



independent living
waterloo region

ANNUAL REPORT

2025-2026



Live Life. Your Way.

Our Vision

An inclusive community where persons with disabilities are supported to live independently and thrive.

Our Mission

To support and champion Independent Living for persons with disabilities through self-directed services and programs.



Message from Board Chair and Executive Director

Every day, our Consumers depend on Independent Living Waterloo Region (ILWR) to provide the excellent care and support they need to live with independence, dignity, and full participation in the community. Our mission, “to support and champion Independent Living for persons with disabilities through self-directed services and programs”, guides how we deliver on that responsibility.

On behalf of the Board of Directors and Senior Leadership, we are pleased to share our 2025–2026 Annual Report which highlights the critical milestones and achievements made over the past year:

- ✓ **Assisted Living Growth:** Cultivating a strong relationship with a new community partner, Maxwell Builders, ILWR successfully moved the remaining five Consumers from Mooregate—our original Assisted Living site—to Franklin Flats, while expanding our capacity by adding three more affordable, accessible units.
- ✓ **Sustainability of CRP:** Focusing on the long-term expansion of funding sources for the Community Resource Program, we successfully secured multi-year agreements with the Region of Waterloo (Upstream Fund) and the Government of Canada (National AccessAbility Week grant).
- ✓ **Quality Improvement:** Laying the groundwork for our rigorous Qmentum onsite survey through Accreditation Canada in June 2026, we comprehensively reviewed and updated our organizational policies, plans and frameworks across service delivery, leadership, governance and financial stewardship.

These achievements are a direct result of our employees’ tireless hard work, passion, and day-to-day dedication. However, true quality improvement is an ongoing journey rather than a single destination. As we look to the coming year, Leadership and the Board are fully committed to championing our teams by providing enhanced communication, smoother internal processes, and robust training and development opportunities.

Thank you to our Consumers, employees, donors, partners, and community members for your unwavering support and dedication over the past year. Your shared belief in our mission and vision allows us to continue building “*an inclusive community where persons with disabilities are supported to live independently and thrive.*” We are incredibly excited for what comes next in ILWR’s organizational journey!

Sincerely,



Beryl Collingwood
Board Chair



Janet Redman
Executive Director

Turning Strategy into Impact

In 2025, the ILWR Board of Directors approved a bold three-year Strategic Plan designed to carry us through to 2028. This isn't just a document on a shelf; it is a living promise to our community. We are moving from stabilization to a future focused on sustainability, quality, and growth.

1.

PUTTING CONSUMERS FIRST

We engaged with our Consumers, including the Consumer and Family Advisory Council, to turn feedback into service improvements.

2.

OPENING NEW DOORS

We successfully transitioned our Mooregate Consumers to the new Franklin Flats location, and created three brand-new accessible, affordable Assisted Living units.

3.

CHASING EXCELLENCE

We continued our journey toward full accreditation through Accreditation Canada's Qmentum standards; embedding a culture of continuous improvement in everything we do.

4.

SECURING THE FUTURE

Thanks to community partners, funders and local donors, we locked in vital multi-year funding agreements to safeguard our Community Resource Program.

5.

GROWING TOGETHER

By listening to our community, ILWR is recognized as a responsive, innovative leader ready to meet the evolving needs of our Consumers.



The stories that follow in this report show our strategy in motion. Together, we are building a stronger, more connected future designed to benefit the Consumers that we serve.

Quality Improvement

Driven by Feedback. Defined by Quality Standards.

At ILWR, quality improvement is an ongoing process embedded in our daily work, from rigorous safety standards to regular engagement surveys. This year, we focused heavily on building the framework for our upcoming Accreditation Canada onsite survey. Through honest assessment and proactive planning, we continue to strengthen the foundation of our care and workplace culture.

Survey Performance and Insights

We partnered with Flex Surveys to evaluate satisfaction across our workforce and those we serve. We extend our deepest gratitude to the 99 employees and 50 Consumers who took the time to share their candid feedback this year. Your voices are the blueprint for our growth. Because of your honesty, our leadership team is equipped with the exact insights needed to build meaningful action plans for continuous improvement, refine our workplace culture, and elevate the standard of care at ILWR.

Key Quality Pillars

- **Accreditation Readiness:**

Dedicated the year to aligning internal policies with nearly 500 established community health-care standards ahead of our June 2026 Qmentum on-site survey.

