



2025
2027

STRATEGIC PLAN

PREPARED BY:

 People Minded Business



Contents

3		A Message from Our Board Chair and CEO
4		PCL's Mission, Vision, and Values
5		The Strategic Planning Process
6		A Word from People Supported
7		Trends and Assets
8		PCL's Strategic Priorities

A Message from our Board Chair and CEO

Dear Parents for Community Living (PCL) Board, staff, family, people supported, and supporters,

We are pleased to present to you our Strategic Plan for 2025-2027. This plan is the culmination of eight months of extensive engagement with various stakeholders, both within and external to PCL. Their valuable input has helped shape our direction for the coming years, highlighting our strengths and areas for improvement.

This strategic plan comes at a critical juncture for PCL. As we face various uncertainties and challenges, including the transformative changes expected from the Journey to Belonging initiative, this plan will guide our efforts and resource allocation to ensure we're prepared for the future.

Journey to Belonging represents a significant shift in how services for people with intellectual and developmental disabilities will be provided in Ontario. It emphasizes full community participation and fulfilling lives for those we support. Our strategic plan aims to prepare all our stakeholders, especially those we serve, for these impending changes and to help them adapt effectively.

Despite the challenges facing the developmental services sector, we remain hopeful and optimistic. One of PCL's greatest strengths lies in our dedicated employees who work tirelessly to enable meaningful, purposeful lives for the people we serve. We are fortunate to have a highly skilled senior leadership team and a strong, diverse, and engaged Board, all committed to PCL's vision of dignity and community belonging for every person.

We extend our heartfelt thanks to the team at People Minded Business - Paul, Ryan, and Katrina - for their invaluable guidance throughout this strategic planning process.

As we embark on this next stage of development for PCL, we look forward to working together to implement this plan and continue our important work in the community.

Sincerely,

Kerry-Ann Bent
PCL Board Chair

Katherine Loveys
Chief Executive Officer



Our Mission

To offer meaningful services and supports for persons with exceptional needs.



Our Vision

Every person lives with dignity as a valued member of the community.



