$5,000. We were thrilled to have them share their project with us at our October 2024 Board of Directors meeting. It was incredible to celebrate their work and witness the next generation of philanthropy and giving. The \$5,000 was used to **fund an innovative partnership with the Kitchener Public Library to offer Youth Hub**, a drop-in program for people of all abilities.

FUNDERS AND GRANTERS

Thank you to those who have provided support to Extend-A-Family Waterloo Region throughout the year. Better Together includes you!



2024-25 DONOR OVERVIEW



MONTHLY GIVING AT EAFWR A DEPENDABLE BASE OF SUPPORT

Our Monthly Donor Program is flexible and allows our donors to spread donations out over the year, which in turn, provides us with a dependable base of support. Knowing that we have a steady and predictable source of funds helps us to develop EAFWR community development initiatives that focus on partnership development, education and awareness, and creating opportunities for people with a disability in our community to connect with people of all abilities based on common interests.

Monthly Donations are a great way to:

- make a sustainable impact
- reduce administrative costs
- support innovative programming
- partner with us to grow belonging, community, equity and relationships



eafwr.on.ca/donate
fundraising@eafwr.on.ca



TREASURER UPDATE

Extend-A-Family Waterloo Region continues to build strong relationships within our community.

Our team has done a great job working with people to use the available funding in a way that helps not only the people we support, but their families as well.

During the year, our total revenue increased by 8.68% to another record high of \$16,600,162. There were increases in most revenue classifications.

The Passport contract planning continues to allow us to expand our innovative person-centered programs. The revenue from that program increased by 13.6%. This not only helps the people we serve, but also the community as a whole.

Direct expenses increased by 9.3%, which was the result of the increase in volume as well as inflation.

Indirect expenses also increased by 9.3% during the year. Amortization was substantially lower but will increase in future years due to the purchase of a new accounting system.

The Board of Directors established a restricted Operating Reserve fund after the 2018-2019 financial year. This fund is designed to support the organization in funding new opportunities, investing in staff education, and ensuring that obligations to staff members and vendors will be met in a worst-case scenario which results in organizational closure.

During the year, we have transferred \$100,00 to the Internally Restricted Relocation fund, and \$100,000 to the Operating Reserve fund, bringing the balance in these funds to \$700,000 and \$1,200,000 respectively. We also have balances in the Training and Education fund and the Opportunities fund of \$14,340 and \$61,000 respectively.

This has been another very strong year for EAFWR. Management and staff are to be congratulated on a job well done.

I'm grateful for the opportunity to serve on the board of this organization.

Respectively submitted,

-Rod Goetz, Treasurer and Finance Committee Chair

FINANCIAL STATEMENTS

REVENUE	2025	%	2024	%
Province Of Ontario	\$ 10,798,524	65%	\$ 10,069,530	66%
PassportONE	4,628,206	28%	4,073,841	27%
Program Billing and Fees	381,525	2%	294,470	2%
Home and Community Care Support Services	340,328	2%	257,060	2%
Donations and Fundraising	356,660	2%	413,210	3%
Amortization of Deferred Capital Contributions	13,333	<1%	40,000	<1%
Investment Income	79,632	<1%	91,065	1%
Other Funding	1,954	<1%	34,849	<1%
Total	\$ 16,600,162.00	100%	\$ 15,274,025.00	100%

EXPENSES	2025	%	2024	%
Salaries, Wages and Benefits	\$ 5,733,125	35%	\$ 5,078,155	34%
Direct Families and Program Expenses	9,905,502	60%	9,035,253	60%
Indirect Families and Program Expenses	131,098	1%	97,507	<1%
Consulting and Professional Fees	272,727	2%	263,433	2%
Occupancy Costs	133,440	1%	148,232	<1%
Office	105,044	1%	154,934	1%
Staff Training and Travel	114,394	1%	109,643	<1%
Computer Related Expenses	26,037	<1%	23,414	<1%
Amortization	51,241	0%	122,832	<1%
Fundraising Expenses	9,330	<1%	4,700	<1%
Other	2,282	<1%	1,366	<1%
Total	\$ 16,484,220.00	100%	\$ 15,039,469.00	100%
Excess Of Revenue Over Expenses:	\$ 115,942.00		\$ 196,164.00	

