



**BELLWOODS**  
INNOVATING INDEPENDENCE



# IMPACT REPORT

## 2024-2025



# Treaty Acknowledgement

We acknowledge that our work takes place on the traditional territory of many Indigenous nations, including the Mississaugas of the Credit, the Anishnabeg, the Chippewa, the Haudenosaunee and the Wendat peoples. We also recognize that Toronto is covered by Treaty 13 with the Mississaugas of the Credit and is part of the traditional territory of the Métis Nation. Today, this land is home to diverse First Nations, Inuit and Métis peoples.

As an organization committed to building inclusive communities, we are grateful to live and work together with Indigenous peoples on this land.



## About Bellwoods

Since our inception over 65 years ago, Bellwoods has supported adults with disabilities to continue living in and contributing to their diverse communities. We provide affordable, accessible housing across Toronto, as well as community-based support services for adults with disabilities. Our services are designed around the principles of independent living, ensuring clients take the lead in directing what best serves them. We are a charitable not-for-profit and have been accredited by Accreditation Canada since 2007.

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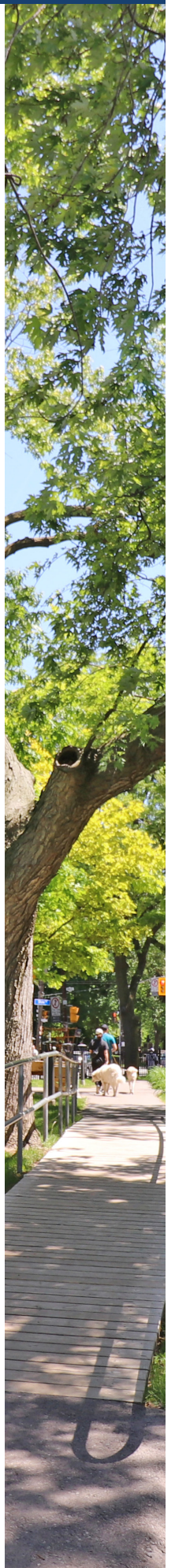
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## Message from our Leaders

The 2024–25 fiscal year was a transformative period for the organization, marked by significant changes to both the Senior Leadership Team and the Board of Directors. These developments—detailed further in other sections of this report—were complemented by the development and subsequent launch of a new strategic plan for the organization designed to guide organizational priorities through to 2030, setting a renewed course for the future.

Staffing changes and other key enablers supported a broader organizational restructuring aimed at enhancing efficiencies and effectiveness. In addition to leadership transitions, several previously temporary roles were made permanent, strengthening overall human resources stability. Furthermore, additional funding received from Ontario Health in the latter part of the year enabled the execution of several special projects and initiatives which helped to deliver measurable improvements to both our services and internal operations.

Initial steps were taken to enhance data collection, analysis and impact measurement — efforts that will continue in the coming years in alignment with our strategic plan. In terms of partnerships, Bellwoods began working with the Centre for Addiction and Mental Health (CAMH) to explore ways of better supporting prospective clients with mental health challenges. We also continued our work with other sector partners to enhance the profile of community service providers within the broader health ecosystem. Finally, in an effort to improve both client access and operational efficiencies, Bellwoods contributed staff time and resources to strengthening the Toronto region provider-managed centralized waitlist system for accessible housing and services. These efforts are intended to reduce the administrative burden on providers while improving alignment between client needs and available services.

Armed with a new strategic plan which looks forward to 2030, Bellwoods is well positioned to build upon its longstanding history of making important and meaningful contributions as a leading not-for profit organization which delivers high quality and accessible community-based support services. In the months and years ahead, Bellwoods will continue to focus on delivering programs and services which help advance independence for people with physical disabilities through personal support, accessible housing and inclusive communities in order to realize our vision of a future where independent living is attainable for everyone.

 **Sujata Ganguli**, CEO  
Chief Executive Officer



**Aly N. Alibhai**, Chair  
Board of Directors



# Strategic Plan

In 2025, Bellwoods leadership developed a new strategic plan, as well as a renewed vision and mission, to guide the organization over the next five years. Through six months of meaningful conversation and collaboration, Bellwoods crafted a clear, actionable and ambitious road map to 2030, rooted in a shared commitment to the clients we serve.

## Vision

A future where independent living is attainable for everyone.

## Mission

Advancing independence for people with physical disabilities through personal support, accessible housing and inclusive communities.



