



Annual Report 2025-26



Year in Review: 2025-26

2025-26 marks a year of growth, reflection, and a renewed focus on connection, centering relationships and belonging at the heart of our work.

This focus continues to guide our **2024-27 Strategic Plan**, where ideas and shared aspirations are taking shape through the dedication and creativity of our staff team. **Equity, Diversity, Inclusion, and Belonging (EDIB)** remains deeply woven into this work. Throughout the year, we continued to recognize culturally and spiritually significant days, creating space for learning, reflection, and celebration. These moments, alongside our Strategic Plan work, help ensure our values are not only spoken, but lived in our day-to-day work.



Advocacy has also remained a strong and consistent thread. We continued to connect with local MPs and MPPs, raising awareness of issues impacting the people and families we support. From amplifying Community Living Ontario's #WaitingToBelong campaign, to raising awareness about the Disability Tax Credit and Canada Disability Benefit, we used our collective voice to push for meaningful change. In May, representatives joined Community Living Day at Queen's Park, an opportunity to stand alongside others from across the province, engage in dialogue, and carry these important conversations forward.

This year also brought progress in creating spaces where people can live and belong. A new partnership with Union Co-operative Housing – part of Habitat for Humanity Waterloo Region's BUILD NOW project – will provide affordable homes for 10 adults with developmental or intellectual disabilities in its University Avenue project in Waterloo. Our continued work with the Shared Living Collective Waterloo Region is raising awareness and encouraging people to explore shared community living.



We also took time to look inward. In partnership with Capacity Canada, staff engagement sessions created space to reflect on who we are, how we work, and where we are going. These conversations are helping shape a future grounded in flexibility, accessibility, and deeper community connection, especially as we consider where we will be next.

At the heart of it all are the people we support. This year, **we welcomed new families to our services**, joining them as they pursue their goals. Creativity continues to open new doors, through initiatives like Supported Extended Experiences and Discoveries, and growing partnerships with the Kitchener and Cambridge Public Libraries. Our **expanded Caregiver Connection Groups for Special Services at Home waitlist families** offer spaces for caregivers to connect and for children to grow their confidence and independence. These moments build connection, spark possibility, and create a sense of belonging.



We were honoured to receive two Ontario Trillium Foundation grants, supporting both the expansion of the Kitchener-Waterloo Library of Things and growing the Employable Skills Development Program. These investments will create more inclusive opportunities for people to build skills, gain experience, and pursue meaningful employment.



As we look ahead, we celebrate an important milestone—**2026 marks EAFWR's 45th anniversary**. What began in 1981 around a kitchen table, with parents coming together to create connection and community, has grown into an organization supporting nearly 3,000 children and adults. This growth reflects our enduring commitment to fostering inclusion, connection, and opportunities for people to live fully and meaningfully.



Throughout the year, our work has reflected a spirit of “going back to hello”—returning to connection, strengthening relationships, and creating opportunities across our community. Each step we take continues to support people in building meaningful lives, rooted in inclusion, connection, and belonging.

Serving the community together,

Allan Mills, Executive Director

Message from Board of Directors Chair



For 45 years, our organization has been more than a service provider—we are a connector, an advocate, and a catalyst for change—and the role of Extend-A-Family Waterloo Region (EAFWR) has never been more important. From engaging with all levels of government to contributing to sector-wide conversations on equity, inclusion, and sustainability, we help to push toward a more responsive and inclusive future.

This year, we have strengthened our foundations to ensure we can meet both current needs and those on the horizon. This includes advancing work on long-term sustainability, organizational effectiveness, and innovative approaches that better support people to live independently and fully participate in their communities.

I would like to recognize Courtney Horowitz, who concluded her time with EAFWR this year after 15 years of dedicated service, Devon Fernandes, retiring as Past Chair, and Nancy Shaw, retiring from the Board. Your contributions have had a lasting impact, guiding the organization through a period of growth and transition.

To our staff and leaders: thank you for your steady, values-driven stewardship of our organization. Every day, you help create the conditions for belonging in a system that does not always make that easy. The compassion, skill, and persistence you bring are what make EAFWR what it is.