NOTE: The above summary is based on the draft audited financial statements of the 2024-25 fiscal year. **Please visit our website at www.eafwr.on.ca/accountability following our June member's meeting to view a copy of the audited statements.**

COMMITTEE UPDATES

HR COMMITTEE

In alignment with this year's Annual Report theme of "Learning, Growing & Evolving," the HR Committee has been active in several key areas. A significant focus has been on recruiting, interviewing, and selecting new Board Directors & Committee members. We recognize the importance of bringing in diverse perspectives to guide the organization, and we are committed to a robust selection process that ensures we identify the right candidates.

Additionally, we are actively engaged in succession planning for the Board, ensuring that we have a strategic approach to leadership transitions that support continuity and growth. This involves not only identifying potential future leaders but also developing their skills and readiness to contribute effectively.

Throughout the year, we have worked closely with the Executive Director to review Extend-A-Family Waterloo Region's outcomes and assess the impact of initiatives. This collaboration has provided valuable insights as we work with the Executive Director to see EAFWR continue to grow and strengthen.

The HR Committee is dedicated to fostering an environment where our Board can thrive and lead with confidence. It has been a great year, and we are looking forward with anticipation to see new blooms and continued growth in the year to come.

- Mallory De Leon, HR Committee Chair

GOVERNANCE COMMITTEE

The Governance Committee is comprised of a committed group of volunteers from the EAFWR Board of Directors and the broader community, and is supported by EAFWR senior leadership.

After a very busy 2023-2024 finalizing the transition to Ontario's Not for Profit Corporations Act (ONCA) the focus of the Governance Committee for 2024-2025 has been on two key activities. First was creating a document revision matrix to ensure all required policies and documents are reviewed at the appropriate time. This will ensure that as an organization we adhere to both our internal policies as well as any regulatory requirements. Second, the Governance Committee did a full review of the Board's manual. With last year's focus on the ONCA transition and the required changes to EAFWR's bylaws and policies, the focus this year has been on ensuring the Board manual is consistent with the bylaw, and includes clarifying language, serving as an accurate reflection of how we operate as a Board.

Many thanks to the members of the Governance Committee for their diligence throughout the year.

- Christopher Dell, Governance Committee Chair

LEADERSHIP TEAM



Allan Mills
Executive Director



Kevin Guay
Director of Human Resources



Courtney Horowitz
Director of Operations



Erin Ackersviller
Executive Assistant



Ron Trajano
Director of Services

GET INVOLVED WITH EAFWR

WORK WITH US

Do you have a passion for people, relationships, inclusion and belonging? Do you want to work towards a community that welcomes and accepts everyone? So do we!

Visit eafwr.on.ca/hiring to see our current job postings.

VOLUNTEER

Interested in becoming a volunteer? Extend-A-Family Waterloo Region is always looking for people who are interested in community inclusion and making connections. Volunteer opportunities include our Board of Directors, helping out at EAFWR events and our programs and groups.

Visit eafwr.on.ca/volunteer for current postings and watch our website and social media!





Contact us

91 Moore Ave. Kitchener ON, N2H 3S4

☎ 519 741-0190

🌐 www.eafwr.on.ca

✉ info@eafwr.on.ca

Follow along on social media

f @EAFWR

🐦 @EAFWR_Engage

f KWLOT

🐦 @KWLOT_

This annual report is produced by Extend-A-Family Waterloo Region.

For questions, please contact Avishka Jutta, Community Engagement and Communications Specialist at avishka.jutta@eafwr.on.ca

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