BELLWOODS
INNOVATING INDEPENDENCE



2025-2026 IMPACT REPORT

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.



Our Commitment to Equity, Diversity, & Inclusion

At Bellwoods Centres for Community Living, diversity is our strength. We are committed to creating welcoming, accessible, and inclusive communities where every person is valued, respected, and empowered to thrive. By embracing diverse perspectives, listening to lived experiences, and removing barriers, we advance our mission to supporting independence for people with physical disabilities and work toward a future where independent living is attainable for everyone.

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A Message From the CEO & Chair of the Board of Directors

Every year reminds us that independence is not something to be taken for granted. It is made possible through opportunity, meaningful support, accessible housing, and a community that truly believes everyone deserves to live with dignity, choice, and connection.

For nearly 70 years, Bellwoods Centres for Community Living Inc. has been committed to empowering people with physical disabilities to live independently and participate fully in their communities. While the needs of our community continue to evolve, our purpose today remains the same: to provide the support and opportunities that enable people to live the lives they choose with meaning and purpose.

As we reflect on 2025–2026, we are proud of the progress we have made together.

Guided by our new Strategic Plan 2025–2030, we strengthened our programs and services, expanded opportunities for client engagement, and continued building strategic and valuable partnerships that help create more inclusive communities.

Our progress would not be possible without the support of our dedicated staff, volunteers, Board of Directors, donors, community partners, and the trust of the individuals and families we are privileged to support. Thank you for believing in our mission and helping us build more inclusive communities.

Together, we are building a future where independent living is attainable for everyone.



Sujata Ganguli, Chief Executive Officer



Aly N. Alibhai, Chair Board of Directors

Our Mission

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

Our Vision

A future where independent living is attainable for everyone.



BELLWOODS
INNOVATING INDEPENDENCE

About Bellwoods

Serving Toronto for nearly 70 years

For nearly 70 years, Bellwoods Centres for Community Living has been a leader in supporting people with physical disabilities to live independently. Through personalized support, accessible housing, and inclusive community programs, we empower people to make their own choices, build meaningful connections, and participate fully in community life.

HOW WE CREATE IMPACT

Bellwoods supports people with physical disabilities through five services that work together.
One mission. Many pathways. Real independence.

01 

SUPPORTIVE HOUSING
Accessible, affordable housing with 24/7 support for daily living.

02 

ATTENDANT OUTREACH
Personal support in people's homes, schools, and workplaces.

03 

REINTEGRATION CARE UNITS
Transitional care that helps people move from hospital back to community living.

04 

HOUSING WITH SUPPORTS
Case management that helps people find and maintain stable housing.

05 

INDEPENDENT LIVING SUPPORTS
Navigation, advocacy, life-skills development, and access to community resources.

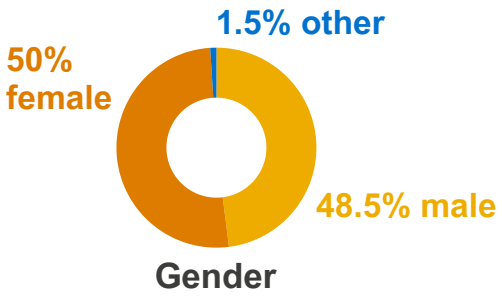
Together, these services help people live independently, secure housing, recover from illness or injury, build community connections, and achieve their personal goals.

BELLWOODS BY THE NUMBERS
APRIL 2025 - MARCH 2026

CLIENT DEMOGRAPHICS

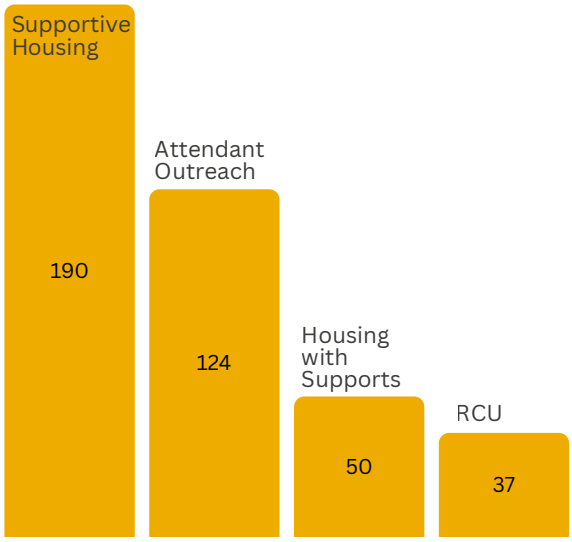
332 unique clients

58 years of age on average



CLIENT SERVICE

Number of clients served



Most common types of disability:

