

2025 -2026

Annual Report



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From Cindy:

A message from the Executive Director.



As we reflect on the 2025–2026 year, I am filled with gratitude and pride for all that we have accomplished together. This year has been one of progress, innovation, and community connection as we continued our commitment to supporting people in living meaningful and inclusive lives within their communities.

First and foremost, I would like to extend my sincere **thanks to our Board of Directors** for their counsel, guidance, and unwavering commitment to Community Living Guelph Wellington. Their leadership has been instrumental in helping us navigate opportunities and challenges while keeping our mission and values at the forefront of every decision.

This year also marks the completion of our 2023–2026 Strategic Plan. Over the past three years, we have made significant progress toward our strategic priorities and strengthened our organization's ability to meet the evolving needs of the people we support. As we celebrate these achievements, we are also looking ahead, with the development of our next strategic plan beginning in early 2026.



Among the many accomplishments highlighted throughout this report is the **successful implementation of CAPS (Connect and Plan Services)**, our new digital platform. This important investment has helped centralize documentation, improve access to information, reduce administrative burdens, and create more time for staff to focus on what matters most, delivering quality supports and services.

Building connections within our communities remained a key priority this year. We were proud to participate in events such as the Multicultural Festival in Guelph, the Fergus Fall Fair, and the Guelph Farmers' Market. These opportunities allowed us to increase awareness of our mission while strengthening relationships with community members and partners.

We were also **thrilled to receive support through an Ontario Trillium Foundation grant**, which enabled important upgrades to our gym and accessibility features at our 8 Royal Road location in Guelph, including improved signage. These enhancements are helping to create a more welcoming, accessible, and inclusive environment for our community.

Another exciting achievement was the enhancement of our online presence through updates to our website and our internal staff information site called MyInfoHub. Both of these projects have made information more accessible for people supported, families, staff, and community members.

This year, we also recognized several valued employees as they entered retirement and those who have reached milestones for years of service. On behalf of Community Living Guelph Wellington, thank you for your years of dedication, compassion, and service. Your contributions have helped shape our organization and have made a lasting difference in the lives of many people.



Our Direct Support Professionals continue to be the heart of our organization. As the needs of the people we support become increasingly complex and diverse, our DSPs consistently demonstrate expertise, adaptability, and compassion. I am incredibly proud of our team and deeply grateful for their commitment to providing exceptional support every day.

I would also like to acknowledge our community partners, whose collaboration helps advance our mission and expand opportunities for inclusion. Thank you to the University of Guelph, Guelph Public Library, County of Wellington, Guelph Independent Living, and the many organizations and individuals who work alongside us to strengthen our community.

Finally, I would like to express our heartfelt appreciation to our donors. Your generosity enables us to create new opportunities, enhance programs, and enrich the lives of the people we support. Your belief in our mission makes a meaningful difference every day.

As we look toward the future, we remain committed to fostering belonging, inclusion, and opportunities for all. Thank you to everyone who has been part of this journey. Together, we are building stronger communities where people are valued, respected, and supported to live their best lives.

Sincerely,

Cindy

Who We Are

We Believe In Community First

Community Living Guelph Wellington supports more than 900 adults with developmental disabilities across Guelph and Wellington County. We believe that everyone has unique strengths, talents, and something valuable to offer. That's why we focus on helping people build meaningful connections in their community—through work, volunteering, finding a home, and enjoying recreation.



Our Mission

We support people with developmental disabilities to live their lives to the fullest.



Our Vision

People with developmental disabilities live their best life.

Services For People We Support

Each person we support, comes to us with their own hopes and dreams. The best part of what we do, is discovering what their hopes and dreams are, and then working alongside them to make it possible.

All of our services are delivered from a person-centred approach. This means we put the person's voice and decisions at the center of any support we provide. They direct their life, and we support them to do so.



Community Participation Supports



Campus Friends



Purchased Services and Passport Funding



EmployMENT Options



Group Living



Supported Independent Living

Meeting the Needs of an Aging Population

People with developmental disabilities are living longer and aging, but longer lives can also mean more complex and changing support needs. This highlights the need for person centred services that recognize everyone is different and needs different levels and types of support.

Did you know?



About 
42% OF SENIORS
with disabilities had four or more disability types.


456,630
Canadians aged 15+ reported a developmental disability.


3.8%
The rate was higher among youth aged 15–24



69% also had a **learning disability**



66% also had a **mental related disability**



Over **9 in 10** persons with developmental disability had at least **one other type of disability.**

Strong Teams, Stronger Support

CLGW staff are trained to respond to the unique and changing needs of each person they support, including complex health needs, palliative care and end of life support.