-Ryan Voisin, Board Chair

2025-26 Board of Directors



Ryan



Christopher



Devon



Angela



Busy



Adnan



Jonathan



Ashley



Tamara



Mackenzie



Mallory



Nancy



Marisa

Ryan Voisin, Chair
Christopher Dell, Vice-Chair
Devon Fernandes, Past Chair*
Angela Riddell, Treasurer
Busy Stuart, Secretary
Adnan Ali, Director
Jonathan Bida, Director

*retiring Board members

Ashley Biddiscombe, Director
Tamara Cooper, Director
Mackenzie Donaldson, Director
Mallory De Leon, Director
Nancy Shaw, Director*
Marisa Tabong, Director



Are you looking for a meaningful way to give back in Waterloo Region?

Keep an eye on our website and social media channels for our annual call to volunteer on our Board of Directors and Committees of the Board.

A Snapshot of Programs and Services from 2025-26

804

ADULTS SERVED
THROUGH PASSPORT

27% INCREASE
SINCE 2021

1,864

CHILDREN USING
SPECIAL SERVICES
AT HOME

26% INCREASE
SINCE 2021

20

PEOPLE RECEIVING SERVICES
FROM FAMILYHOME

20% DECREASE
SINCE 2021

SEVERAL PEOPLE MOVED TO
ALTERNATIVE SUPPORT MODELS

22

PEOPLE RECEIVING
SERVICES FROM SUPPORTED
INDEPENDENT LIVING (SIL)

50% INCREASE
SINCE 2021

378

MEMBERS AT
KITCHENER-WATERLOO
LIBRARY OF THINGS (KWLOT)

60% INCREASE
SINCE 2021

5

OPEN SPACE
GROUPS

66% INCREASE
SINCE 2021

257

SUPPORTED ADVENTURES
THROUGH EXTENDED
EXPERIENCES AND
DISCOVERIES (SEEDS)

99% INCREASE SINCE 2021, WHEN
SEEDS BEGAN AS A PILOT PROGRAM

51

PEOPLE ATTENDED
CAREGIVER CONNECTION
GROUPS

CREATED
IN 2023

A Look Back at Five Years Ago



148

SUMMER PROGRAM
DAY PARTICIPANTS

76% INCREASE
SINCE 2021

IN 2021, DAY CAMP ATTENDANCE
ALIGNED WITH COVID-19 SOCIAL
DISTANCING LIMITS

30

SUMMER VACATION
OVERNIGHT
PARTICIPANTS

SUMMER VACATION WAS
PAUSED IN 2021 DUE TO
THE COVID-19 PANDEMIC



24

EMPLOYABLE SKILLS
DEVELOPMENT
PROGRAM
PARTICIPANTS

CREATED IN 2024

51

PEOPLE ATTENDED
WALES GROUP

16% INCREASE
SINCE 2021



Strategic Plan – What Changed This Year

By: Mimi Mahmud, Equity Strategist

The second year of our Strategic Plan built on the foundation that was laid during year one.

That foundational work strengthened how we build relationships, support our staff, and respond to community needs.

New approaches to donor engagement and partnership tracking have improved how we tell our story and sustain our work.

Tools supporting psychological safety, wellness, and recognition helped foster a more resilient workforce. Programs and partnerships became more inclusive and responsive through intentional outreach to historically under-served communities.

Equity, Diversity, Inclusion, and Belonging (EDIB) remained central throughout - with data collection systems, learning opportunities, and policy review tools now in place to support more equitable decision-making across the organization.

Together, these improvements reflect who we have always been at our core: an organization grounded in relationships, committed to learning, and focused on building a community where everyone belongs.

Year 1 (2024-25)	Year 2 (2025-26)
Strategic priorities defined	Strategic priorities used in daily decisions
Tools created	Tools embedded across teams
Equity commitments articulated	Equity data and policy tools actively applied
Partnership knowledge held by individuals	Relationship data shared and standardized



As we plan for the future, we are paying close attention to:

- Workforce sustainability and wellness
- Responding to increased complexity of community needs
- Growing expectations for equity-informed practice
- A changing funding and partnership landscape

Year 3 of Strategic Plan implementation will focus on:

- Consistent use of shared tools
- Learning from data and experience
- Refining program models
- Reflecting on the current, and preparing for, the next strategic cycle

“Serving as Chair of the EDIB Strategic Plan Working Group has been a meaningful part of my leadership journey. Through intentional conversations, ambitious actions, and a shared commitment to inclusion, we are building an organization where diverse staff and participants can feel valued, heard, and empowered. I’m excited to see where this work continues to take us.”