- spinal cord injury
- stroke
- Multiple Sclerosis
- Cerebral Palsy

Types of client support

1. Activities of Daily Living and Housekeeping
2. Independent Living Facilitation and Community Integration
   a. Case management
   b. Occupational therapy
   c. Skill-building
   d. System navigation and support

Top 4 Activities of Daily Living


Housekeeping


Bathing/Showering


Meal Prep


Dressing/Undressing

STAFF

Client Services Staff

222 PSWs/ Housekeepers

24 Client services admin staff *(VP, Managers, Supervisors, Schedulers)*

10 Other direct client service staff *(ILFs, CIWs, Housing with Supports staff, etc.)*

Business Operations Staff

20 Exec, HR, Finance, IT, Comms, etc.

COMMUNITY IN ACTION

PLANTING DAY, May 2025





Thank you to everyone who joined, volunteered, and helped make these events so meaningful.

CLIENT BBQ June 2025









CELEBRATING OUR PEOPLE

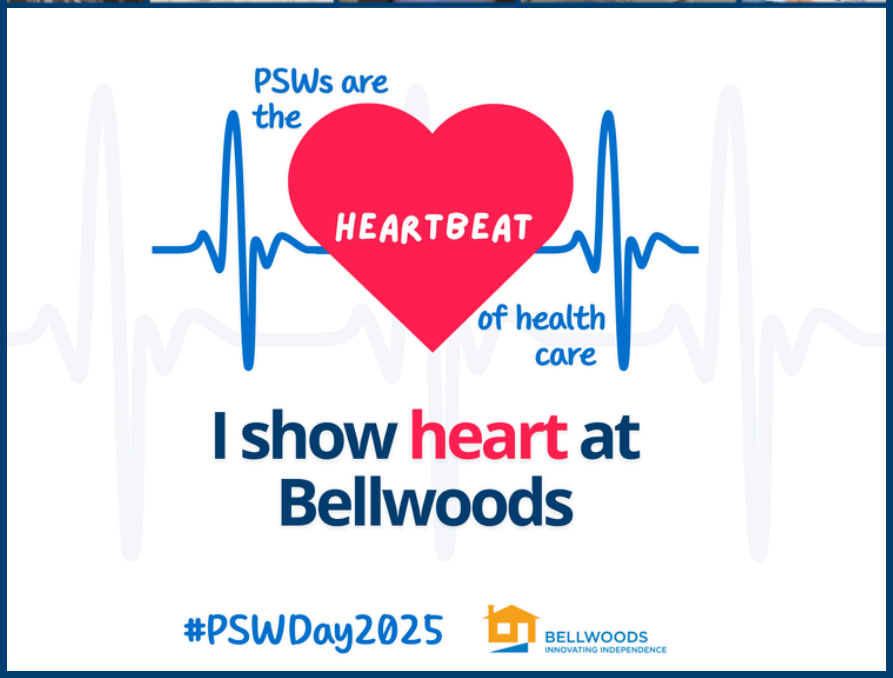
PSW DAY, May 2025



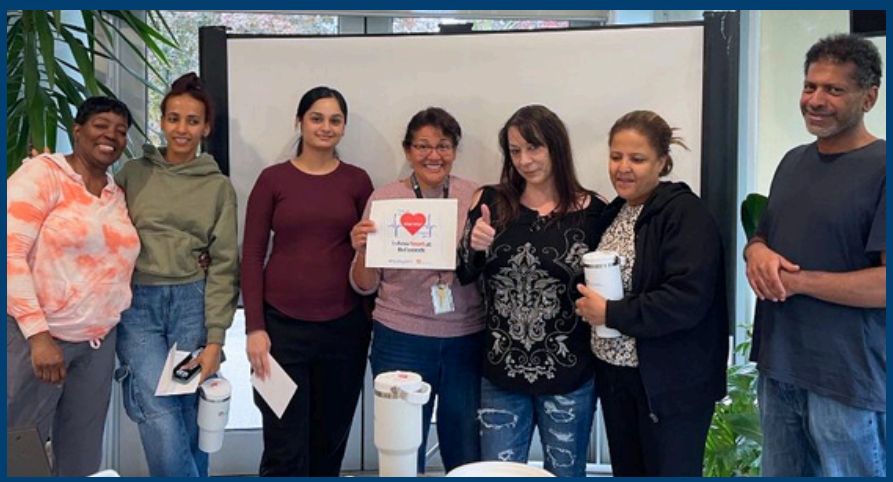
COMMUNITY SUPPORT MONTH, October 2025











SUPPORTING INDEPENDENCE



Independence is at the heart of Bellwoods' mission. Every day, clients make choices about how they live, where they live, and what goals they want to pursue. Bellwoods' role is to provide the support, resources, and opportunities that make those choices possible.

