

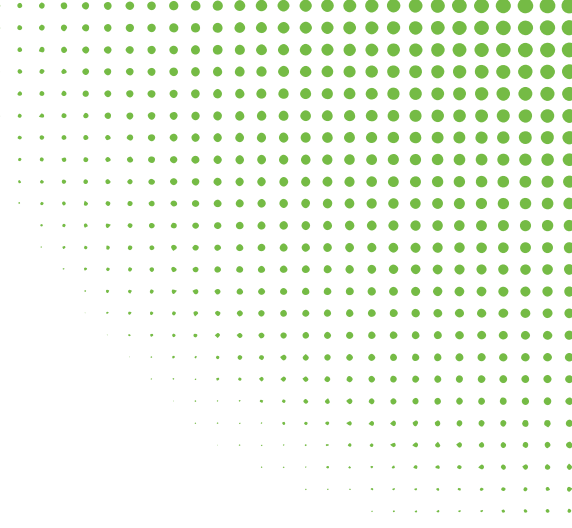
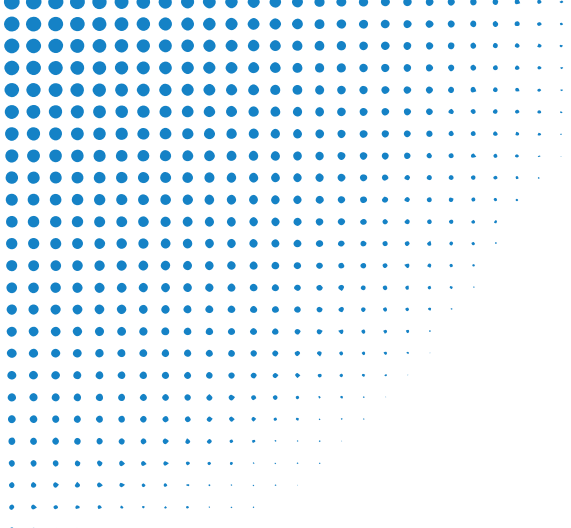