**Pillar 1:** Deliver a comprehensive and personalized client experience



**Pillar 2:** Enhance transitional care services



**Pillar 3:** Leverage our expertise in accessible housing



**Pillar 4:** Ensure financial stability and be future ready



**Pillar 5:** Foster a culture of belonging and operational excellence

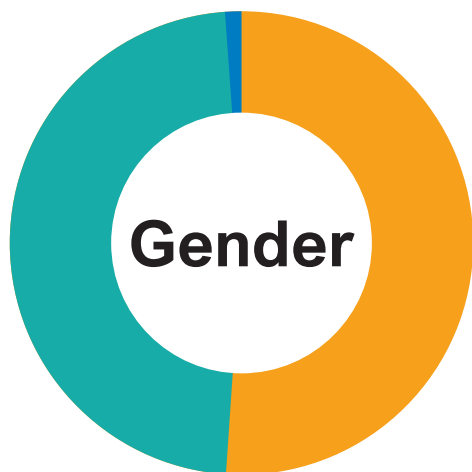
# Bellwoods by the Numbers



## Clients

**349** unique clients served

**~58** years old on average



51% female

48% male

1% other

### Most common types of

## disability:

- Spinal cord injury
- Stroke
- Multiple Sclerosis
- Cerebral Palsy

## Services

**44,782**  
**Resident Days**

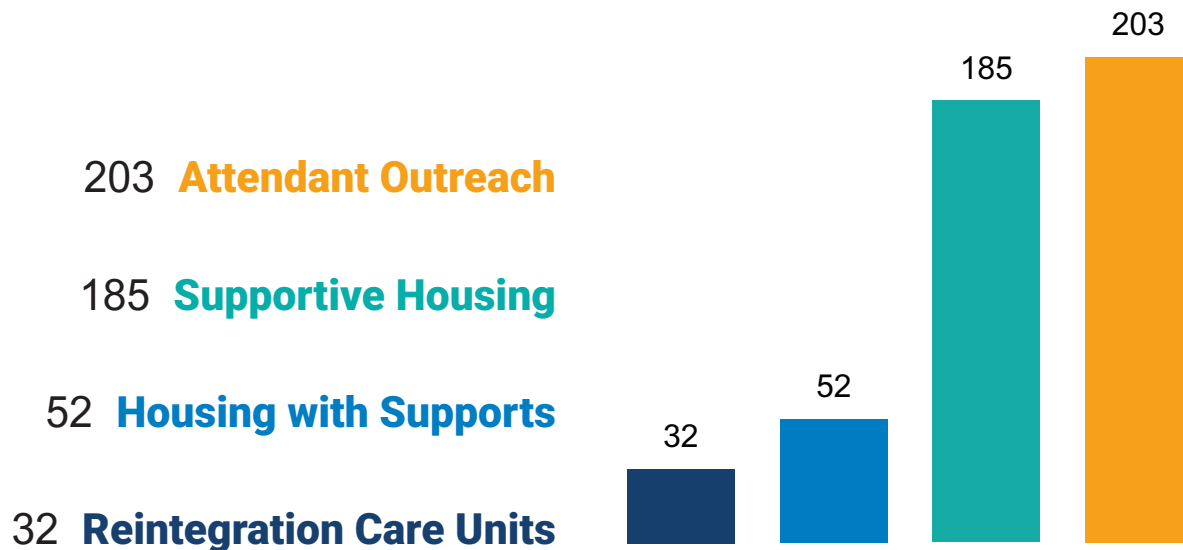
including support with Activities of Daily Living, service navigation and advocacy (In Supportive Housing & Reintegration Care Units)

**124,889**  
**Hours of Support**

with Activities of Daily Living, service navigation and advocacy (In clients' homes, schools and workplaces and Supportive Housing)