- **Health and Safety:**

Strengthened our Employee Health and Safety program through policy updates, quarterly Joint Health and Safety Committee (JHSC) meetings, and monthly office inspections.

- **Proactive Action Plans:**

Initiated leadership reviews of all survey feedback to implement concrete changes that enhance both staff workplace culture and Consumer care.

As we look forward, ILWR remains dedicated to using stakeholder feedback and best practice standards to build a safer, more responsive care environment.





Consumer and Family Advisory Council

The work of the Consumer and Family Advisory Council (CFAC) continued to advance ILWR's strategic priority of putting Consumers first by transforming feedback into meaningful service improvements and strengthening connections between Consumers, the Board of Directors and Management.

Serving in an advisory capacity, the CFAC met quarterly to discuss topics that impact Consumers and identify opportunities to enhance the service experience and quality of life by:

- ▶ Providing ideas and feedback to support programs, initiatives, and services
- ▶ Collaborating to advance ILWR's vision and mission
- ▶ Helping shape Consumer-centred practices and decision making

Throughout the year, CFAC provided valuable input on a range of topics, including Consumer involvement in preparing for the June 2026 accreditation survey, the 2025–28 strategic priorities, updates to the Medication Assistance policy, the introduction of the new AlayaCare Family Portal, and opportunities to strengthen Consumer engagement within the Council's work.

The Council's sub-committee continued developing ideas to create a more comprehensive orientation, onboarding and mentorship experience for new Consumers, helping to build stronger connections and support successful transitions into ILWR.

CFAC welcomed guest speakers to support member learning and engagement:

- ▶ **Paula Saunders** spoke about her advocacy journey as a wheelchair user, including her work with Grand River Accessibility Advisory Committee (GRAAC) to promote accessibility and barrier-free design.
- ▶ **Bailey Pennings**, Quality Assurance Coordinator, shared insights into ILWR's quality improvement efforts, including health and safety practices, annual employee and Consumer satisfaction surveys, and the accreditation process.
- ▶ **Emily Dyck**, Community Relations Lead, highlighted ILWR's growing community engagement through social media, partnerships, and storytelling.

Thank You to all CFAC members for their dedication, insight, and ongoing commitment to ensuring Consumer voices remain at the heart of our work:

James Hunsberger
Consumer Co-Chair

Christy Parsons
Board Co-Chair

Andrew R
Consumer, Assisted Living

David H
Consumer, Assisted Living

Sharron G
Consumer, Assisted Living

Todd C
Consumer, Assisted Living

Carolyn J
Consumer, Outreach

Phillip R
Consumer, Community Resource Program

Chris M
Consumer, Direct Funding

Janet Redman
Executive Director

Dan Lajoie
Manager of Independent Living Resources

Cathy Doerbecker
Senior Manager, Attendant Services



WHAT WE HEARD: Survey Feedback

“

CONSUMERS

“The Attendants have been great; they are very kind, hard working and generally delightful.”

“Attendants are friendly and very helpful; enabling me to stay in my home.”

“The staff contribute to my independence by helping with things that I can’t do on my own.”

“My Attendants empower me to do as much as possible!”

“I feel both grateful and fortunate to receive services from ILWR.”

EMPLOYEES

“ILWR emphasizes accessibility and inclusivity, creating a workplace where employees feel valued and supported regardless of background or ability.”

“ILWR cares about staff welfare; it’s a good to know you are valued and respected.”

“My team is amazing; we work together and share the load.”

“It’s a great place to work, good co-workers and atmosphere. Everyone has a good work ethic.”

“The care for our Consumers reflects our mission, vision and values. Being able to support our Consumers to live independent lives is very rewarding.”

“The people who work here are professional and dedicated to supporting Consumers.”

”

Our People: Human Resources Highlights

THANK YOU to all our employees. Your remarkable talents and skills ensure that our program and service delivery is aligned with the Independent Living philosophy.

Here are the highlights of our accomplishments over the past year:



Financial and Travel Support – Provided gas gift card incentives, a retroactive 5-cent mileage reimbursement boost, and semi-annual oil change allowances to offset vehicle wear-and-tear for our driving employees amid fluctuating fuel prices.



Culture and Inclusion – Conducted an organization-wide Diversity, Equity and Inclusion (DEI) survey to enhance future equity initiatives, introduced monthly senior leadership site visits to connect with employees, and hosted three multicultural potlucks showcasing cuisines from around the world.