Over the past few months, we have experienced the loss of several people we support. These moments have been especially difficult for our teams, both physically and emotionally.

Recognizing this growing need, our **partnership with Five Stars** has provided staff with access to counselling and opportunities for team relationship-building to help navigate grief and loss. Our **Employee Assistance Program (EAP)** also remains available to staff, providing confidential mental health and emotional support when needed.

Access to counselling and grief support can help staff and the people we support process loss in healthy ways, understand their emotions, build coping strategies and support one another through difficult times. For staff, this can help reduce emotional stress and support their well-being while continuing to provide quality care.



37.5
Hours for support by group home



545
counselling sessions provided

Decisions That Shape Our Future

As part of CLGW's ongoing commitment to excellence in service delivery and continuous improvement, we reorganized the Service Leadership Team by focusing on role clarity.



Without adding any new positions, we introduced two new leadership roles designed to strengthen both the quality of our supports and the experience of the people we support.

The **Direct Support Supervisor (DSS)** role focuses on providing day-to-day leadership, coaching, and support to Direct Support Professionals while ensuring that services remain responsive to the unique needs, goals, and preferences of individuals.

Complementing this role, the **Quality Support Supervisor (QSS)** is dedicated to promoting consistency, accountability, and excellence across our services through quality assurance activities, compliance monitoring, and continuous improvement initiatives.

Together, these roles create a stronger foundation for effective service delivery, allowing CLGW to better support Direct Support Professionals while maintaining a focus on high-quality, person-centred supports.



**Direct Support
Supervisor**



**Quality Support
Supervisor**



**Outcome Support
Supervisor**

2023-2026 Strategic Plan Highlights

Community Living Guelph Wellington (CLGW) made significant progress toward the goals of our 2023–2026 Strategic Plan despite ongoing pressures across the sector. We are now looking ahead at our 2026–2029 Strategic Plan.

Excellent Service Delivery

A leader in providing innovative and exceptional services that continue to evolve.



Strengthening Our Person-Centred Approach

Supporting people to live meaningful lives based on their own goals, choices, and aspirations remains at the heart of everything we do.

Examples of accomplishments included:

- Integrating Personal Outcome Measures (POM) principles throughout recruitment and interviewing, onboarding, orientation, service planning, staff training and service delivery practices.
- Updating Individual Service Plans service agreements and other key documentation to align with person-centred language and POM standards.
- Development of a common organizational definition of person-centred services.

Evolving Our Housing Strategy

Safe, affordable, and inclusive housing remains one of the most significant challenges facing the people we support.

Examples of accomplishments included:

- Reallocating housing resources by increasing capacity within existing residential supports.
- Worked with our housing partners to secure two housing units through the County of Wellington and up to six apartment units with Guelph Independent Living.
- Participating actively in the County of Wellington Homelessness Committee and the Ontario Health Team, and Housing Working Group.





Organizational Excellence

A stable, focused and aligned organization with exceptional people that is well-positioned to provide excellent and efficient supports and services.



Becoming an Employer of Choice

One of CLGW's key priorities has been creating an exceptional workplace where employees feel valued, supported, and prepared for success.

Examples of accomplishments included:

- Continuing the work of the Joint Equity, Diversity, and Inclusion (DEI) Committee through ongoing communication, staff engagement, policy review, and implementation of a DEI workplan.
- Completed Phase 1 of the CAPS implementation project with the launch of the Learning Lab initiative to support employee development and continuous learning.
- Implementing a new Service Supervisor model beginning in January 2026 to strengthen leadership support and service quality.



Strengthening Governance

Strong governance remains essential to organizational success.

Examples of accomplishments included:

- Advancement of the Board Advocacy Task Force workplan.
- Governance-to-Governance meetings with community partners and stakeholders.
- Engagement with the Ministry of Children, Community and Social Services (MCCSS) regarding sector priorities and emerging challenges.



Connecting in the Community

Building partnerships, increasing visibility, and creating inclusive communities.



Expanding Partnerships and Collaboration

Strong partnerships are essential for building inclusive communities and improving outcomes for the people we support.

Examples of accomplishments included:

- Expanding partnerships with organizations such as Traverse Independence and Hopewell.
- Advancing the Community Hub model and engaging partners in discussions about future collaborative opportunities.

Sharing CLGW's Story

CLGW continued to raise awareness of its mission, impact, and community contributions.