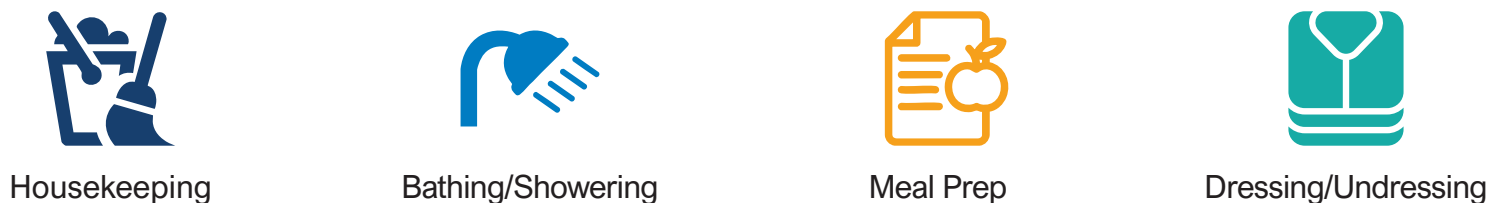
## Number of clients by service area



## Types of support offered



## Top 4 Daily Living Activities



## Staff

**240** PSWs & Housekeepers

**25** Client services admin staff (VP Service Excellence, Managers, Supervisors, Schedulers)

**18** Business Operations Staff

**8** Other direct care services staff (Independent Living Support, Housing with Supports staff)



# A Year in Photos



PSW Day, May 2024



Planting Day, May 2024





Client BBQ, June 2024



Canada Multiculturalism Day,  
June 2024



Community Support Month, Oct 2024





# Board of Directors

Bellwoods is governed by a diverse, committed and insightful Board of Directors, including professionals with deep knowledge of the sector and others with valuable external experience. Over the past year, this voluntary group engaged meaningfully with Bellwoods' clients, supported crucial advocacy initiatives and committed to ongoing learning and growth. They made key decisions about the organization's future, most notably working closely with senior staff to guide a new strategic plan for the next five years.

- Aly N. Alibhai, Current Chair
- Mary Lewis, Former Chair
- Louise Stratford, Vice-Chair
- Jim Tom, Treasurer
  
- Angela Bonfanti, Director
- Cindy Dunn, Director
- Farrell Hall, Director
- Natasha Hwu, Director
- Iona MacRitchie, Director
- Stanley Makuch, Director
- Debbie McDonald, Director
- Nancy Polsinelli, Director
- Pegeen Walsh, Director
- Melissa Ying, Director



Mary Lewis and Cindy Dunn completed their terms in September 2024 — we are grateful for the time and energy they dedicated to the Board and the lasting contributions they made to Bellwoods. We also gladly welcomed our newest Board member, Natasha Hwu, in February 2025.



## Senior Leadership Team

The 2024-25 year was a pivotal period for Bellwoods, as we welcomed three new senior leaders — a CEO and VP Finance/Chief Financial Officer in 2024 and a VP of People, Culture and Operations in spring 2025. While these transitions could have posed major challenges, the resilience of the staff and the steadfast commitment of the Board ensured minimal disruption. As a result, Bellwoods made meaningful strides toward greater strength and stability.



**Sujata Ganguli**  
CEO



**Juan Arangote** VP,  
Finance & Chief  
Financial Officer



**Krista Griffin** VP,  
Service Excellence  
& Innovation



**Adrian Puopolo** VP,  
People, Culture &  
Operations

## A Fond Farewell: Susan Andrew

After 30 years of dedicated service, Susan Andrew left Bellwoods at the end of March 2025. Susan served in a variety of roles over the years, including VP, Client Services, interim CEO and, most recently, VP, Corporate Services & Support. Susan's strong and compassionate leadership saw the organization through immense growth over the decades, from the building of our Dundas site to navigating the pandemic. Regardless of her role, Susan led with kindness, tenacity and a tireless passion for supporting Bellwoods' clients to thrive.





## Our Impact

### Programs and Services

**In 2024-25, Bellwoods supported over 340 unique clients to continue living independently and contributing to their diverse communities.**

#### Core Services

**Supportive Housing** – Operating across nine sites in Toronto, this service provides clients with affordable, accessible suites and round-the-clock support for daily living needs.

**Attendant Outreach (AO)** – Provided across the city, our AO service offers scheduled support with daily living for clients in their homes, school and workplaces.

**Reintegrated Care Units (RCU)** - Bellwoods operates 15 RCUs at our Shaw location, providing transitional supportive housing to clients recently discharged from hospital. These clients receive PSW service for daily living activities and personalized case management from our Independent Living Support team. RCU clients have a four-month discharge goal.

#### Additional Programs

**Housing with Supports** - In partnership with the City of Toronto and the Home for Good program, this program provides one-to-one support to individuals with a physical disability who are moving into or recently entered permanent housing but who remain at risk of homelessness. The HS team works to ensure every client stays housed by supporting them with landlord relationships, rent management, furnishings and more.