Training and Wellness – Expanded our foundational Orientation to two-day inclusive format to accommodate diverse learning styles, and hosted expert-led Lunch & Learns covering Countering Bias (with the Regional Diversity Roundtable) and Empathetic Strain (with Canadian Mental Health Association).



Operational Excellence – Overhauled our HR Manual to ensure strict compliance with the new January 1, 2026 Employment Standards Act updates and best practice standard for upcoming accreditation.



Milestones and Continuous Learning – Celebrated the retirement of long-term employees Carole Person and Elizabeth Meyer after many years of dedicated services, and maintained team certifications in Mental Health First Aid, CRP, and Food Safety.

ILWR is dedicated to ongoing improvements and support for all our employees. We look forward to working together to achieve much success in 2026-27. Thank you for all your hard work and dedication—your contributions are greatly appreciated!





2026 Service Awards

5 Years

Alik Zachari
Dipali Patel
Emily Moore
Haley Blewitt
Janet Redman
Kamakshi Kamakshi
Martin Glassford
Meliena Spinks
Thessa McLellan
Thomas Taylor
Valentina Anthony

10 Years

Arlene Stone
Connie Wallbank
Noemi Corso
Stacey Read

15 Years

Anna Swieton

25 Years

Priscilla Byfield-Moulton

30 Years

Darlene Shyhinskyj

35 Years

Cathy Doerbecker

40 Years

Jalea McPherson



Janet, Cathy (35-years).



Janet, Jalea (40-years), Tara.

Thank you for your dedication, compassion, and commitment to Independent Living Waterloo Region. Your contributions, along with those of many other employees whose efforts cannot be fully captured in this report, have helped create a workplace built on care, collaboration, and respect.

Attendant Services

The 2025-26 year was marked by growth, collaboration, and meaningful progress within the Attendant Services program, as our team continued to support Consumer independence and quality of life.

Employee well-being remained a priority. In April, ILWR frontline employees and managers completed Critical Incident Stress Management (CISM) training, equipping them with strategies to manage the emotional impacts of workplace critical incidents while supporting compassionate care. The initiative also established ILWR's first CISM committee to provide ongoing peer support and resources.

ILWR's enhanced Attendant Trainer program was launched. Trainers were selected through a comprehensive interview and education process and now play a vital role in welcoming new employees while providing ongoing mentorship to current Attendants through hands-on coaching and field visits.

Professional development continued through the Annual Consumer Handling Training, where Attendant Trainers shared practical skills and best practices with colleagues. The popular Wellness Station gave employees the opportunity to participate in relaxation techniques, and explore practical ways to support their physical and mental health.

Recognizing the dedication of our employees remained an important part of the year. Attendant Services Day was celebrated in October, with the Kitchener Supervisor and Executive Director visiting site offices to personally thank staff and distribute umbrellas as a small token of appreciation for their commitment and hard work.

In November 2025, ILWR opened Franklin Flats Assisted Living, its first new Assisted Living residence in more than 10 years. Replacing the Mooregate site, the new site increased capacity by three units, allowing ILWR to support more Consumers.

Preparations for accreditation included reviewing and updating Operational policies and procedures to strengthen and support quality service delivery. In March 2026, ILWR launched the AlayaCare Family Portal, giving Outreach Consumers direct access to schedules and real-time updates to improve communication.



Retirements



Carole Pearson with Tara.



Janet with Elizabeth Meyers.



ILWR by the Numbers

Assisted Living



31

Individuals
Served



10,958

Resident
Days



93

Individuals
Served



52,207

Hours of
Service

Ontario Health atHome – Contract



17

Individuals
Served



8,889

Visits

Workforce



182

Employees

Independent Living Resources



312

Total
Consumers



117

Activities



474

Participants



42

Newsletters



173

Social Media
Posts

Direct Funding



11

New
Self-Managers
Waterloo



20

Applications
Received



248

Total
Self-Managers

Independent Living Resources

Tournament of Hope Randy Hepditch Golf Memorial and Access Fund



The 2026 Tournament of Hope marked a special occasion in its 29th year. To celebrate and honour the memory of our first recipient, Randy Hepditch, and his family's contributions to the tournament over the years, the tournament was renamed the "Tournament of Hope Randy Hepditch Golf Memorial". We were delighted to have John Thompson, the tournament's pioneer organizer, and Gerard Carmichael, Randy's stepfather, share warm memories about the tournament's early days.