Examples of accomplishments included:

- Expanding the organization's social media presence and community engagement efforts.
- Developing and distributing the Everyone Counts brochure.
- Utilizing advocacy initiatives and storytelling tools, including John's video, to highlight the experiences and contributions of people supported by CLGW.

Diversifying Funding Streams

Financial sustainability remains a critical strategic priority.

Examples of accomplishments included:

- Successful grant funding applications, including support from the Canadian Red Cross and the Ontario Trillium Foundation.
- Securing MCCSS funding for important capital projects that will strengthen infrastructure and service delivery capacity.

As we conclude our strategic planning cycle, CLGW has achieved significant progress across all three strategic directions. From advancing person-centred service delivery and strengthening our workforce, to building partnerships and enhancing organizational sustainability, these accomplishments demonstrate our commitment to delivering exceptional supports and services.



Moving Forward Through Digital Transformation

We live in a time when information, resources, and services are available with just a few clicks, and the way people communicate and connect continues to change through technology and social media.

Digital transformation is becoming an important part of how we work, especially in the developmental services sector.

For CLGW, moving forward with digital tools is about more than keeping up with technology—it is about making our work more efficient, using resources wisely, making informed decisions, and ultimately finding better ways to support the people we serve.

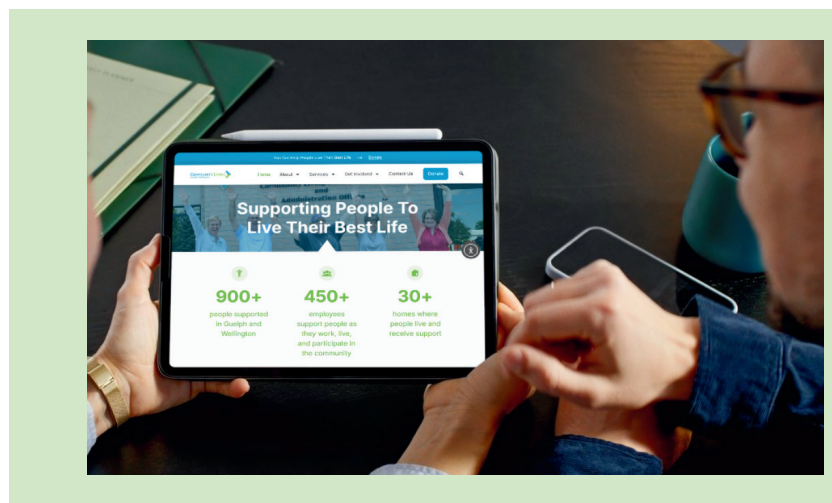
By moving more of our processes to digital systems, we are also creating reliable data. When information is accurate, connected, and easy to access, we can better understand what is working, identify gaps, measure our impact, plan for future needs, and make smarter decisions about where resources can have the greatest impact.

This approach supports the growing need for data-informed decision-making across the non-profit sector.

The Public Website

In June 2025, we began redesigning our website to make it more accessible, user-friendly, and reflective of the same welcoming experience people have both online and in person.

After user testing, the website received an average satisfaction rating of **4.75/5**, with participants saying it reflects CLGW's identity and values.



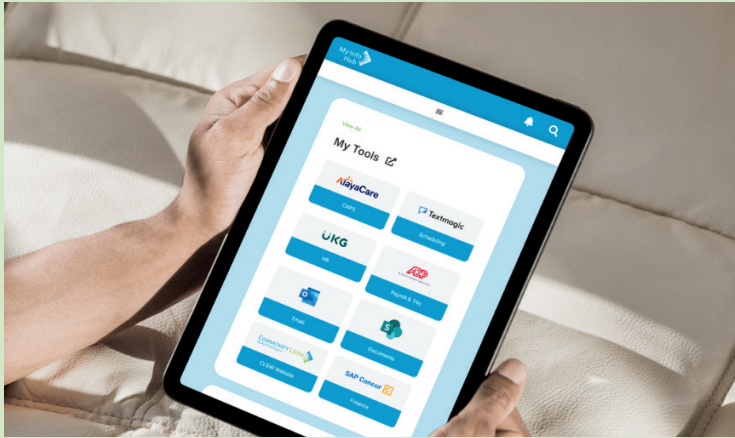
Social Media

We understand the impact social media has today and the important role it plays in helping us move our mission forward.

This year, we focused on using social media to raise awareness, educate our community, and share the impact of our work through success stories, employee testimonials, and engaging content.