– DANNY CHIRILENCO, 2RL PROGRAM COORDINATOR AND CHAIR OF THE EDIB STRATEGIC PLAN WORKING GROUP

EDIB in Action: Beyond the Plan

By: Mimi Mahmud, Equity Strategist

Equity, Diversity, Inclusion and Belonging (EDIB) are not confined to a single strategic priority at EAFWR – they shape how we work, learn, and relate to one another every day.



Advisory & Support – Supporting teams through complex, real-time equity questions



Tools & Infrastructure – Policy review, data collection, inclusive language resources

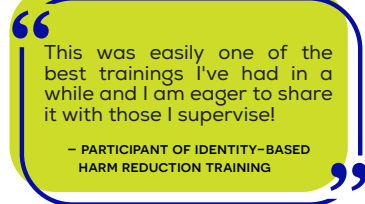


Culture & Learning – Training, reflection, Days of Significance



Sector Leadership – Sharing learning regionally and provincially

Together, this work strengthens relationships, reduces harm, and supports an organizational culture where people feel valued, respected, and able to contribute fully. It reflects a long-held belief at EAFWR: belonging is built intentionally, through systems, relationships, and everyday practice.



EDIB LEARNING AND REACH:

- Cultural Intelligence – all full-time staff
- Identity-Based Harm Reduction – 20 staff from 2 programs
- Brave Conversations – 15 Program Managers and Directors
- 100% of SSAH, Passport, and FamilyHome/SIL teams trained in demographic data collection

The Pillars of WALES

By: Haela Von Hatten-Baer, WALES Community Facilitator



At Working Adults Learning Empowering Skills (WALES), every journey begins with getting to know the person behind the goals. After we get to know someone, we work with them to create a Person Directed Plan (PDP) based on their wants and needs.

The PDP is the foundational plan for the person's current life and what they want and need to reach their dreams. We ask each person and their network what the individual's strengths and interests are. Sometimes it's hard to see the strengths we have in ourselves, so it can be nice to hear what others see in us. We learn who the person has in their corner and where they may want to make connections to grow their community to further expand their capacity, skills, and community.

Employment is one of the goal categories of the PDP. We support each person in applying for jobs and follow that with coaching once they are employed. We follow up with check-ins which provide support for the person and their employer, helping them to develop and maintain their working relationships and aiding in problem solving as needed.

At WALES, we believe that everyone has gifts and talents to be shared. By supporting people to recognize and share those gifts, we help create opportunities for people to be known, valued, and connected in their communities—places where they truly belong.



If you or someone you know is looking to build skills, explore employment opportunities, and strengthen community connections, WALES is here to help. Reach out to learn more about how we can support your journey. Visit eafwr.on.ca/wales for more information.

A Cup of Confidence: Small Steps, Big Wins

By: Trena Barnes and Megan Tadman, Ground & Grow Facilitators

For most people, ordering a coffee is routine. For others, it can be a significant personal milestone. Through Extend-A-Family Waterloo Region's (EAFWR) Ground & Grow (G&G) program, one community member transformed what once felt impossible into a moment of independence, confidence, and pride.

When we arrived for an intake meeting with him and his mother, he refused to come out of his room, but he demonstrated that he was actively listening to the conversation through vocalizations and simple comments that we could hear from around the corner. We built rapport by taking short walks, exploring their community through trails and museums. He would also help us with finding street parking when we would visit him.

His confidence continued to grow, and eventually, he started going to a specific Tim Horton's where he tried coffee for the first time. It turns out that he loves coffee! Through practice, and building his confidence and social skills, he has learned how to order a large, two cream, one sugar decaf with a sleeve. He uses his own cash to pay and now he chooses different places for us to go. At first, he would tell his mother what he wanted us to do. Now, he speaks to us directly. This is a wonderful demonstration of the growth he has experienced through G&G.

Small goals are big wins, especially when people remain kind and curious out in our community. You never know if you could be making a huge difference to others by just being kind!



Ground & Grow supports individuals in building confidence, independence, and meaningful community connections at every stage of life. If you or someone you know could benefit from this kind of support, we invite you to connect with EAFWR to learn more.