The success of this year's tournament is attributed to the sunny skies, 90 golfers, our amazing sponsors, incredible silent auction, and many generous donations! The tournament is the primary fundraising activity for ILWR's Access Fund. The Fund is fueled by community donations and contributions from the DeerRidge Charity golf tournament. This year, the

Access Fund supported 20 recipients with approximately \$70,000. Since its inception, the ILWR Access Fund has supported 360 individuals with just shy of \$900,000! \$1 million is just around the corner... a stretch goal for our 30th tournament in 2027!

Featured Recipient: Izaiah



Izaiah is 13 years old, and enjoys video games and spending time outside. His current bed no longer meets his needs, making daily routines more challenging for him and his family.

Thanks to the Access Fund, Izaiah will receive a hospital bed that will improve his safety, comfort, and independence while making everyday care easier for his family. This essential equipment will have a lasting, positive impact on their quality of life.

Featured Recipient: Gavin



Gavin has lived with Multiple Sclerosis for many years and uses a power wheelchair for mobility. As transfers became more difficult, the risk of falls increased for both Gavin and his caregivers.

Through the Access Fund, Gavin will receive a mechanical lift and ceiling track system, making transfers safer while supporting his independence. This equipment will help him remain comfortable and continue living safely in the home he loves.

Showcasing National AccessAbility Week

ILWR proudly hosted its second annual National AccessAbility Week (NAAW) Tradeshow and Conference on June 1–2 at the Ken Seiling Waterloo Region Museum. More than 700 participants, including 69 exhibitors, community organizations, businesses, and 30 volunteers came together to celebrate accessibility, inclusion, and innovation.

The conference opened with remarks from Minister Patty Hajdu (via video), Acting Mayor Margaret Johnson, Councillor Chantal Huinink, and ILWR's Dan Lajoie, emphasizing the importance of collaboration in creating inclusive communities.

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“What a great way to celebrate this week and thank you to Independent Living Waterloo Region for your on-going commitment to advancing accessibility—this is how together we will keep building a stronger, more inclusive Canada that works for everyone.” says Minister Hajdu.

This year's event expanded its accessibility features to include ASL interpretation, CART captioning, enhanced hearing technology, Braille signage, accessible transportation, adult change facilities, additional accessible parking, hearing screenings, tactile wayfinding, accessible food options, a 3D tactile map, and the Sunflower Lanyard program, helping ensure people of all abilities could fully participate.



Attendees also enjoyed eight presentations from speakers with lived experience, three interactive workshops, a sensory room, and an accessible exhibitor marketplace showcasing products, services, and community resources. Hosting the event at the museum also provided participants the opportunity to experience local, Indigenous, and Canadian history in an accessible setting.

The conference's success reflects the commitment of the Life Made Accessible Committee, volunteers, exhibitors, presenters, and community partners whose collaboration continues to advance accessibility and inclusion throughout Waterloo Region. ILWR looks forward to building on this momentum in the years ahead.



Community Resource Program



The Community Resource Program (CRP) empowers individuals with disabilities to live independently, build meaningful relationships, and participate fully in their communities. Through one-on-one support, peer-based recreational and social programming, and our Youth in Motion program, CRP creates opportunities for connection, learning, and personal growth.

Throughout the year, CRP offered a variety of accessible virtual and in-person programs that fostered friendship, self-confidence, and well-being. Regular Coffee Club gatherings provided a welcoming space for conversation and connection, while our bi-weekly *Staying Well Together* sessions encouraged open discussion about life and disability, facilitated by staff with lived experience. Our *Let's Hang Out* program brought Consumers together through games, trivia, light-hearted conversation and physical wellness activities.

A highlight of the year was our new partnership with Schlegel Villages retirement communities, which brought together our Youth in Motion participants and senior residents through meaningful intergenerational activities. Events such as *Senior Hallway Bowling* and a festive Christmas cookie decorating celebration created opportunities to build relationships, share experiences and strengthen connections across generations.

Additional highlights from 2025-26 included:

- **Creativity Series** – A four-part series showcasing local artists and creative expression through photography, painting, media literacy and spoken word.
- **Annual Balcony Planter Event** – Consumers came together to celebrate the arrival of Spring by planting colourful balcony planters.
- **Tapas and Trivia** – A fun-filled evening at Little Mushroom Co. that combined fundraising, food and friendly competition.
- **Learn to Cook with Chef Nicole** – Consumers developed practical cooking skills preparing vegetarian chili, garlic knots, and apple crumble at Langs Community Centre.
- **Adapted Workout with MoveMeant For All** – An all-inclusive fitness class that encourages physical activity in a welcoming and accessible environment.
- **Youth in Motion** – Ongoing virtual gatherings and in-person events continued to provide youth with opportunities to develop confidence and stay connected throughout the year.