This fiscal year, our Facebook page reached **94.8K** views, making it the platform where our community engages with us the most. We also saw an **11% increase** in content interactions, reaching 1.7K.

By trying new formats and ideas, we continue to keep our communications fresh and find new ways to connect with our community—reflecting how people engage and stay informed today.



MyInfoHub

In September 2025, we began developing MyInfoHub, CLGW's new intranet and a centralized platform where staff can find information, resources and tools to get their work done.

After several months of work and testing, MyInfoHub launched in May 2026.

OTF Ribbon-Cutting Ceremony

In January 2026, we celebrated the official opening of our new Community Learning Lab, made possible through a **\$98,400** grant from the Ontario Trillium Foundation (OTF).

We marked the occasion with a ribbon-cutting ceremony on Wednesday, **January 28**, at our location at 8 Royal Road in Guelph, joined by Guelph MPP Mike Schreiner, OTF Volunteer Bob Coole, our Executive Director, Cindy Kinnon, Staff and People Supported.

Together with our mobile learning lab, the space delivered more than **908** hours of CAPS training to **454** Direct Support Professionals in 2025, helping our staff build digital skills and access information more efficiently.

Looking ahead, we expect to provide more than **6,000** hours of training in 2026, while also opening the space to other community organizations and helping strengthen the social services sector in our community.



Connect and Plan Services (CAPS)

Our digital transformation is also changing how we deliver services.

Connect and Plan Services (CAPS) is helping move processes from paper to digital platforms like AlayaCare, giving Direct Support Professionals (DSPs) access to the information they need at their fingertips.

This is just the beginning. By continuing to invest in digital systems, we can reduce paperwork, improve access to information, make smarter use of our resources, and create more time and capacity to focus on what matters most: **supporting people with developmental disabilities to live their lives to the fullest.**

CAPS has continued to support staff in using AlayaCare to simplify documentation and service planning. To date, **420** people have been trained through **30** sessions: **27** in Guelph, **2** in Harriston and **1** in Fergus.

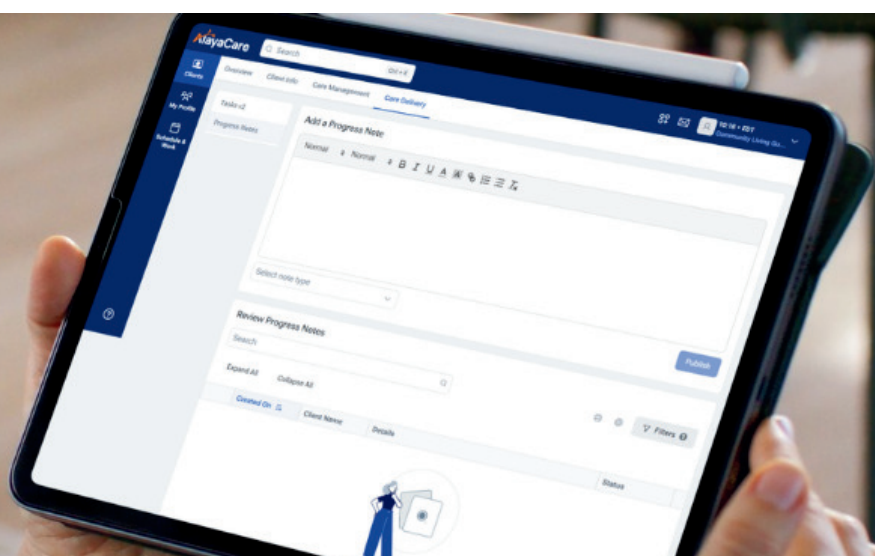
CAPS has also helped reduce paperwork and make everyday documentation more efficient. **Six** forms have replaced paper-based processes, eliminating approximately **2–3** tasks per form, along with **three** new note types: Self-Admin Log for people who manage their own medication, Service Notes (formerly Observation Notes), and Communication Notes for employment-related updates such as job-search progress.

In total, approximately nine processes have been simplified, with 3,302 form submissions completed to date.

The use of AlayaCare continues to grow, with **115,304** Service Notes created so far.

Staff have also highlighted the benefits of features such as talk to text, which makes documentation faster and easier than typing.

Looking ahead, 3–5 additional forms are being developed this year, with the goal of continuing to reduce paperwork, improve efficiency and support staff in spending more time focused on the people we support.





Together We Go Further

We know we cannot do this work alone. We are stronger when we work together.