ALMAGUIN HIGHLANDS COMMUNITY LIVING STRATEGIC PLAN

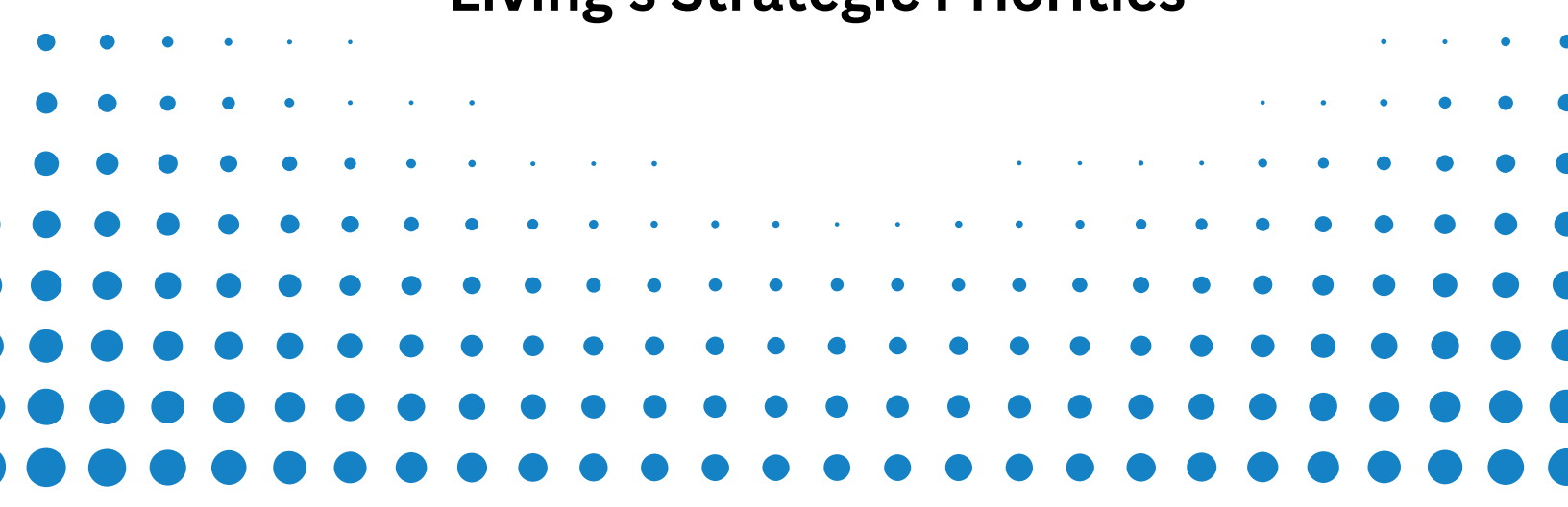
2026-2029

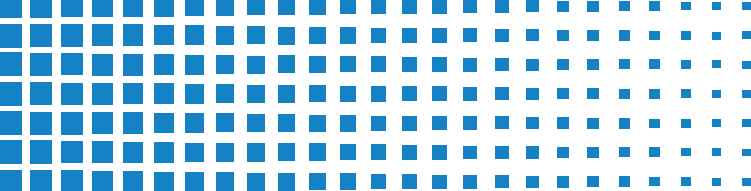
Prepared By :

 People Minded Business



CONTENTS

- 03** A Message from Our Executive Director
 - 04** Our Mission, Vision, and Core Values
 - 05** The Strategic Planning Process
 - 06** A Word from People Supported
 - 07** Trends and Assets
 - 08** Almaguin Highlands Community Living's Strategic Priorities
- 



A MESSAGE FROM OUR EXECUTIVE DIRECTOR

Dear Community Members, Staff, Families and Partners,

I am pleased to share an important milestone in the ongoing journey of our organization. After thoughtful consultation, reflection and collaboration, with many of you Almaguin Highlands Community Living (AHCL) is proud to introduce our new Strategic Plan.

The plan reflects who we are, what we value and where we are going. It has been shaped by the voices of the people we support, their families, our dedicated staff and our community partners. Together we have identified key priorities that will guide our work over the coming years and strengthen our commitment to inclusion, dignity and meaningful community participation.

Our Strategic Plan focuses on several core areas:

- Choice based supports across a persons lifespan
- Trust transparency and strong working relationships
- An excellent workforce providing person- directed supports
- Financial sustainability to protect choice and service quality

At the heart of this plan is a shared belief that every person deserves the opportunity to live a full and meaningful life as valued members of their community. This is not simply a document - it is a commitment to action.

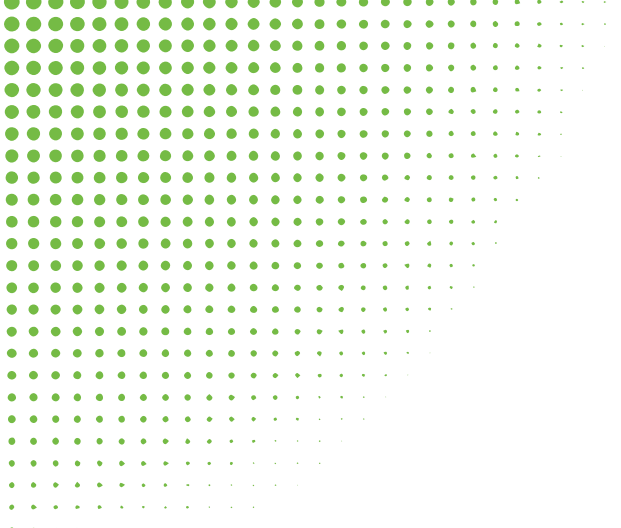
We will continue to listen, learn and adapt as we move forward, ensuring our work remains aligned with the needs and aspirations of those we serve.

I want to extend my sincere gratitude to everyone who contributed their time, insights and passion to this process. Your voices have been instrumental in shaping a plan that is both ambitious and grounded in our values.

We look forward to working together to bring this vision to life.

Warm Regards,

Kerry Carnevale
Executive Director, AHCL



OUR MISSION

Empowering people with intellectual disabilities and their families to be decision makers in their own lives by offering quality services and supports built on trust, choice and advocacy.