When Voices Rise, Leaders Emerge



By: Rebecca Fowlie, 2RL Program Manager

In 2025-26, we made it a priority to ensure that the people we support had the tools, confidence, and opportunities to become strong self-advocates. We began this journey with a joint Direct Support Person (DSP) and Self-Advocate conference in the spring, creating space for learning, collaboration, and shared experiences. This was followed by a workshop focused on effective communication, including how to communicate, who to communicate with, and how to ensure voices are heard.



These opportunities sparked tremendous growth and inspired eight people to attend “Speaking Out”, a three-day self-advocacy conference in Port Elgin. Extend-A-Family Waterloo Region subsidized the registration and sent two direct support people to ensure a successful journey. Throughout the conference, participants built meaningful relationships, strengthened their confidence, and developed the skills to speak up for themselves and others.

The impact of these experiences extended far beyond the events themselves. Three participants were so empowered by their experiences that they applied to become speakers at the conference for fall 2026. Most notably, one of the participants was selected to serve as the keynote speaker. This journey highlights the power of investing in self-advocacy.

By providing education, mentorship, and opportunities to lead, we are seeing individuals grow from participants into confident leaders whose voices are helping shape their communities.



Join us in raising more voices and turning self-advocates into leaders. We invite you to attend our DSP & Self-Advocacy Conference and explore ongoing learning opportunities that build skills, confidence, and community. Learn more at eafwr.on.ca/training.

Milestones That Matter: Growth in Supported Independent Living and FamilyHome

By: The Residential Services Team (Kristen Atkinson, Michelle Boismier, Monserrat Del Carlo, Tanya Feeney, Katie Hagedorn, Jerushia Hoang, Rajwinder Pannu, Carol Ruddick, Kyla Segin and Alexis Smith)

Over the past year, the Supported Independent Living (SIL) and FamilyHome (FH) programs at Extend-A-Family Waterloo Region (EAFWR) have been shaped by moments both big and small – each one reflecting the strength, resilience, and individuality of the people we support.

Staff are engaged daily in working with people supported in all areas of their lives - from the daily tasks, to the more complicated challenges we as humans must navigate. We have many highlights, lowlights and everything in between from the last year.

The stories below focus on housing and new people supported, employment and educational accomplishments. Each person invested years of work as a backdrop to their story, with the support of our team where and when they requested it.

HOUSING AND NEW PEOPLE SUPPORTED

Someone supported by the Residential Services Team in the SIL Program achieved what once felt impossible; they found an apartment they truly loved with a private landlord who was willing to rent to someone receiving support from Ontario Disability Support Program (ODSP) and from EAFWR. The apartment met all of her needs, was close to family, and came with a supportive landlord. Signing her very first lease marked a major milestone and an exciting new step toward independent living.



NEW EMPLOYMENT

Another person supported in SIL was recently awarded the landscaping gig at the Working Adults Learning Employable Skills (WALES) Group! This person has been on the hunt for a job and is thrilled to have been selected as the successful candidate for this role. He has also volunteered at WALES a few times in the past year, so he will be a friendly face to some WALES participants already.

EDUCATION ACCOMPLISHMENTS

After a long journey and years of hard work, one individual supported through SIL reached a major milestone by completing all of the credits required for her high school diploma. She will officially graduate in June 2026. Having accomplished most of this independently, this achievement represents years of persistence and dedication toward a deeply important personal goal.



At EAFWR, we support people through life's big transitions and everyday moments alike. Whether you're exploring supports for yourself or a family member, or looking for a meaningful way to make a difference, we invite you to connect with us. Our SIL and FH programs offer opportunities not only to build independence and connection, but also to open your home and share in someone's journey through shared living or respite.

Visit eafwr.on.ca to learn more about how you can be part of this community.

Learning by Doing: Building Skills, Confidence, and Community

By: Kim Sproul, Community Development Manager

In January 2026, Kitchener-Waterloo Library of Things' (KWLOT) Support Librarian, Kevin, pointed out how cool it would be if KWLOT hosted a workshop where a group of newbies were able to practice hanging pictures on walls where mistakes don't matter! The idea was to learn by trying and doing. To make holes in a wall and to perhaps make mistakes, but to have the freedom to try again, without consequences, until it's right.

Kevin worked alongside Tim, a member of our Employable Skills Development Program (ESDP) on developing a workshop. Tim wanted a work placement where he could make use of his skills with tools. Kevin and Tim built stand-alone frames out of 2x4s, put drywall on the frames, and then mudded and painted them.