OUR IMPACT IN 2025–26

Through Attendant Outreach, Supportive Housing, independent living supports, and community integration assistance, Bellwoods helped hundreds of people remain active in their communities and maintain control over their daily lives.

In 2025–26, we exceeded provincial service targets while expanding access to services. New clients were welcomed at community housing locations across Toronto, while other clients received the personal supports needed to attend school and work placements, helping them pursue their goals while maintaining independence.

284	130,000+	91%
Individuals Supported	Hours of Care and Support	Reported that Bellwoods helps them live indendently



Clients were also supported through access to healthcare services, transportation, tax clinics, food programs, assistive devices, and emergency financial assistance.

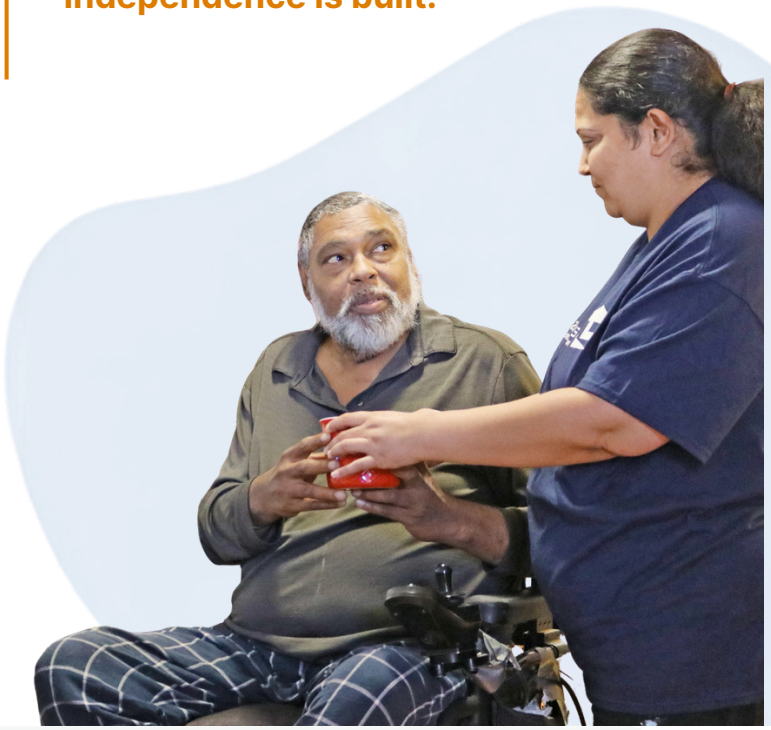
These services are making a meaningful difference. Most importantly, 91% of clients reported that Bellwoods helps them live independently.



CREATING HOUSING STABILITY

Safe, affordable, and accessible housing is the foundation on which independence is built.