Partnerships with organizations that share our values help us create more welcoming, accessible, and inclusive spaces where everyone has the opportunity to participate, connect, and belong. We are grateful to the community partners who continue to support our mission and help us create meaningful opportunities for the people we support.

Guelph Public Library

Over the past two years, we have strengthened our relationship with the Guelph Public Library, an organization that shares our commitment to welcoming spaces, inclusion, and giving everyone a voice in their community.

Each month, People4People (P4P) advocacy group hosts Coffee Time Chats at the library—a welcoming space for people to meet, connect, and have meaningful conversations over coffee.

We have also hosted displays and galleries at the library to celebrate Community Living Month and the International Day of Persons with Disabilities, helping raise awareness about inclusion and the importance of creating spaces where everyone can participate and thrive.



Guelph Public Library
Explore • Connect • Thrive



Adopt-A-Charity program

For the past five years, CLGW has participated in the Guelph Storm Adopt a Charity, which helps local organizations provide people with opportunities to attend hockey games and take part in community activities they may not otherwise have access to.

In 2025, more than **50** people we support had the opportunity to attend Guelph Storm Hockey games through tickets sponsored by Rexall, Guelph Montana's, and Wm. Green Roofing Ltd.

For many people, going to a game means spending time with friends, family, or staff, cheering for their favourite team, and simply being part of the excitement in their community.

These experiences can have a meaningful impact by creating memories, building social connections, and supporting a sense of belonging. Everyone deserves the opportunity to enjoy the things they love, and partnerships like this help make those everyday moments possible.



All-Brite Chip In For Charity



We are also proud to recognize All Brite Glass & Tint, which has hosted its Chip in for Charity campaign twice a year for the past several years, donating funds from stone chip repairs to CLGW.

Their support goes beyond donations. Through the campaign, we have also had opportunities to share our work on the radio, talk about the importance of essential

supports, and help the community better understand the difference these services make in people's lives. Partnerships like these show what is possible when local organizations come together with a shared purpose: *creating a community where everyone can live, participate, and thrive.*

Engaging With Our Community

Being present in the community is an important part of our community engagement strategy. It gives us opportunities to meet people, have meaningful conversations, and help the public better understand developmental disabilities and the challenges facing the developmental services sector.



It also helps us raise awareness about underfunding, growing demand for essential services, and the barriers people with developmental disabilities and their families continue to face when accessing every day supports.

Over the past year, we took our work beyond our doors and connected with people across the community. In June 2025, we participated in the **Guelph Multicultural Festival** for the first time, where we had the opportunity to speak with more than 100 people. We also joined the **Guelph Farmers' Market**, and participated in the **Fergus Fall Fair** in September. These events were made possible with the help of volunteers from People4People (P4P), family members, Board members, and staff.

These events were made possible with the help of volunteers—from People supported, People4People Advocacy group (P4P), family members, Board members, and staff.



Transforming Our Gym: OTF Capital Grant

In 2025, Community Living Guelph Wellington received a \$156,000 capital grant from the Ontario Trillium Foundation (OTF) to upgrade our gym into a fully accessible, integrated community space that promotes physical activity, social inclusion, and a sense of belonging.



Thanks to OTF's support, we completed several important upgrades to improve the safety, accessibility, and overall experience for everyone using the space:

- **Gym floor renovation:** The floor was repaired, refinished, and polished, creating a safer and more comfortable surface while reducing tripping hazards and improving the space for a variety of physical activities.
- **Accessible water fountains:** Two accessible water fountains were installed, providing easier access to hydration for people with different mobility needs.
- **Accessible doors:** New double handicap operators were installed to make entrances easier to access for people using wheelchairs, mobility devices, or anyone who may have difficulty opening doors.
- **New signage:** Clear and accessible signage was installed throughout the gym and surrounding areas, making it easier for visitors to find their way around and know where to go.
- **Gym equipment:** A new digital score clock with advanced features was installed to support group training, tournaments, and a variety of community sporting events.

Keep an eye out for more about our OTF recognition event, where we'll celebrate the impact of this investment and the difference these upgrades are making for our community.



Retirement

Honouring Years of Dedication

This year, we are especially proud to recognize and celebrate our incredible retirees, each of whom has dedicated more than 30 years to the developmental services sector and to Community Living Guelph Wellington.

Throughout your careers, you have brought compassion, passion, and dedication to your work, making a meaningful difference in the lives of the people we support and helping strengthen our community.