They even installed pieces of pipe and wires on the back, to give participants the true experience of working on 'real walls' like they would in their own home!





After all the hard work and preparation, we held the “How to: Hang a Picture” workshop and were thrilled to welcome seven participants who learned how to use and practice their skills with stud finders, levelling tools, and drills.

Through an Ontario Trillium Foundation Grow grant, KWLOT will continue creating paid job opportunities for people with living expertise of disability to deliver workshops and repair events.

In this instance, Tim was a great fit to support the workshop. With lots of experience at home in construction and repairs, Tim was a valued team member. In fact, he taught other volunteers of KWLOT how to use drills and attach the sections of 2x4s for the frames. Tim took a leadership role, and this is exactly what you can expect to see more of at KWLOT.

Going Back to Hello: Building Community Together in 2025–26

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

2025-26 was another exciting year for the Community Engagement Team! We've enjoyed connecting with people and families, direct support professionals, volunteers, sponsors, donors, and the wider community.

After three successful online auctions in 2021, 2022, and 2024, we were thrilled to bring back our Bidding to be #BetterTogether online auction. From April 21 to May 2, 2025, 726 bids were placed on 144 items, raising \$10,953 in support of our Community Development initiatives – work grounded in belonging, community, equity, and relationships across Waterloo Region. #BetterTogetherWR reflects the generosity of our bidders, donors, and returning event sponsor, Josslin Insurance. Thank you for being part of it!



\$27,713

RAISED FROM EAFWR EVENTS

Bidding to be #Better Together Auction
Walk-or-Wheel 2025
KWLOT Yard Sale and Workshops
WALES Dance



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 at two locations - Kitchener (31 Manitou Drive) and Waterloo (615 Davenport Rd) Thank you to Terry Aivaliotis and his team for their continued generosity and support of EAFWR and our Community Development initiatives.



In September, **Walk-or-Wheel (WOW)** brought our community together over two weeks of pledge-based fundraising, supporting inclusion and belonging while participants engaged in activities at home and across the region. At our WOW Celebration, marking the end of the fundraising, participants walked, ran, and wheeled through the Midtown neighbourhood. Our celebration continued at the WALES building with interactive family friendly fun stations hosted by our teams and partners. We raised a total of \$13,286, a reflection of the spirit and generous nature of our community.



Our social media presence continues to grow across Facebook, Instagram, and LinkedIn. We're grateful for the connections we've made and the opportunities to share about who we are, what we do, including being interviewed by Chris & Cam on their show, "What's Buzzin'" on Rogers TV in May 2025. We had a blast!



Throughout the year, the Community Engagement Team has **focused on bringing people together** – creating moments of connection, sparking generosity, and strengthening community. In many ways, this work is about "going back to hello": building relationships, opening doors, and inviting people to be part of something meaningful.

Funders and Granters

By: Lisa Stanley, Impact and Development Specialist



\$358,086

RECEIVED IN GRANTS



Funded by the
Government
of Canada



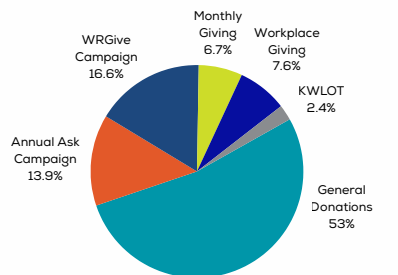
Through the philanthropy of our funding partners, we have expanded and developed programs at Extend-A-Family Waterloo Region (EAFWR). These include funding for Tween Board Games (Teen Hubs) by the Waterloo Region Community Foundation - Community Grant. This community development initiative is designed for tweens living with disability and is open to all. This drop-in program is an opportunity for kids to build friendships based on common interests. Youth Hub's success through 2024-26 served as a foundation for this program and future partnerships with the Kitchener and Cambridge Public Libraries.

Two grants allowed us to explore revenue diversification strategies. The first was the Trillium Community Resiliency Grant, where we had the opportunity to launch the Employable Skills Development Program as a fee-for-service option. This program offered in-class learning and skill building with a volunteer placement in the community to apply this learning in a real-world setting and gain valuable practical experience. The second was the Trillium Grow Grant, where our social enterprise, KW Library of Things, worked with The Community Company to better understand the membership structure, how to optimize revenue, and how to grow their community of supporters. All of these activities align well with EAFWR's strategic goal of revenue diversification.