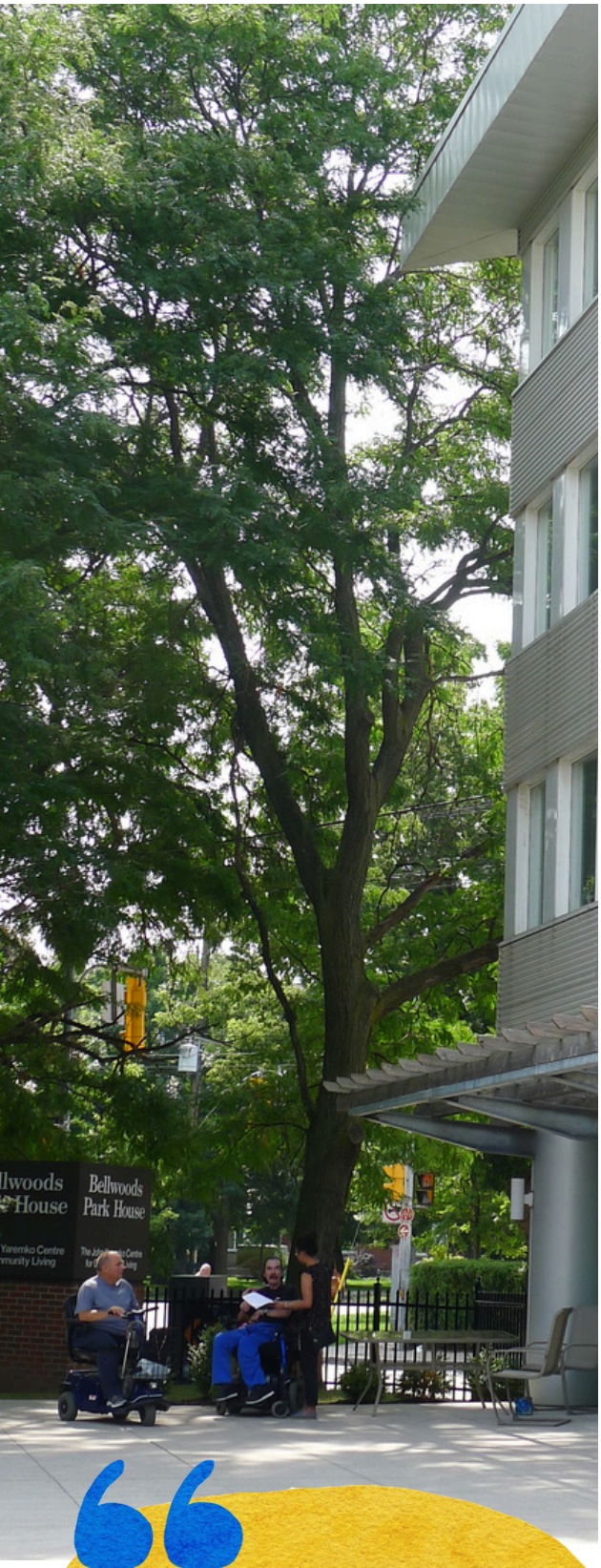
Throughout the year, Bellwoods strengthened housing stability through the Housing with Supports program, Supportive Housing, Reintegration Care Units, and community partnerships. At a time when affordable housing remained increasingly difficult to access, staff worked alongside landlords, housing providers, healthcare teams, and community organizations to help people secure and maintain stable housing.



45
Individuals supported with Rent-Geared-to-Income applications

3
Evictions prevented

8
Clients transitioned to permanent housing



Bellwoods strengthened partnerships with St. Clare's Multifaith Housing, Mahogany Management, March of Dimes, PACE, and emerging housing developments, while contributing expertise to housing planning discussions to help ensure future developments better reflect accessibility needs.

Staff also supported clients in accessing affordable housing, preventing evictions through advocacy and direct intervention, and navigating complex housing challenges involving arrears, legal proceedings, and housing stabilization funding. Throughout the year, the City of Toronto-funded Housing with Supports program continued to evolve into a long-term case management model focused on helping clients achieve lasting stability and success in the community.

> For many clients, stable housing is the first step toward achieving larger goals—returning to school, rejoining the workforce, building relationships, and living independently.

CLIENT STORY

Keeping a Client Housed

A Housing with Supports client faced eviction after receiving notice of more than $5,000 in alleged rental arrears.

Bellwoods investigated the issue, identified errors in the landlord's records, and secured support through the City of Toronto's Housing Stabilization Fund to resolve the remaining balance.

The result: the client remained safely housed, demonstrating how advocacy and practical support help people maintain stable housing and continue living independently.



Accessible spaces help make **recovery, dignity,** and **independence** possible.

SUPPORTING RECOVERY & TRANSITIONS

After a serious illness, injury, or hospitalization, returning home is not always straightforward. Many individuals require additional support, rehabilitation, and planning before they can safely return to community living.

37		30
Individuals Supported Through Reintegration Care Units	Enhanced Hospital & Rehabilitation Partnerships	New Admissions

Through the Ontario Health-funded Reintegration Care Unit (RCU) program, Bellwoods helps bridge the gap between hospital and home. During 2025–26, improvements to intake processes, expanded partnerships, and enhanced rehabilitation supports enabled Bellwoods to support more individuals with increasingly complex needs.