**Independent Living Support** – All Bellwoods clients can access this goal-oriented consultation program to support independence. The program includes case management, occupational therapy, life skills-building and system navigation and support.



# Supportive Housing

*Operating across nine sites in Toronto, this service provides clients with affordable, accessible housing and round-the-clock support for daily living needs.*

**“Community is a shared space where people — regardless of ability, background, or role — come together. It’s neighbours, clients, PSWs and management getting their hands dirty in the same soil. It’s people showing up because they understand that healing, independence and strength happen best when they happen together.”**  
– Blair Williams, Supportive Housing client

**D**

- Deauville Place – 5 Deauville Lane  
Head lease with Mahogany Management

**E**

- Elm Street Apartments – 25 Elm Street  
Referral agreement with Toronto Community Housing Corporation

**M**

- Mimico Co-op – 1 Summerhill Lane  
Referral agreement with Mimico Co-Operative Homes

**W**

- Walton Place – 835 Birchmount Road  
Referral agreement with Walton Place Inc.

**D&S**

- Dundas & Shaw – 1082 Dundas Street West / 300 Shaw Street, Bellwoods owned sites

**M**

- Madison View Homes – 200 Madison Avenue  
Head lease with Mahogany Management

**S**

- 180 Sudbury Street  
Partnership with St Clare’s Multifaith Housing Society

**Y**

- 877 Yonge Street  
Partnership with St Clare’s Multifaith Housing Society

Through 2024-25, Bellwoods undertook several initiatives to support clients’ overall well-being through social activities and community-building. We launched a non-denominational quarterly memorial service, offering time and space for clients to grieve people they’ve lost in the Bellwoods community and their personal lives. We gathered for our annual spring gardening day at our Dundas site, where staff and clients planted vegetables for clients’ use throughout the summer. Finally, we launched a brand new, client-focused position — the Client Engagement and Volunteer Coordinator (learn more below!).

This fiscal also saw rapid growth at our newest Supportive Housing site at 877 Yonge, as we started the year with only six of the 14 units filled, and ended the period with all but one of the units occupied. This site is now an essential part of our network!

## Bringing Community Home

**Meet Nirogi Kuganeshen, Bellwoods’ Client Engagement and Volunteer Coordinator! Generous donors helped fund this newly created role, allowing Nirogi to work directly with clients to host recreational and learning events at our sites. From movie nights to art workshops to seasonal celebrations, Nirogi is helping create opportunities for all clients to build meaningful connections and community at Bellwoods.**

**“This role is very client-focused, which I love. It’s about making engagement fun and accessible.” - Nirogi**



# Attendant Outreach



*Provided across the city, Attendant Outreach offers scheduled support with daily living for clients in their homes, school and workplaces.*

This year, the team worked hard to meet the increasingly complex needs of our long-term AO clients as they faced aging, disease progression and decreased family caregiver capacity. We also continued to work with clients who are pursuing post-secondary education, providing daily living support to six clients at their universities and colleges across the city.

## Client Spotlight: Megan\*

Megan is a 20-year-old student pursuing a Behavioural Science Technical diploma at George Brown College. She's also a Bellwoods AO client, receiving PSW support to navigate daily academic life with cerebral palsy.

Megan takes WheelTrans to school at both the Downtown and Lakeshore campuses, where she is joined by a PSW to support her through the school day.

Soon, Megan will move into an accessible unit in Bellwoods Supportive Housing. Until now, she has been living with her family in a two-story, inaccessible home where her bedroom is on the second floor. Each day involves multiple physical transfers just to move around the house. Because of these barriers, she has not had the opportunity to practice many key life skills, such as cooking. Megan and her family are both excited about her move, as it will allow her to safely develop increased independence in this new season of life. Her mom is already looking forward to teaching her how to prepare meals she loves in a barrier-free kitchen.

Bellwoods will continue to support Megan in her new Supportive Housing unit and with AO service at college. This transition marks a critical step forward in her journey toward greater independence.

*\*Name changed to maintain client privacy.*

# Reintegration Care Units

***Bellwoods operates 15 Reintegration Care Units at our Shaw location, providing transitional supportive housing to clients recently discharged from the hospital. These clients receive PSW service for daily living activities and personalized case management from our Independent Living Support team. RCU clients have a four-month discharge goal.***

The RCU team put significant energy into supporting clients beyond their transitional stay throughout 2024-25. In the past, the team would occasionally move RCU clients to Bellwoods' AO or Supportive Housing services after discharge, but this fiscal,

we intentionally leveraged these existing Bellwoods programs to facilitate clients' long-term stability and independence.