OUR VISION

A community where every person is accepted, included and valued.

OUR CORE VALUES

INCLUSION: Promoting the participation of individuals in all aspects of community including home, school and work.

RESPECT: Valuing the diversity, dignity and worth of every person and their family.

PERSON DIRECTED: All supports stem from the choices of the person supported, their needs and aspirations.

COLLABORATION: Through involvement and networking, we are an agency that is engaged, flexible and responsive as a strong community partner.

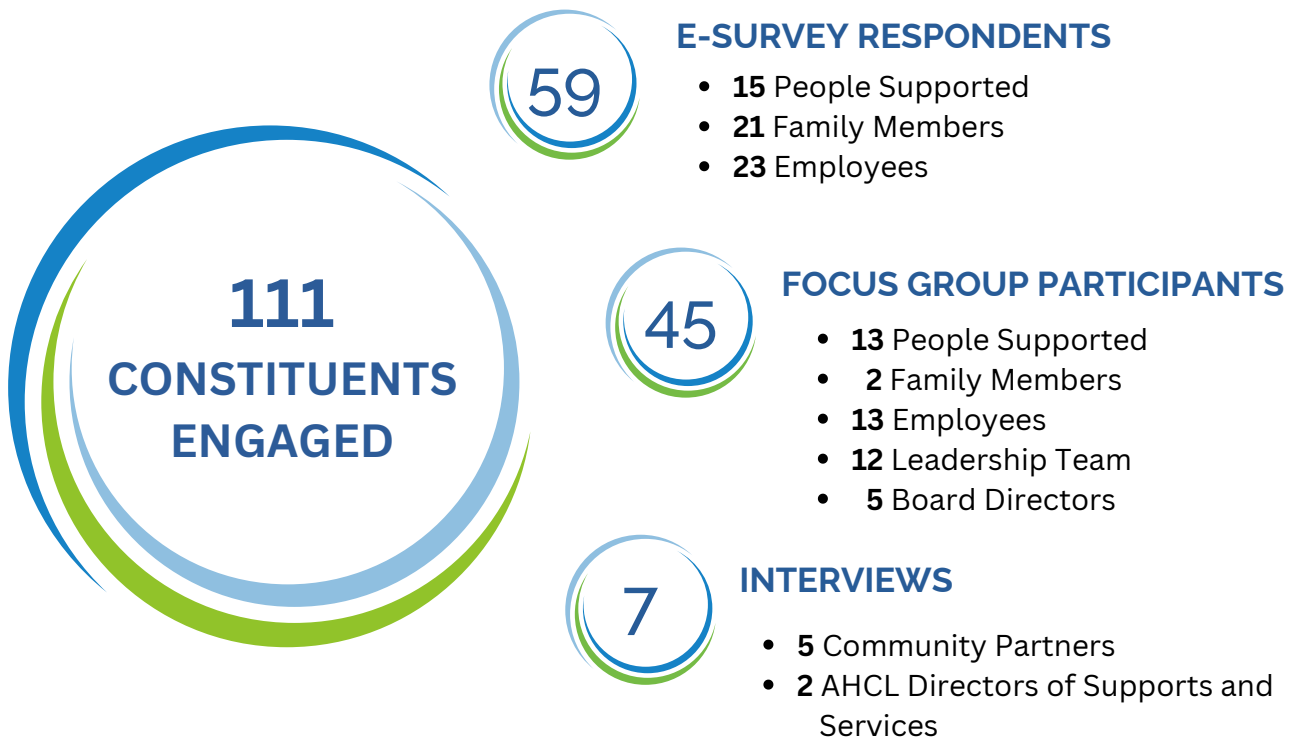
The Strategic Planning Process



Beginning in October 2025, Almaguin Highlands Community Living (AHCL), supported by People Minded Business, a consulting firm with extensive experience working in Developmental Services, undertook a strategic planning process. The stages of the process are below, to help prioritize our focus into 2029.



PMB researched the environment in which AHCL operates, including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, AHCL learned first-hand about what matters most to 111 people representing all the key constituent groups.