Our partnerships strengthened access to occupational therapy, physiotherapy, mental health support, rehabilitation services, and coordinated discharge planning.

The program also highlighted the growing complexity of community reintegration. Bellwoods successfully supported clients recovering from catastrophic injuries, spinal cord injuries, and complex health conditions while simultaneously addressing barriers related to housing, accessibility, mental health, and social isolation. These experiences demonstrated the importance of integrated, person-centred approaches that combine healthcare, housing, and community supports to achieve long-term independence.

Every successful transition represents more than a discharge - it represents renewed confidence, stability, and hope for the future.



CLIENT STORY

Robin's Journey Back to Independence

At just 22 years old, Robin's life changed in an instant following a serious motor vehicle accident. Along with significant physical injuries, she sustained an acquired brain injury that affected her mobility, communication, and independence. When she arrived at Bellwoods' Reintegration Care Unit, she had **no accessible home to return to.**

Over the following months, Bellwoods' multidisciplinary team supported Robin through rehabilitation, daily living, and coordinated care, helping her rebuild the strength and confidence needed to return to community living.

Today, Robin is preparing to move into her own accessible home and begin the next chapter of her life.

Her journey demonstrates how rehabilitation, housing, and community supports work together to help people rebuild their lives and achieve lasting independence.

BUILDING COMMUNITY & REDUCING ISOLATION

Community connection is essential to wellbeing.

Throughout 2025–26, Bellwoods expanded opportunities for clients to build relationships, strengthen social networks, and participate in their communities. What began as a response to client feedback grew into a social wellness initiative reaching housing sites across Toronto.

Clients came together through community socials, holiday celebrations, arts workshops with Koffler Arts, memorial events, game nights, bingo, trivia, and seasonal programming, creating opportunities for connection and belonging.

The year also marked continued growth of Bellwoods' Friendly Visiting program, where volunteers were matched with clients for regular visits, conversation, and companionship. By year-end, 10 active volunteer-client matches had been established.







CLIENT STORY

Connection That Matters

Sometimes it's the simplest things that matter most.

"It gives me something to look forward to."

"You have somebody to talk to, when there is nobody to talk to."

Through Bellwoods' Friendly Visiting Program, volunteers and clients connect through regular visits and conversation. While these moments may seem small, they help reduce isolation, foster belonging, and remind people that they are not alone.



QUALITY SERVICES THAT MATTER

Quality is measured not only by outcomes, but by the experiences clients have along the way.

OUR CLIENTS TOLD US

91%	Say Bellwoods helps them live independently.
93%	Feel treated with courtesy and respect.
96%	Feel involved in service decisions.
85%	Feel comfortable speaking up without fear of reprisal.

SERVICE RELIABILITY

0.17%

Missed Visits

Demonstrating ongoing improvements in workforce stability and service delivery reliability.

LISTENING. LEARNING. IMPROVING.

Throughout the year, Bellwoods advanced its Client Experience Action Plan through client forums, engagement initiatives, surveys, and ongoing dialogue. Feedback from clients, the Bellwoods Community Advisory Council, and community consultations directly informed service improvements across the organization.

Individual clients identified communication, service consistency, staff competency, professionalism, safety, and responsiveness as key priorities, and these priorities became the focus of organizational improvement efforts. We responded through quality improvement initiatives such as enhanced onboarding, staff coaching, quality improvement initiatives, and strengthened communication processes.

These efforts reflect our commitment in strong client experience outcomes and reflect our commitment to delivering safe, responsive, and person-centred services.



STRENGTHENING BELLWOODS FOR THE FUTURE

While client services remain the focus of Bellwoods's work, **significant investments** were made throughout the year to **strengthen the organization's** future.

2025–26 marked the first year of implementing Bellwoods' Strategic Plan 2025–2030. Throughout the year, we strengthened partnerships, invested in our people and systems, and built the foundation for future growth and innovation.

These behind-the-scenes investments help ensure Bellwoods can continue delivering high-quality services and advancing independence for years to come.



2025–26 HIGHLIGHTS

Strategic Planning

Strategic Plan 2025–2030 moved into implementation.

Partnerships

Expanded partnerships with UHN/West Park, CAMH, Ontario Health Teams and housing partners.

