



Central West **Specialized**
Developmental Services

ANNUAL REPORT 2024 - 25

LEADING WITH CARE
evolving with purpose



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Governance

BOARD EXECUTIVE:

- Denise Mitchell, Chair
- Monica Bettazzoni, Vice-Chair
- Sharoz Jafri, Treasurer
- Paul Bourque, Secretary

BOARD DIRECTORS:

- Sultana Bennett
- Aisha Ghafoor
- Omar Hashem
- Monique Mascoll
- Mike Nero
- Dr. Olivia Ng
- Jason Taylor
- Scott Waterhouse

VISION ➤

Driving excellence in specialized services for people with intellectual and developmental disabilities and complex needs

PURPOSE ➤

To improve the quality of life for the community of people with intellectual and developmental disabilities who have complex needs by providing specialized services and supports

VALUES

Accountability
Adaptability
Collaboration
Inclusion
Innovation
Respect

Message from Denise Mitchell, Board Chair and Patricia Kyle, CEO

As we celebrate 50 years of service at CWSDS, we reflect on a year of transformation, progress, and renewed purpose. With the continued guidance of our Board, we've focused on strengthening the internal foundation that supports long-term growth, sustainability, and excellence in service.

This year, we welcomed a leadership team whose collective experience is both deep and diverse—spanning clinical care, supportive living, community programs, finance, operations, and people supports. More than dynamic, this is a team that leads with integrity, walks the talk, and shares a genuine commitment to bettering our organization, and the developmental services sector. Their leadership is grounded in our core values: they are accountable, adaptable, collaborative, inclusive, innovative, and deeply respectful in all they do.

To support and sustain this culture of leadership, we launched a year-long development program that invests in our people and strengthens our organization from within. We also launched a new website, refreshed our digital and social media presence, and proudly unveiled our 50th Anniversary logo. These changes reflect who we are today—an organization rooted in compassion, professionalism, and innovation. New programs like the Children's Clinical Treatment Program, enhanced employee wellness supports, and investments in facilities and virtual care tools are all examples of our strategic priorities in action.

Our VOICE Committee continues to amplify the voices of people supported, while our teams engage with families, schools, and agencies across our communities. Every initiative is rooted in collaboration, inclusion, and a deep respect for the people we support.

As we look ahead, we remain focused on building a stronger, more resilient CWSDS. Thank you for being part of this journey—together, we are transforming lives and shaping a bold, values-driven future.

Warmly,



Denise Mitchell
Board Chair, CWSDS



Patricia Kyle
CEO, CWSDS

Journey Down Memory Lane

Our Story Begins at 53 Bond Street

In 1910, the Independent Order of Foresters built an orphanage on Bond Street. During World War II, the Canadian army transformed it into a re-training centre for soldiers, and in 1944, the Canadian Women's Army Corps (C.W.A.C.) took over, operating a hospital for women in service. After closing in 1946, the property remained under federal ownership until 1972, when the Ontario Ministry of Government Services purchased the 12-acre site (then known as the Ortona Army Barracks) and invested just over \$7 million to construct the building we now call home. Today, we lease the property from Infrastructure Ontario, continuing to build on its legacy of service and care.

1975

Oaklands Regional Centre began providing overnight care and support for people with developmental disabilities from Halton, Dufferin and Peel Regions



2007

Oaklands was renamed to **Central West Specialized Developmental Services**

1986

Oaklands assumed responsibility for **Halton Support Services**



2009
2010

Became the lead agency for the **Community Network of Specialized Care** for the central west region of Ontario and opened **Short Term Assessment and Treatment Environment (STATE)**

2000

Respite Program began welcoming children and adults for short term visits



2019

Established a **geriatric program** to support adults to age in place

2006

Launched **Dual Diagnosis Services** and the **Central West Region Passport Initiative**



2025

Launched **Children's Clinical Treatment Program** in Peel

Leading With Purpose:

Under the direction of CEO Patricia Kyle and with the guidance from the Board, CWSDS welcomed a group of leaders chosen not only for their expertise in clinical care, developmental services, operations, finance, human resources, and strategy, but for their ability to lead with empathy, integrity, and a shared belief in the power of inclusive, person-centered care.

This team is not leading from behind closed doors. They are embedded in the culture of CWSDS visiting homes, listening to staff, attending community events, and learning directly from the people we support and their caregivers. Whether it's expanding interdisciplinary services, enhancing day-to-day operations, or growing capacity for aging in place, each leader is focused on meeting people where they are and helping them thrive.

To support and sustain this momentum, CWSDS launched a year-long leadership development program that brings together leaders from across the organization. What makes this initiative unique is its intentional design: its customized design, combining leadership and management skills who create space for shared learning, cross-functional collaboration, and values-based growth.

"The work ahead of us is complex, but we are grounded by values, inspired by our teams, and united by our mission,"

-Denise Mitchell, Board Chair.

At CWSDS, leadership is more than a title, it's a daily practice of listening, learning, and leading with purpose. Together, this team is not only guiding transformation, but they are also living it.

"Transformation isn't just about change, it's about purpose. Our leaders are showing up with open hearts, working hand-in-hand with frontline teams and families to build trust, foster inclusion, and lead with empathy."