A WORD FROM PEOPLE SUPPORTED

AHCL's Mission is "Empowering people with intellectual disabilities and their families to be decision makers in their own lives by offering quality services and supports built on trust, choice and advocacy." Given this, it's fitting to begin with the feedback from the people supported by AHCL. PMB collected 15 survey responses and spoke with 13 people with lived experience across two focus groups, one each in Sundridge and Powassan.

People supported spoke positively about the assistance they receive in their day-to-day lives, particularly staff support with practical tasks like grocery shopping, transportation, paperwork, and during periods of recovery or transition. They highlighted the importance of stable living arrangements, access to staff when needed, and the sense of safety these supports provide. Many also spoke warmly about their relationships with staff and peers, noting that they enjoy the people they spend time with and feel welcomed and included.

Programs and activities were described as an important source of enjoyment and connection. Day programs were especially valued for getting people out of the house, providing opportunities to socialize, and offering activities such as crafts, bowling, and trips. At the same time, people supported expressed a desire for more activities and learning as well as greater choice and independence. This included interest in building life skills, earning and managing their money, and participating more fully in the community.

Overall, people supported appreciate the current relationships and supports and desire greater independence with more opportunities to continue shaping their own lives.



TRENDS

The developmental services sector is facing unprecedented levels of change and challenges. Organizations such as AHCL 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:

- Ongoing Shift to Individualized Funding Models
- Persistent Workforce Shortages and Burnout
- Growing Waitlists and Access Challenges
- Severe Affordable Housing Shortages for People with Disabilities
- Aging of People Supported, Families, and the Workforce
- Rising Mental Health Needs Across All Age Groups
- Increased Focus on Equity, Diversity, Inclusion, and Belonging (DEIB)
- Technological Disruption and Digital Equity Gaps
- Growing Demand for Integrated and Collaborative Service Models

ASSETS

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.

- Deeply embedded person-centred culture
- Compassionate, relationship-driven workforce
- Strong community acceptance and inclusion orientation
- Growing expertise in supporting complex and high-needs situations
- Broad continuum of services across the lifespan
- Strong informal knowledge and local expertise
- An engaged, values-driven board
- Operational adaptability in a rural environment
- Shared readiness for strategic clarity and alignment

ALMAGUIN HIGHLANDS COMMUNITY LIVING'S STRATEGIC PRIORITIES

1. An Excellent Workforce Providing Person-Directed Supports.

AHCL will strengthen our ability to deliver high-quality, person-directed services by investing in a skilled, stable, and well-supported workforce. By focusing on clear roles and expectations, strong leadership, and practical training, we will help staff do their work safely and well. By improving recruitment, retention, and staff support, AHCL will build consistency and trust for the people and families who rely on our services, and ensure staff are well-equipped to support people as decision makers in their own lives.

2. Financial Sustainability to Protect Choice and Service Quality.

AHCL will strengthen our financial position in ways that protect service quality and individual choice while ensuring AHCL remains sustainable into the future. This includes exploring new revenue options, clarifying and consistently applying fee-for-service approaches, and responding thoughtfully to funding pressures and private competition. Given growing demands, AHCL will focus its efforts where we will have the greatest impact, so that we can invest in our workforce and continue providing choice-based, individualized supports.





ALMAGUIN HIGHLANDS COMMUNITY LIVING'S STRATEGIC PRIORITIES

3. Choice-Based Supports Across the Lifespan.

AHCL will support people and families to make informed choices by strengthening services that respond to individual needs, wants, and goals. By aligning supports such as supported living, community participation services, respite and employment-related services with needs and personal goals in a choice-based planning process, AHCL will promote independence, dignity, and meaningful inclusion throughout someone's life.

4. Trust, Transparency, and Strong Working Relationships.

AHCL will focus on clear, transparent communication and respectful working relationships to build trust with families, partners, and communities. We will share information in ways that are easy to understand, make services and decision-making processes more visible, and strengthen relationships that support inclusion and shared responsibility. Strong communication and collaboration will reinforce advocacy, improve service navigation, and help people feel informed, respected, and included.