Technology & Innovation

Microsoft Copilot introduced to management and leadership teams.

Performance & Data

Organization-wide KPI framework and reporting calendar established.

Cybersecurity

Enhanced cybersecurity controls, data protection and staff training.

Quality & Accreditation

Continued accreditation readiness activities.



CLIENT PERSPECTIVES



Bellwoods Community Advisory Council members, staff, and board representatives working together to strengthen client voice and leadership.

WHAT IS BCAC?

The Bellwoods Community Advisory Council (BCAC) brings together clients/caregivers, Board representatives, and staff to ensure that lived experience remains at the centre of decision-making.

Through regular meetings, consultation, feedback, and advocacy activities, the Council provides guidance on organizational priorities, service improvements, client experience initiatives, and issues affecting people with disabilities.

EXPANDING OUR VOICE THROUGH ADVOCACY

This year, BCAC expanded its impact through the creation of a formal Advocacy Working Group focused on issues affecting people with disabilities. Together, members explored Bellwoods' role in advocacy, developed guiding advocacy principles, and identified priorities for collective action.

Council members represented Bellwoods at community events, met with elected officials, and participated in conversations about disability rights, poverty reduction, and accessible housing. These efforts helped amplify the voices of people with lived experience while strengthening BCAC's role as a community advocacy group.

OUR ADVOCACY PRIORITIES

DISABILITY RIGHTS

Advocating for equity, inclusion, and the full participation of people with disabilities.

POVERTY REDUCTION

Championing policies and programs that reduce poverty and support economic fairness.

ACCESSIBLE HOUSING

Promoting safe, affordable, and accessible housing for all communities.

BCAC MEMBERS (2025-2026)

Client Representatives:

- Teresa Camilleri, Co-Chair, Deauville client
- Tara Gibson, Vice Co-Chair, Dundas client
- Evelyn Greenidge, Elm Client
- Vito Nocerino, Shaw client
- Christine Sai, Shaw client
- Amanda Malitsky, Dundas client
- Scott Allen, Shaw client
- Wendy Murphy, Attendant Outreach client
- Liu Hong, Dundas client caregiver

Board and Management:

- Pegeen Walsh, Co-chair, Board
- Krista Griffin, VP, Service Excellence and Innovation
- Sujata Ganguli, CEO

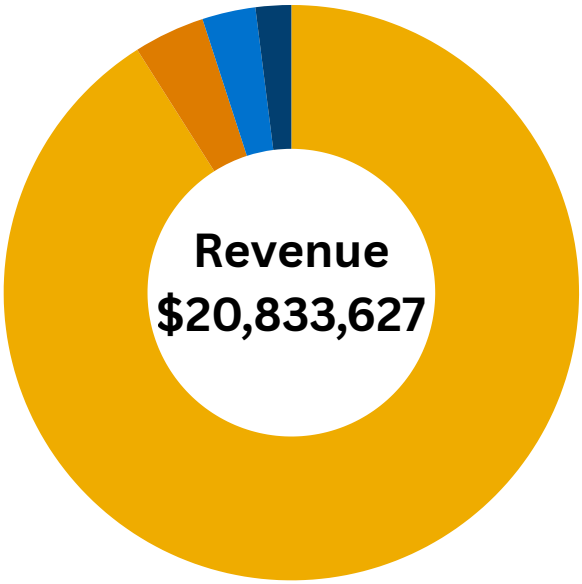


AUDITED FINANCIALS

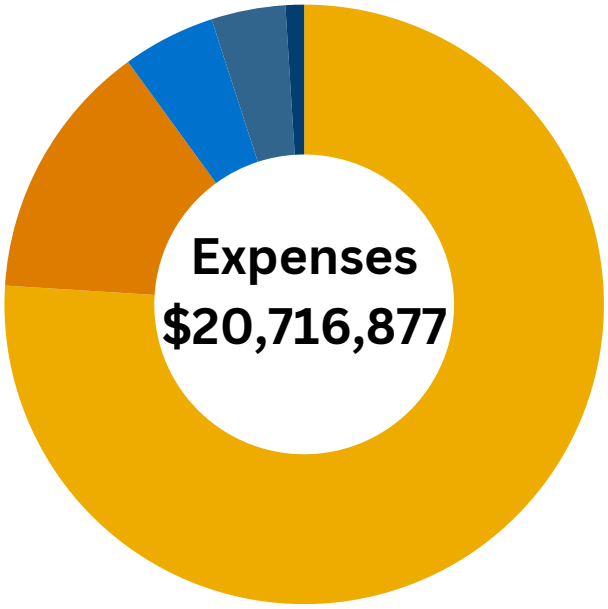
Revenue	%	Category
18,913,415	91	Ontario Health Funding
776,005	4	City of Toronto Funding
641,633	3	Rental Income
502,574	2	Misc. Income
TOTAL = $20,833,627		