Annual Balcony Planter Event.

Youth Retreat at Hidden Acres



In August 2025, Youth in Motion Consumers gathered at Hidden Acres for a two-night retreat focused on connection, creativity, and community. The weekend provided a meaningful opportunity for youth to reconnect with friends, meet new people, and strengthen their sense of belonging within an inclusive and supportive environment.

Through activities such as painting with Artshine, baking cookies, movie night, dancing, and shared moments of laughter, participants explored creativity, built confidence, and created lasting memories together. The retreat encouraged youth to try new experiences, develop independence, and celebrate the friendships that make Youth in Motion such a valued part of their lives.

The Hidden Acres retreat remains a meaningful highlight of the Youth in Motion program, offering youth a welcoming space to be themselves, build relationships, and create lasting memories with peers. It reflects the program's ongoing commitment to foster inclusion, independence, and opportunities for youth to thrive.



A Fond Farewell

Recently, our Community Resource Program Coordinator, Sheri Roberts left ILWR to focus on her political career and spend more time with her family. Over the past six years, Sheri has been

an invaluable member of the ILWR team, supporting hundreds of Consumers with compassion, dedication, and enthusiasm.

Sheri's impact extends far beyond her role. She has been a passionate community advocate, an inspiring program leader, a supportive colleague, and a valued friend. While she will be greatly missed, we are grateful for her many contributions and wish her every happiness and success in her journey!



Direct Funding Program Overview



The Direct Funding (DF) program empowers adults with physical disabilities to become Self-Managers by allowing them to directly recruit, hire, and manage their own personal Attendants. Administered provincially through the Centre for Independent Living Toronto (CILT), Independent Living Waterloo Region (ILWR) serves as the Program Administrative and Regional Resource Centre for Central-Southwest Ontario.

ILWR distinguished itself this year as the only Centre in Ontario to successfully meet all of its 2025 targets for new Self-Managers and applicants.

Throughout the year, the program expanded its local impact by welcoming 11 new Self-Managers and adding 20 new applicants to the program waitlist. Operationally, the team focused heavily on implementing recommendations from

the Ministry's independent program review. These efforts centered on improving interview preparation, conducting user focus groups, and automating the application package to make it more accessible for prospective participants.

To boost regional awareness, ILWR hired a Community Relations Lead to spearhead a targeted marketing and outreach campaign across Hamilton, Guelph, and Waterloo Region. This promotion featured physical and digital bus shelter ads, local newspaper campaigns, and a prominent vendor booth at the 2025 and 2026 MS Walks. Our Resource Coordinator supported program participants by hosting monthly virtual training and interview preparation sessions for waitlisted applicants. Furthermore, ILWR established strategic recruitment partnerships with Agilec Kitchener and the EmployNext Network, providing Self-Managers with vital employment agency resources to solve understaffing challenges and fully utilize their direct funding budgets.



Board of Directors

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Brian Swainson

Treasurer

Abey Ormond

Secretary

Raagula Sivayoganathan

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Amanda Hennig

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Janet Redman

Senior Manager Human Resources

Olivia Roy

Senior Manager Attendant Services

Cathy Doerbecker

Finance Manager

Leanne Schade

Manager of Independent

Living Resources

Dan Lajoie

Quality Assurance Coordinator

Bailey Pennings

Business Intelligence Analyst

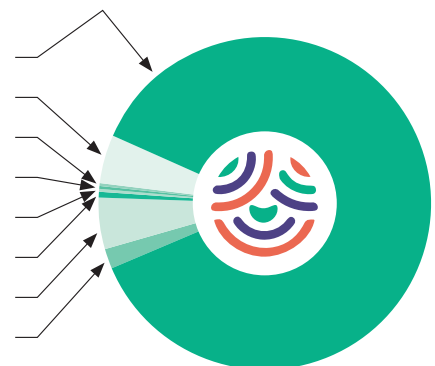
Connie Wallbank

Financials – April 1, 2025 to March 31, 2026

Revenue

Ontario Health	8,072,872	87.13%
CILT	421,443	4.55%
IL Canada	37,172	0.40%
Ontario Trillium Foundation	24,372	0.26%
UpStream – Region of Waterloo	24,778	0.27%
NAAW	53,305	0.58%
Fees For Service – OH atHome & Individual Contract	472,220	5.10%
Donations, Interest, Miscellaneous & Other Grants	159,264	1.72%