Donor Overview/Fundraising Update

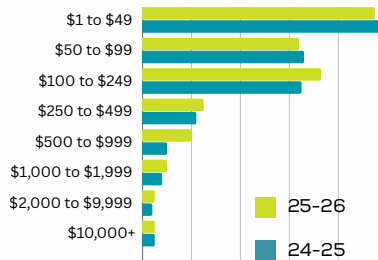
By: Lisa Stanley, Impact and Development Specialist

Where do our individual donations come from?

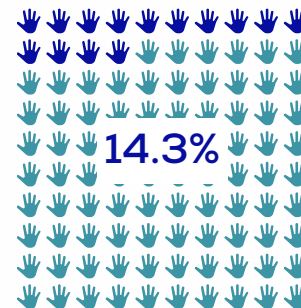


*not including events, grants and in-kind

How much do donors give?



We thank you for increasing your donations to EAFWR!



of donations come from payroll and monthly donations.



\$42,925
RECEIVED IN DONATIONS



\$17,363
RECEIVED IN
IN-KIND DONATIONS

A special shout out to Kieran, his youth initiative, selling treats to music students in support of EAFWR, brought in \$343.05 in 2025-2026 (\$556.05 over the past two years)!

"I don't know how many people support Extend-A-Family Waterloo Region but I am happy to be one of them."



\$3,074
RAISED AT THIRD PARTY FUNDRAISING EVENTS



Evalu-ACTION Update

By: Lisa Stanley, Impact and Development Specialist



Our Evalu-ACTION Team has been busy collecting data to gain feedback, evaluate programs, and inform the future work of EAFWR. This data uses adaptations of existing data collection tools and the creation of new tools to collect quantitative (demographic info, program attendance, checklists, survey results) and qualitative (feedback, shared stories, testimonials) data.

The Evalu-ACTION Team members reflect EAFWR's passion for accountability, impact, and continual growth and improvement.

We are excited to compile and analyze all of the 2025-26 data so we can learn more about how individuals and families have developed new relationships, a greater sense of belonging, new community connections, and confidence in the future outlook for themselves and their loved ones.

Caregiver Connections Groups

80%

of children living with disability participated in interactive play.



100%

of caregivers identified new community resources they need to support their loved one.



425

families with children connected with EAFWR for the first time.



154

children have moved off of the waitlist and started receiving SSAH funding.



80%

of families engaged in the personal support plan of their adult loved one who lives with disability.

WALES, SIL, and FamilyHome

92%

of people reported feeling a greater sense of belonging.



80%

of people established a new relationship in the past six months.



92%

of people reported satisfaction with the number of opportunities to engage in community.

Be the First to Say “Hello”

By: Christina Koenig, Community Ambassador



When people ask me how I got connected to Extend-A-Family Waterloo Region (EAFWR), I often share a little about my family, my sister, and the support we received when I was growing up. This is what I think of when I think of going back to hello...our family introduction, but I also often say that, at the reception desk, I am the first person to say hello.

Opportunities to connect with everyone are an everyday experience for me and when times are challenging this is what I come back to. Through these connections, I can try to make things a little bit easier for the people who call or come through our doors. A warm greeting and the offer of a hot cup of coffee or tea go a long way when someone has a heavy plate, serving as a starting point when trying to help people find the support that they need.

This year, my role as Community Ambassador has really grown to include being on committees that support projects and events that build community in our office. My entire family participated in WEAFY Day by sharing music with everyone, and both my sister and I attended Walk-or-Wheel. On the Service Day Committee, I've helped our team find meaningful ways to volunteer for other community organizations.

Today, it is becoming increasingly important to reach out and participate in community, to be the first person to say hello, and get to know our neighbours. If we continue to support places and people that build caring neighbourhoods, the world will be a better place. For my family, for me, and for so many others, one of those better places will always be EAFWR!

Message from Board Treasurer



Extend-A-Family Waterloo Region (EAFWR)'s financial results reflect the organization's mission to champion an inclusive community. The 2025-26 fiscal year faced some unexpected challenges, but thanks to the hard work and dedication of staff, we were able to meet these head on and better prepare for the future.