In 2024-25, we moved many RCU clients out of transitional units and into Bellwoods' community AO program or housing sites. These clients continued to receive not only PSW services, but access to our Independent Living Supports, which helps clients with wrap-around assistance from ordering groceries to filling transportation service forms. By moving clients through a continuous Bellwoods' journey, we optimize our existing resources, help restore sustainable independence and significantly reduce costs and demands on an overburdened health-care system.

## Client Spotlight: Joel\*

In his late 30s, Joel was an active city-dweller and handyman. A debilitating stroke stopped him in his tracks. Joel went from living independently to recovering in the hospital, where he found himself navigating in a wheelchair for the first time.

Eventually, he was accepted to the Bellwoods' RCU at Shaw, with a plan to move in with his brother in Waterloo after his stay. However, just weeks before discharge, the plan fell through. Despite wanting to help, Joel's brother realized his space and resources were not going to be a good fit. Plus, Joel was starting to feel hesitant about moving to Waterloo, a place he'd never lived and where he knew no one beyond immediate family.

The Bellwoods team stepped up, calling a partner agency with rent-geared-to-income housing in Sudbury, where Joel grew up. With support from Bellwoods, Joel signed the papers on an affordable

two-bedroom apartment, where both he and his girlfriend could live, providing an additional layer of support for life after the RCU.

With this plan, Joel's outlook shifted. Excited to move back to his hometown and connect with old friends, he put fresh energy into his recovery. With support from our occupational therapists, he traded his wheelchair for a walker.

On the day he left Bellwoods, Joel was at a loss for words. "I don't know how to thank you guys," he said.

*\*Name and some details changed to maintain client privacy.*



## Housing with Supports

*In partnership with the City of Toronto and the Home for Good program, Bellwoods' Housing with Supports program provides one-to-one support to individuals with a physical disability who are moving into or recently entered permanent housing but who remain at risk of homelessness. The HS team works to ensure every client stays housed by supporting with landlord relationships, rent management, furnishings and more.*

The Housing with Supports team witnessed tangible improvements to clients' quality of life and health this year as we connected them to resources beyond housing, including pharmacy services, assessments for medical equipment, nutrition support, family health teams and more.

Nearing the end of this fiscal year, the City of Toronto approved a three-year program renewal for April 1, 2025 to March 31, 2028. In the new fiscal year, the program is shifting its focus from housing to case management services. The previous one-year limit for case management services is being extended, and clients will continue to receive services on an ongoing basis. This change will lead to more intensive support for clients and increased housing stability.

## Client Spotlight: Ben\*

When 24-year-old Ben moved into a Bellwoods Reintegrated Care Unit from hospital, he was overwhelmed by his new health and housing challenges. He couldn't move back in with family after his stay, and the prospect of finding an affordable home was intimidating. Ben became a Housing with Supports client, and our team joined him in his very first apartment tour. Quickly, his anxiety shifted to optimism. Ben secured the unit, and our HS team is now preparing to support him with move-in, furnishings and case management to ensure he stays housed.

*\*Name changed to maintain client privacy.*

# Independent Living Support

***All Bellwoods clients can access these goal-oriented consultation supports to enhance independence. The program includes case management, occupational therapy, life skills-building and system navigation and support.***

This year, the team continued to connect Bellwoods clients to valuable external services including food banks, dental clinics, foot care and physiotherapy services — ultimately supporting holistic health and independence. We also advocated on behalf of clients for financial support, particularly those on ODSP, working directly with client caseworkers to help them access additional resources.

Through 2024-25, we placed a special focus on expanding service beyond our central Dundas and

Shaw sites, bringing in-person support (including tax clinics, dental care and food bank visits) to clients across the city. Now, we host food bank services every Tuesday at our Madison, Deauville and Birchmount sites, significantly improving food security for many clients.

The Independent Living Support team also worked closely with our transitional RCU clients, many of whom come to Bellwoods newly disabled and without a clear plan for life after their short-term stay. We partnered with each RCU client, providing everything from equipment consultation to assistance navigating housing options.

## Client Spotlight: Robert\*

Robert, a client living at our Sudbury site, was regularly missing important hospital appointments. A Community Integration Worker (CIW) on our team stepped in, contacting Robert's clinics to confirm upcoming appointments. With Robert's consent, the CIW asked the health-care administrators to add his name to the client's hospital file to assist with ongoing communication.