Expenses	%	Area
15,760,270	76	Service
2,873,977	14	Operations
1,008,629	5	Facilities
790,073	4	Other
283,929	1	Amortization
TOTAL = $20,716,877		

2025-2026 Revenue and Expenses Distributions



- 91% Ontario Health Funding
- 4% City of Toronto Funding
- 3% Rental Income
- 2% Misc. Income



- 76% Service
- 14% Operations
- 5% Facilities
- 4% Other
- 1% Amortization

Our Board of Directors

Bellwoods is guided by a dedicated and diverse Board of Directors whose leadership and expertise help shape the organization's future. This past year, the Board provided strategic oversight, supported advocacy efforts, and worked closely with senior leadership to develop Bellwoods' Strategic Plan 2025–2030, helping set the direction for the years ahead.

Our volunteer Board brings together expertise from healthcare, finance, law, governance, business, and the community to ensure Bellwoods continues to empower people to live independently.

12
Board Members

Providing governance, strategic oversight and community leadership.

EXECUTIVE COMMITTEE



Aly N. Alibhai
Chair/President



Louise Stratford
Vice Chair



Jim Tom
Treasurer

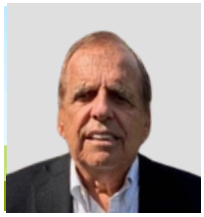
DIRECTORS



Natasha Hwu
Director



Pegeen Walsh
Director & BCAC Co-chair



Stanley Makuch
Director



Jennifer Ho
Director



Iona MacRitchie
Director



Debbie MacDonald
Director



Nancy Polsinelli
Director



Melissa Ying
Director



Paul Greven
Director

Board Transitions

We sincerely thank Angela Bonfanti and Farrell Hall for their dedicated service and valuable contributions to Bellwoods. Their commitment has helped strengthen our foundation and support our mission.

Welcome

We warmly welcome Paul Greven, who joined the Board in October 2025. We look forward to the insight and leadership he will bring to our Board and community.

Senior Leadership Team

Bellwoods' Senior Leadership Team provides the strategic and operational leadership that guides our organization each day. Working closely with the Board of Directors, staff, and community partners, the team is committed to advancing our mission, strengthening our services, and ensuring people with physical disabilities have the support they need to live independently.

4

Senior Leaders

Guiding strategy, operations and innovation to empower independence and build inclusive communities.



Sujata Ganguli
Chief Executive Officer



Juan Arangote
VP, Finance & Chief Financial Officer



Krista Griffin
VP, Service Excellence & Innovation



Adrian Puopolo
VP, People, Culture & Operations

Our Strategic Plan 2025-2030

Our 2025-2030 Strategic Plan provides the roadmap that guides Bellwoods' priorities, decisions, and long-term growth.

STRATEGIC PILLARS

1. Deliver a comprehensive and personalized client experience
2. Enhance transitional care services
3. Leverage our expertise in accessible housing
4. Ensure financial sustainability and be future ready
5. Foster a culture of belonging and operational excellence

Donors

Individual Donors

Aly Alibhai
Angela Bonfanti
Bev Nickoloff
Cindy Dunn
Debbie McDonald
Iona MacRitchie
Irena Apostolovska
Jared Nathan
Jennifer Ho
Jim Tom
Louise Stratford
Margaret Walsh
Mary Lewis
Michael Sprung
Nizar Alibhai
Peter Brydon
Stanley Makuch
Sujata Ganguli

Organizational Donors & Partners

- GTA-Green Landcare & Maintenance Inc.
- Imperial Restoration and Construction Inc.
- Joint Residential Construction Association

BELLWOODS
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ACCREDITED WITH COMMENDATION

ACCREDITATION AGRÉMENT CANADA

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Charitable Registration#:
10807 0665 RR0001