-Patricia Kyle, CEO



Project Transform

Project Transform is anchored by our four strategic pillars and reflects our deep commitment to long-term sustainability, excellence in service delivery, and a culture of inclusion, collaboration, and innovation.



Leadership, Excellence, Delivery

We are investing in leadership that reflects the future we want to build—one that is inclusive, person-centered, and grounded in lived experience.

- **Welcomed a New Leadership Team:** We introduced a group of leaders whose collective experience spans clinical care, developmental services, operations, and organizational strategy. Their appointments reflect our commitment to people-first strategic and compassionate leadership.
- **Launched Children's Clinical Treatment Program:** This new program supports youth aged 13–17 with dual diagnoses and complex needs offering tailored, individualized care.
- **Revitalized the VOICE Committee:** “Valuing Our Input, Collaboration, and Experience” includes 13 people supported who actively shape decisions, programs, and activities across our Supportive Living and Treatment homes ensuring lived experience is at the heart of our work.



Efficiency, Revenue, Growth

We are building a more agile and sustainable organization—one that can grow with purpose and respond to evolving needs.

- **Launched New Website:** Our modernized, accessible, and brand-aligned website improves how families, partners, and staff connect with us. Designed with the community in mind, it improves access to important information, supports inclusive communication, and reflects who we are and what we stand for.
- **Strategic Financial Investments:**
 - Adjustments to compensation for select roles to support recruitment and retention efforts.
 - Stable funding leveraged to invest in clinical tools, facility improvements, and leadership development.



Optimize, Infrastructure, Processes

We are strengthening the systems and spaces that support our people—ensuring our infrastructure reflects the quality of care we deliver.

- **Updated Facility & Equipment:**

- Targeted facility upgrades, including new specialized beds for aging individuals, and enhanced sensory equipment are helping us create safer and responsive environments for the people we support.
- Invested in virtual technology to expand clinical outreach by our Dual Diagnosis Team across the Central West region.

- **Streamlined Clinical & Support Processes:**

- A realigned leadership structure supports integrated service delivery, behavioural supports, and treatment programming.



Promote, Enhance, Culture

We are cultivating a workplace culture where people feel seen, supported, and inspired to lead with purpose.

- **Leadership Training Program:**

- Our year-long initiative is a commitment to building a values-driven leadership culture that is relational, inclusive, and culturally competent.

- **Enhanced Internal Communications:**

- Through storytelling, visual branding, and digital tools, we are creating shared language and stronger connections across the organization.

- **50th Anniversary Initiatives:**

- Launch of our commemorative logo
- A storytelling campaign to honor the voices of employees, families, and people supported



Project Transform continues to guide how we evolve. The work of 2024–2025 has laid a foundation for an even more connected, resilient, and responsive future at CWSDS.

Building Stronger Communities Together

As we mark 50 years at CWSDS, our community programs show us what real transformation looks like - people coming together to support, empower, and create belonging. Through Passport, Halton Support Services (HSS), the Community Networks of Specialized Care (CNSC), and Service Solutions, our teams walk alongside families and the people we support every day. They help build confidence, foster independence, and spark hope for the future.

Passport Community Programs: Strengthening Connections Through Community Engagement



The Passport Community Developer Team plays a key role in supporting people and their families by building awareness of available local services and opportunities. Through their presence at resource fairs and community events, they help people navigate the Passport program and connect with people with support that promote independence, inclusion, and meaningful participation in community life. Our Passport team, in partnership with local agencies attended community fairs, hosted virtual events, and delivered presentations, creating opportunities for families and other service providers to learn about Passport funding and available resources - 40 events over the year. They ensure that information and resources are accessible, relevant, and empowering. Their work reflects our commitment to responsive, person-centered service and to creating spaces where everyone feels seen, heard, and supported.

Community and Services

12,922

People and their families supported in the **Central West Region of Ontario**



215

Persons Supported connected to services through the **Community Networks of Specialized Care**

1,533

Adults, children and their families supported in accessing community program opportunities through **Halton Support Services**

42

Children supported by **Peel Children's Review Program**

88

Adults supported by a team of multidisciplinary clinicians through **Dual Diagnosis Services**

138

Cases managed through **Halton Service Solutions**

201

Cases managed through **Peel Service Solutions**

10,501

Persons Supported enabled to be involved in their communities through **Passport Services**

72

Families accessed the **Reverse Respite Program**

132

Persons Supported through **Supportive Living, Respite & Treatment Programs**

CELEBRATING DEDICATION AND COMMITMENT: 2025 SERVICE AWARDS

At CWSDS, we are proud to honour the dedication and commitment of our employees through our annual Service Awards, recognizing those who have reached significant milestones, from 10 to 35 years of service. Each of the following team members have played a key role in enriching the lives of the people we support, and we are deeply grateful for their contributions to our mission.