From that point onward, the CIW handwrote appointment dates and times, sticking them to Robert's wardrobe door as visual reminders. The CIW also personally followed up with Robert and the hospital when a new appointment was booked. Toronto General Hospital contacted our CIW to share that Robert no longer missed his appointments and express their gratitude.

*\*Name changed to maintain client privacy.*



# Client Voices

## The Bellwoods Community Advisory Council (BCAC)

The Council, made up of Bellwoods' clients and community allies, ensures that client voices remain central to decision-making and policy development. It offers an effective channel for clients to provide insights to the Board and Senior Leadership Team, directly influencing advocacy efforts, strategic priorities and operational improvements.

This year, the BCAC continued to demonstrate its value in advancing the organization's strategic and operational goals. Under strong leadership and with the continued support of the Board, the BCAC made meaningful progress towards creating a safe, inclusive space for honest dialogue between clients and the organization, strengthening a culture of transparency and trust.

### BCAC Members (2024-2025)

#### Client Representatives:

- Jenn Acton, former Co-Chair, Walton client
- Teresa Camilleri, current Co-Chair, Deauville client
- Tara Gibson, Vice Co-Chair, Dundas client
- Martin Anderson, Attendant Outreach client
- Todd Demerino, Madison client
- Evelyn Greenidge, Elm client
- Kevin Humphrey, Attendant Outreach client
- Michael Iacovone, Shaw client
- Wendy Murphy, Attendant Outreach client
- Vito Nocerino, Shaw client
- Christine Sai, Shaw client

#### Board, Management and Community Members:

- Farrell Hall, Co-Chair
- Constantine Simpson, Director, Quality & Client Engagement
- Pegeen Walsh, Community Member

## Advocacy and Awareness

This year, the BCAC established a formal advocacy group to represent the interests of people with disabilities on a broader scale. The Council developed a set of guiding principles to define Bellwoods' role in advocacy — principles that were formally endorsed by the Board. The BCAC also distributed surveys on advocacy priorities and Bellwoods' role in this space.

The group pursued several of those priorities this year, as a Dundas client represented Bellwoods at the 2025 provincial candidate debate on disability issues, where he asked candidates about their commitment to investing in supportive housing for people with disabilities. The Council's co-chairs, along with Bellwoods' Director of Quality, attended a Disabilities Without Poverty event, where they met with MPPs to advocate against clawbacks to the Disability Tax Credit.

Through these efforts, the Council is helping chart a course for Bellwoods to play a meaningful role in advancing disability rights across Canada.

## Client Spotlight: Advocacy in Action

This spring, St. Clare's Multifaith Housing Society was preparing to advocate for a new building when they realized it'd be meaningful to have someone with lived experience at the table.

They asked if a Bellwoods client could attend the Scarborough Committee of Adjustment meeting. Jenn Acton, a Walton client, stepped up. She not only attended, but shared how important affordable, accessible housing is for people with disabilities.

"I spoke on behalf of individuals facing poverty who really need this to improve their quality of life," said Jenn.

The committee approved the project with a vote of four to one. St. Clare's CEO, who also attended the meeting, later shared that Jenn's involvement was pivotal in influencing this decision. The project architect even described Jenn's speech as a "mic

drop" moment.

"For me it felt like a good motivator — a reminder that the efforts we put in can actually make a difference," said Jenn. "We can make a difference — even one person."