During the year, revenue increased to \$17,556,670, representing a 5.45% increase. Revenue continues to be primarily received through two streams - the Province of Ontario and PassportONE - but staff continue to pursue other revenue sources as part of our strategic goal of diversifying our revenue streams. Revenue from program billing, home and community care services, and donations and fundraising now comprise more than \$1 million of annual revenue.

Expenses outpaced revenue in the 2025-26 year, with total expenses of \$18,287,992, representing a 10.9% increase. Direct expenses increased to \$10,346,143, representing a 4.4% increase. General and administrative expenses increased by \$78,053, a 9.2% increase.

We ended the year with a net deficit of \$731,322. Although this year did not result in a surplus, the organization has had strong operating results in the years prior which assisted in building an Operating Reserve Fund and the ability to hold investments of \$671,486 at the end of the year. The organization also has a strong current ratio, no issuances of debt, and a strong cash position to lead us into the 2026-27 year and continue to work towards the strategic goal of driving financial sustainability.

Thank you for your review of this report; and thank you in particular to the dedicated members of our Finance Committee, and to the excellent staff at EAFWR and all they do to envision a community where everyone belongs and is valued for their contributions.

Gratefully submitted,

Angela Riddell, CPA-CA, Treasurer and Finance Committee Chair

Financial Statements

NOTE: This summary is based on the draft audited financial statements of the 2025-26 fiscal year. Please visit our website at eafwr.on.ca/accountability following our June member's meeting to view a copy of the audited statements.

REVENUE	2026	%	2025	%
Province of Ontario	\$11,316,064	65%	\$10,798,524	65%
PassportONE	4,966,993	28%	4,628,206	28%
Program Billings and Fees	331,454	1%	381,525	2%
Home and Community Care Support Services	477,101	2%	340,328	2%
Donations and Fundraising	417,712	2%	356,660	2%
Amortization of Deferred Capital Contributions	-	-	13,333	<1%
Investment Income	42,658	<1%	79,632	<1%
Other Funding	4,688	<1%	1,954	<1%
Total	\$17,556,670.00	100%	\$16,600,162.00	100%

EXPENSES	2026	%	2025	%
Salaries, Wages and Benefits	\$6,811,282	37%	\$5,733,125	35%
Direct Families and Program Expenses	10,346,143	56%	9,905,502	60%
Indirect Families and Program Expenses	123,052	<1%	131,098	1%
Consulting and Professional Fees	382,603	2%	272,727	2%
Occupancy Costs	165,461	1%	133,440	1%
Office	103,260	<1%	105,044	1%
Staff Training and Travel	96,610	<1%	114,394	1%
Computer Related Expenses	23,416	<1%	26,037	<1%
Amortization	29,243	<1%	51,241	0%
Fundraising Expenses	-	-	9,330	<1%
Other	206,922	1%	2,282	<1%
Total	\$18,287,992.00	100%	\$16,484,220.00	100%
Excess of Revenue Over Expenses:	(\$731,322)		\$115,942.00	

Board Committee Updates

GOVERNANCE COMMITTEE

The Governance Committee continued its role to evaluate and provide its recommendations on how to improve Board practices and support inclusive participation. This has included review and discussion of Board by-laws and the Board manual. There has also been in depth discussions about how to best evaluate the performance of the Board both as a group and for the individual directors with the goal of promoting accountability and success of the Board at Extend-A-Family Waterloo Region (EAFWR). - Jonathan Bida, Governance Chair

HUMAN RESOURCES (HR) UPDATE

The HR Committee had a productive year supporting the ongoing work of EAFWR. We welcomed several new committee members this year, which brought fresh perspectives and energy to the committee. As a group, we also spent time learning together and strengthening our shared understanding of the committee's role and responsibilities.

A key focus this year was reviewing our annual work plan to ensure the committee remains effective, strategic, and aligned with the organization's priorities. This work helped guide our efforts toward supporting the organization in meaningful and timely ways.

The committee also supported the Executive Director through the annual appraisal process and participated in interviews related to the incoming 2026-2027 Board slate. Thank you to all committee members for their engagement, thoughtful contributions, and commitment throughout the year. - Mallory De Leon, HR 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



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? We 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 & watch on social media for current postings.



LEARN WITH US

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! Contact Cheryl at cheryl.fuller@eafwr.on.ca for more details.



Contact us

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COMMUNITY LIVING
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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