5 YEARS

Kyra Lauzon
Victor Unugbro
Crystal Hopkins
Ezekiel Uadiale
Amira Abdalla
Rafael Gutierrez
Alex John
Jasper Soriano
Kireen Pierre
Rodette Machado
Veena Joseph

10 YEARS

Brandon Ecker
Sarah Stirling
Owusu Bobby Addei
Susan Edwards

15 YEARS

Rachel Croll-Reid
Ayotunde Olagbemi

20 YEARS

Kimberly Cannon
Cherilyn Wallace
Laura Salmon
Nicole Mowbray
Adam Proba
Saveria Ialeggio

25 YEARS

Christine Higenell
Jennifer Whiteside

35 YEARS

Cassie Traill
Neil Avila
Patrick McCoy
Michelle Thurgar



FINANCIAL STATEMENTS 2024 - 2025



CHARITABLE DONATION FUND*

REVENUE

Donations	\$39,375
Excess of revenue over expenditures	\$31,886

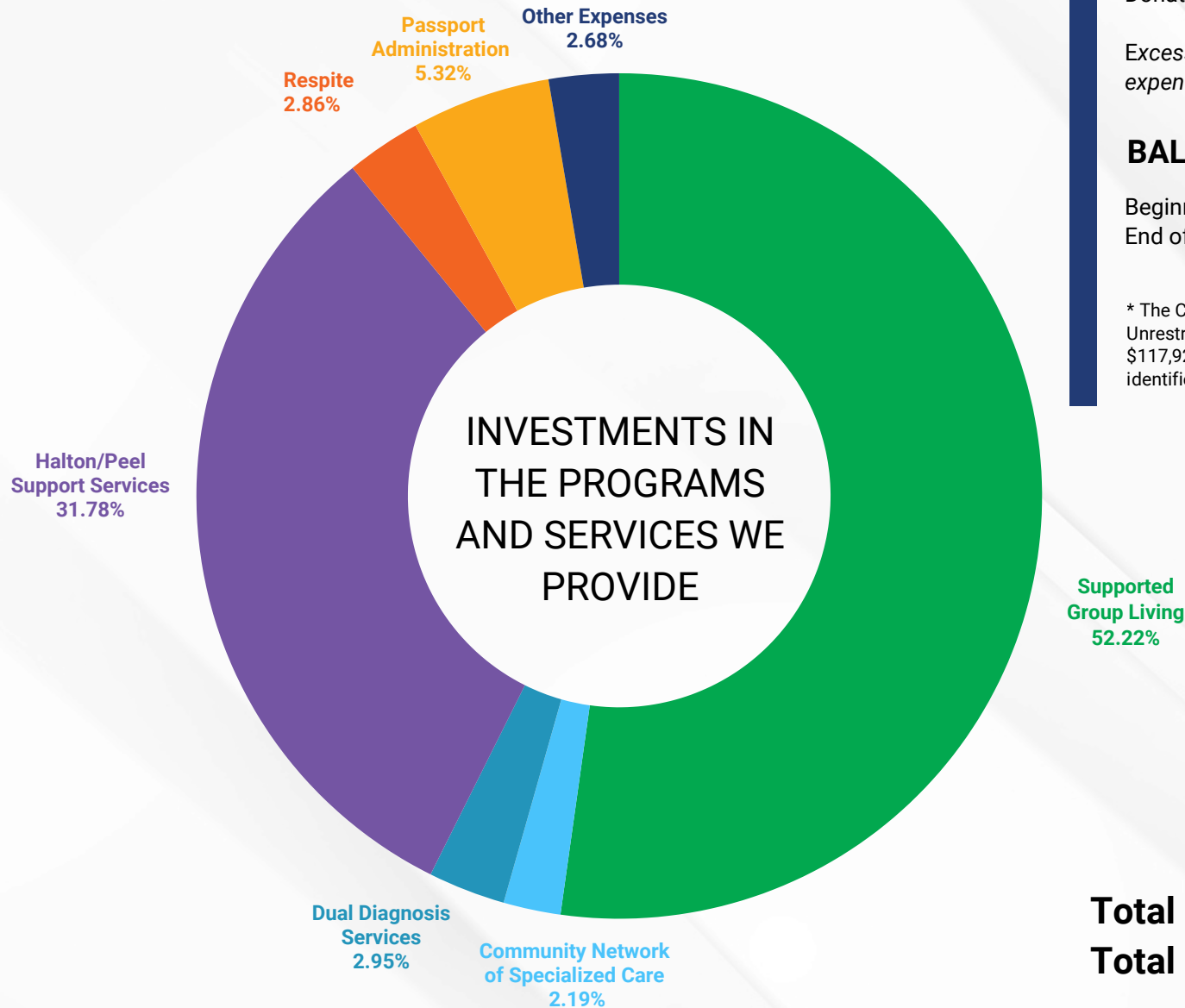
EXPENDITURES

Equipment	\$3,888
Recreation	\$3,601
Total	\$7,489

BALANCE

Beginning of year	\$223,016
End of year	\$254,902

* The Charitable Donation Fund is comprised of Restricted and Unrestricted Assets. Included in balance of \$254,902 is \$117,923 that has been designated as restricted and has been identified for specific expenditures.



Total Revenue = \$46,997,003

Total Expenses = \$46,532,706



Central West
Specialized
Developmental
Services

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Charitable Donation Number: 10779 0263 RR0001