Total Revenue 9,265,426

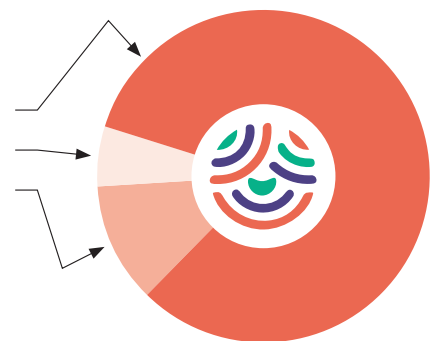


Expenditures

Attendant Services	7,464,696	82.65%
IL Programs	521,767	5.78%
Admin, Capital Expenditures & Depreciation	1,045,616	11.58%

Total Expenditures 9,032,079

Surplus 234,052



* Independent Living Waterloo Region's audited financial statements from April 1, 2025– March 31, 2026 are available upon request.

Information Technology (IT)

Our IT systems and privacy protocols saw major upgrades under the leadership of our Business Intelligence Analyst (BIA). Key milestones achieved during the 2025–26 fiscal year include:

Enhanced Cybersecurity – Partnered with a third-party expert to conduct a Cybersecurity Risk Assessment. This resulted in an increased cyber security budget to deploy a Mobile Device Management (MDM) system on ILWR-owned devices and Multi-Factor Authentication (MFA) on AlayaCare, our scheduling platform.

Service Upgrades – Introduced the AlayaCare Family Portal to Outreach Consumers, improving communication by allowing bi-weekly schedule and Attendant visibility. The portal empowers Consumers to stay informed and engaged while reinforcing ILWR's commitment to transparency, accessibility, and high-quality service. We also implemented the platform's medication module to improve service consistency for Assisted Living Consumers.

Infrastructure Modernization – Successfully upgraded all computers to Windows 11 following Microsoft's end-of-support for Windows 10, responsibly recycling any legacy laptops. Additionally, we held cell phone upgrade clinics and renegotiated our cell phone plan to achieve a 25% monthly cost savings.

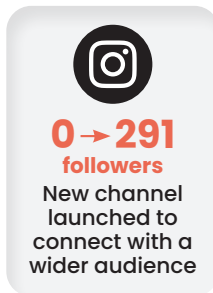
Interactive Training – Launched a summer student-created Privacy, Cybersecurity and Confidentiality training video completed by all employees during Annual Training. This learning was capped off by a cyber security contest with a paid day off for the winner.

Data Management – Overhauled our SharePoint filing system to maximize user-friendliness and ensure strict compliance with federal and provincial retention laws. Special thanks to the Leadership team for streamlining these folders!

We look forward to building on these successes with ongoing advancements in 2026–27!

Building Connections Online

ILWR continues to strengthen its digital communications by creating more consistent, accessible, and engaging content across Facebook, Instagram, and LinkedIn. A renewed approach to storytelling and community engagement helped showcase the people, programs, and partnerships that make independent living possible.



Since May 2025, ILWR has expanded its audience across all social media platforms, including establishing a growing presence on Instagram. Through photos, videos, educational content, and community stories, we increased awareness of accessibility, inclusion, and ILWR's programs and services while celebrating the experiences of people with disabilities. Targeted promotion of key events and initiatives further extended our reach and community engagement.

Looking ahead, we will continue building meaningful connections through authentic, accessible communications that reflect our values and the evolving needs of our community. By combining compelling storytelling with ongoing evaluation of our digital performance, we will strengthen awareness of ILWR and inspire more people to connect with our programs, services, and initiatives.

Employee Appreciation



ILWR SWAG
new t-shirts, jackets
and umbrellas



EMPLOYEE-OF-THE-WEEK
NOMINATIONS



ADMINISTRATIVE
PROFESSIONALS DAY
APRIL 22



ATTENDANT SERVICES DAY
OCTOBER 26



HEALTH AND SAFETY
INCENTIVE

Funders

We wish to recognize and thank the many individuals and community organizations with whom we work together to help support people with disabilities in our community.



Government
of Canada

Gouvernement
du Canada



Region of Waterloo



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of this report, please contact us.*