More than three decades of service represents countless moments of connection, support, advocacy, and care. Your commitment has helped shape the lives of the people we support, your colleagues, and our organization. Thank you for sharing your knowledge, your heart, and your time with us, and for showing us what it means to do meaningful work with purpose.

As you begin this new chapter, we wish you a retirement filled with joy, relaxation, new adventures, and time with the people and communities you love.

Sharon Hardie

30 

Years of service

Kelly Schlupp

32 

Years of service

Paul Zappacosta

38 

Years of service



Board of Directors

Elizabeth Lowenger
Director

Amanda Johnson
Director

Matthew Aston
Director

Kerri O'Kane
Vice-Chair

Joe Evers
Chair / Secretary Treasurer

Pauline Busby
Director

Leslie Eckel
Director

Leah Beirnes
Director

Myah Douglas
Director

We extend our sincere appreciation to our Board of Directors for their ongoing commitment, leadership, and dedication to Community Living Guelph Wellington. As volunteers, our Board members generously contribute their time, knowledge, and experience to help guide our organization and support the important work we do.

Their thoughtful oversight, advocacy, and commitment help strengthen our organization and keep us focused on our mission and the people we support. We are grateful for the many hours they dedicate behind the scenes and for their continued partnership in helping us build a more inclusive community where everyone belongs, participates, and has opportunities to thrive.



Areas of expertise



Finance/Fund
Development



Governance/ Board
Development



Knowledge of Broader Health
& Social Services Sector



Experience with
Diverse Populations



Legal



Strategic Planning
& Visioning



Marketing &
Communication



Leadership



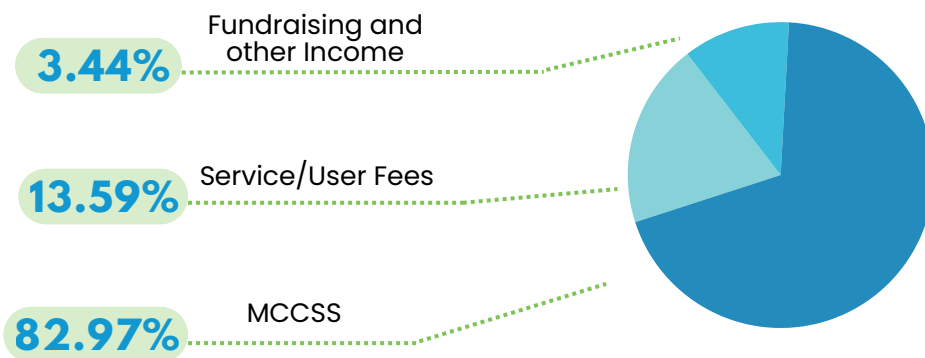
Personal
Experience



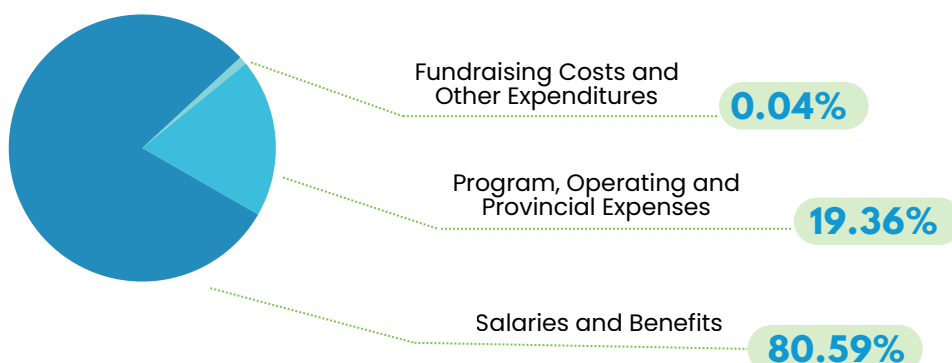
Financial Summary

Revenue	2025-2026	2024-2025
Provincial subsidy	\$26,268,910	\$25,456,471
Sales and user fees	\$4,302,222	\$4,680,633
Fundraising and other income	\$1,089,069	\$457,912
Total	\$31,660,201	\$30,595,016
Expenses	2025-2026	2024-2025
Salaries and benefits	\$25,083,333	\$24,550,252
Program, operating and professional expenses	\$6,025,976	\$6,102,734
Fundraising costs and other expenditures	\$13,533	\$9,339
Total	\$31,122,842	\$30,662,325
Year-End Net (Deficit) Surplus	\$537,359.00	-\$67,309.00

WHERE THE MONEY CAME FROM



WHERE THE MONEY WAS SPENT



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