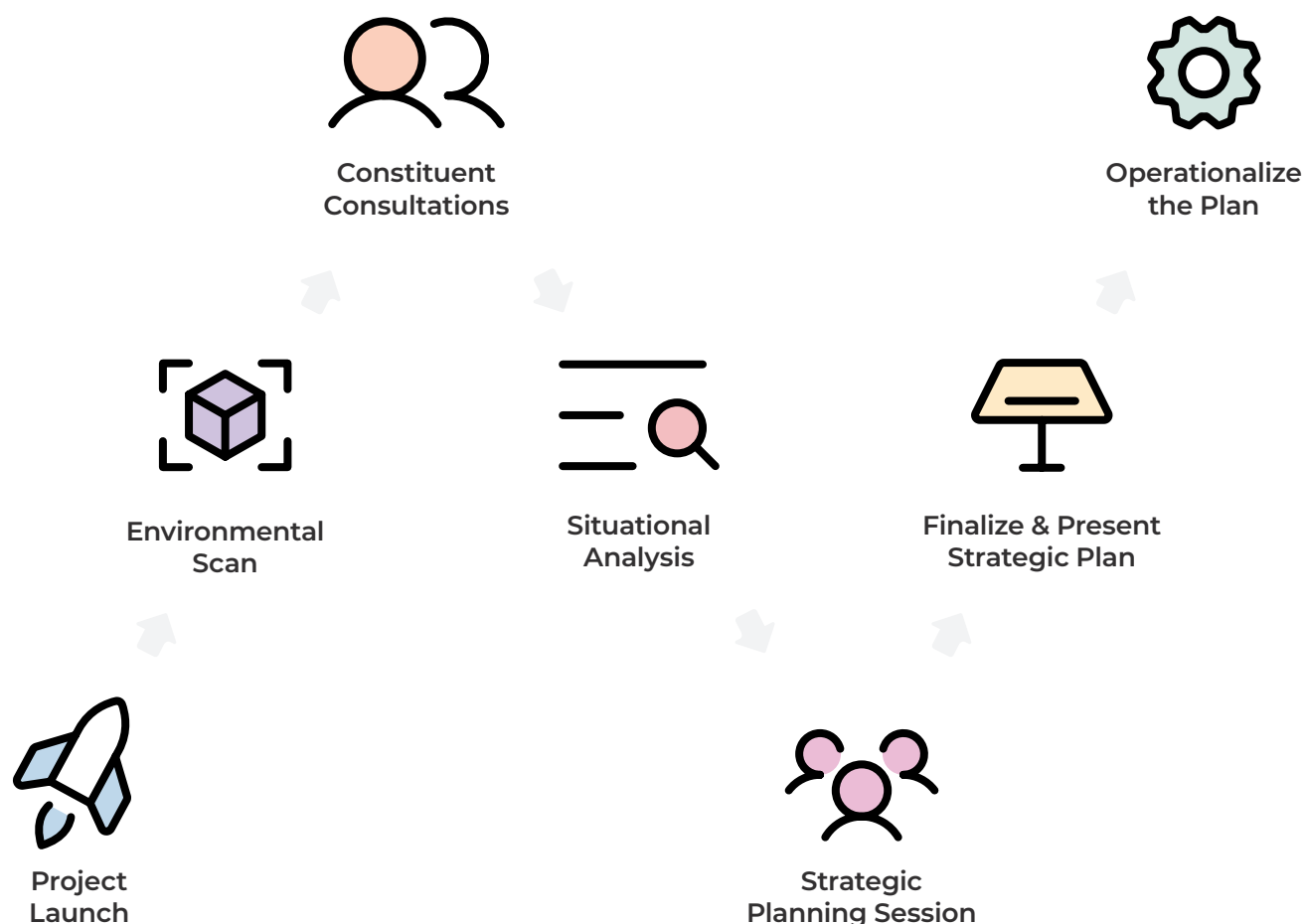
Our Values

In the tradition of our founding families, we value:

- A Person-Centered Approach - personal growth and independence by respecting individual choice and changing needs.
- Community Connection - involving those we support as active members of our community.
- Family Involvement - continued connection and meaningful participation.
- Excellence in Leadership and Staff - caring, compassion, innovation, and integrity.
- Partnerships - working collaboratively to develop and deliver high quality programs and services.

The Strategic Planning Process

Beginning in April of 2024, Parents for Community Living (PCL), supported by People Minded Business (PMB) a consulting firm with extensive experience working in Developmental Services, undertook a strategic planning process, the stages of this process are below, to help prioritize our focus into 2027.



PMB researched the environment in which PCL operates including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, PCL learned first-hand about what matters most to **125** people representing all the key constituent groups.



A Word from People Supported

PCL's Mission is "to offer meaningful services and supports for persons with exceptional needs," so it's appropriate to give people with disabilities the first word. An in-person focus group was conducted with six people who participate in services with PCL to hear their opinions on the supports they receive and how they could be better.

When talking about what they liked about PCL, people shared how much they appreciated gardening, crafts, parties, camping, going to sports events, as well as going to places like Canada's Wonderland and Medieval Times. They shared how the residences feel like home. They also appreciated being supported to make good choices and to work or go to school. Finally, some of the focus group participants appreciated the opportunity to have the freedom to live on their own, but still be supported with others in the building if they needed it.

Trends and Assets

The developmental services sector is facing unprecedented levels of change and challenges. Organizations such as PCL will need to continue to adapt as they respond to these changes.

As part of the strategic planning process, the following trends and themes were considered:

- Journey to Belonging and anticipated expansion of direct funding
- Persistent poverty for individuals with developmental disabilities
- Lack of affordable housing
- Human resource issues, difficulty recruiting and retaining qualified employees
- Population growth leading to the increasing amount of service needs
- Changing face of people supported: aging, greater diversity, increased complexity of needs
- Retirement of Baby Boomers
- Low levels of young people entering the sector as employees
- Technological advancements, hybrid services, and digital inclusion
- Ever growing waitlists



Each organization has a unique ability to act on the future, build on the resources, assets, and strengths it can deploy against the challenges and opportunities it is facing. Below are frequently mentioned assets that surfaced via constituent input.

Assets

- Locally and provincially collaborative
- Positive attitude
- Skilled leadership
- Employees are valued
- Strong connection to individuals and families
- Supports for children
- Reputation and relationship with MCCSS
- Solid Foundations

› PCL's Strategic Priorities

PRIORITY 1:

Innovative and Inclusive Programs and Services

The Developmental Services sector is facing significant changes from both government reform and the needs of those accessing services. To ensure we are providing the most effective services and support now and in the future, we will review our programs and services to align them with those changes.

- 1.1 Develop new approaches to service delivery to meet the changing needs of people living with intellectual and developmental disabilities in our community.
- 1.2 Expand access to assistive technologies that promote independence and communication.
- 1.3 Establish clear metrics to track progress toward inclusion, independence and dignity.
- 1.4 Champion the rights and needs of people with intellectual and developmental disabilities both locally and provincially by promoting access to inclusive housing, employment and education opportunities.
- 1.5 Support self-advocacy programs to help people with intellectual and developmental disabilities express their needs and rights.
- 1.6 Update our foundational elements to transform and inspire our future vision for people with intellectual and developmental disabilities.



> PCL's Strategic Priorities

PRIORITY 2:

Empowering Employee Excellence

Over the life of this plan, we will strive to further develop our excellent staff and culture to ensure our people are supported with the knowledge, systems and leadership necessary to succeed in our mission.

- 2.1 Invest in workforce talent development and seek skilled, compassionate and well-trained employees, ensuring our workforce reflects the diversity of our community.
- 2.2 Create a robust leadership development strategy to meet the succession needs of our agency.
- 2.3 Leverage technology and data analysis that support employees to deliver high quality services.



> PCL's Strategic Priorities

PRIORITY 3:

Building Capacity and Sustainability

In preparation for an uncertain future, PCL will investigate and implement new sources of funding and revenue to protect our ability to provide excellent services for people with intellectual and developmental disabilities and their families.

- 3.1 Secure sustainable funding to ensure the long-term availability of programs and services.
- 3.2 Leverage data and research to continuously improve services and outcomes.
- 3.3 Develop partnership opportunities within and outside of the sector to enhance our ability to provide high-quality services and supports.