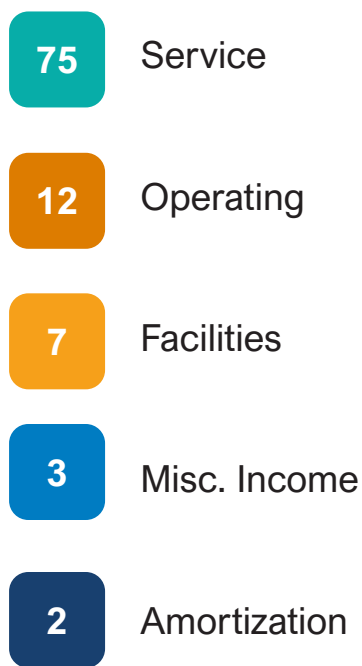
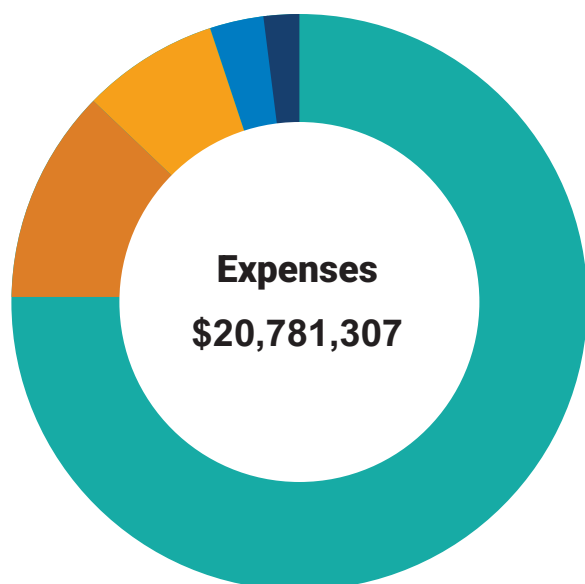
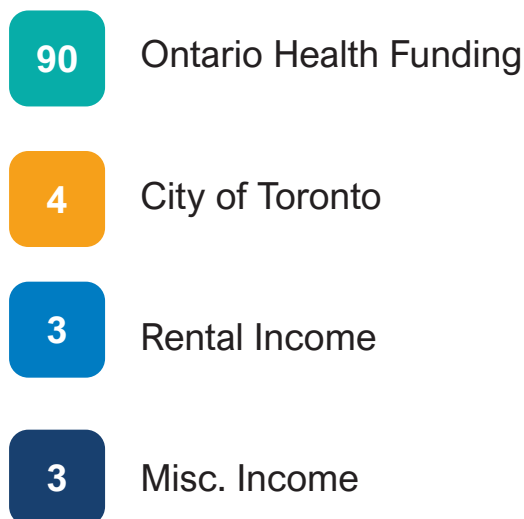
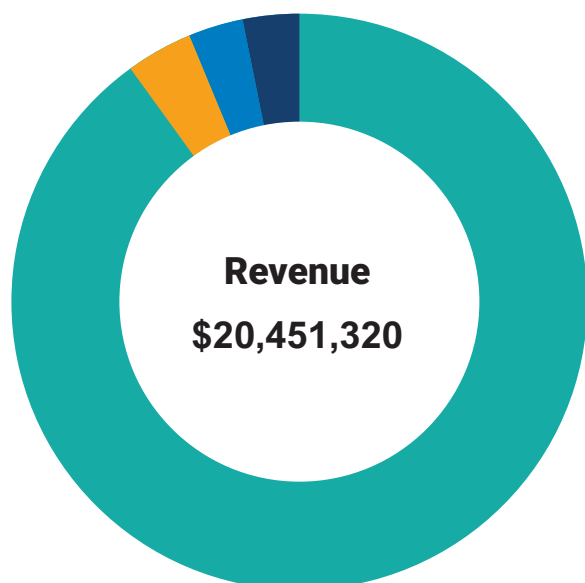
# 2024-2025 Audited Financials



Revenue	%	Category
18,468,936	90	LHIN Funding
753,704	4	City of Toronto
559,059	3	Rental Income
669,621	3	Misc. Income
<b>TOTAL = \$20,451,320</b>		

Expenses	%	Area
15,621,097	75	Service
2,597,489	12	Operating
1,376,031	7	Facilities
707,820	3	Misc. Income
478,870	2	Amortization
<b>TOTAL = \$20,781,307</b>		

# 2024-2025 Revenue and Expenses Distributions





## Donors

- Ajit Prabhu
- Aly N. Alibhai
- Angela Bonfanti
- CareOnDemand Home Health Care and Staffing Services
- Cindy Dunn
- Deborah McDonald
- Farrell Hall
- GTA – Green Landcare & Maintenance Inc.
- Imperial Restoration
- Iona MacRitchie
- Jim Tom
- Louise Stratford
- Margaret Walsh
- Maria Cruz
- Mary Lewis
- Melissa Ying
- Peter Brydon
- Residential Construction Council of Ontario (RESCON)
- Shelina Jetha
- Sprung Investment Management
- Stanley Makuch
- Toby Rose







Accreditation Canada recognizes Bellwoods with Exemplary Standing. The organization met 100 per cent of all system-wide and service excellence standards. This achievement illustrates Bellwoods' commitment to upholding the highest quality standards across all of our work.



**BELLWOODS**  
INNOVATING INDEPENDENCE

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