



Strategic Plan

2026 - 2031



Dear EDCL Community,

We are pleased to share EDCL's 2026-2031 Strategic Plan, which the Board of Directors officially approved at its June 2026 meeting. This plan reflects the voices, experiences, of the many people who make up our community. Through a thoughtful and collaborative process, we came together to identify what matters most and to set a clear direction for the future of our organization. The process was led by Marg Van Herk-Paradis and Amy Obeng-Nsiah from Credence & Co., and participants had many opportunities to share their ideas, experiences, and hopes for the future of EDCL. Throughout the process, Credence highlighted the many strengths of our organization while helping us identify opportunities to grow and build on our success.

One of the most encouraging outcomes was the strong alignment of priorities across all stakeholder groups, including people supported, families, staff, management, and board members. This showed a shared understanding of what is most important for EDCL's future and confidence in the direction we are taking together.

The resulting plan is ambitious and reflects our commitment to continuous growth and improvement. To ensure we can achieve these priorities in a meaningful and sustainable way, we have adopted a five-year planning horizon. Most importantly, this is everyone's plan. Its success depends on the commitment and contributions of all who are part of the EDCL community. Together, we will bring these priorities to life and continue building a strong future for our organization and the people we support.

We invite you to review the vision, mission, values, guiding principles and strategic priorities that will guide our work over the next five years.

Strategic Planning Final Report

VISION

A place where everyone belongs and can live their best life.

MISSION

EDCL assists individuals at every step of adult life by building trusted relationships and working collaboratively with families, staff, and our community to create meaningful and inclusive opportunities.

CORE VALUES



Excellence: We commit to providing high-quality, compassionate care that allows each person to thrive



Belonging: We create a culture where every person feels valued



Respect: We recognize the unique value of each person; we act with dignity and integrity as we relate to one another

GUIDING PRINCIPLES

1. Commit to Lifelong Supports: We provide lifelong supports for adults that balance stability and growth. We will know we are living this value when:

- Supports evolve with each person's changing goals and life stages.
- Planning includes the whole person—health, relationships, purpose, and community.
- Transitions (aging, housing, health) are proactive and not reactive.
- Individuals experience both consistency (stability) and new opportunities (growth).

2. Commitment to People and Excellence in Care: We prioritize the well-being of the people we support, our leaders, and our staff by delivering consistent, high-quality care and fostering a respectful, supportive workplace.

We will know we are living this value when:

- Staff feel equipped, supported, and accountable to deliver high-quality care.
- Services are delivered consistently, safely, and in alignment with best practices.
- Interactions reflect professionalism, trust, respect, and reliability.
- We contribute positively and responsibly to our local community.

3. Lead with Purpose and Innovation: We are a leading and innovative organization, grounded possibility

We will know we are living this value when:

- Innovative and strategic ideas are actively encouraged, tested, and implemented.
- Staff feel supported to try creative approaches without fear of failure.
- Services adapt in response to changing needs.
- We can point to specific improvements made each year.

4. Strategic and Sustainable Growth: We nurture long-term impact through thoughtful and sustainable growth.

We will know we are living this value when:

- Decisions balance immediate needs with long-term sustainability.
- Resources are used responsibly and transparently.
- We can demonstrate continuous improvement year over year.
- Our impact grows steadily, built over time.



STRATEGIC PRIORITIES

Below are three strategic priorities that the senior team will work with to operationalize:

1. Build a Comprehensive People, Leadership, and Volunteer Strategy: Develop a strong workforce and volunteer culture that supports sustainability, leadership continuity, and organizational excellence.

Key Focus Areas

- Create a comprehensive Human Resource (HR) strategy focused on recruitment, retention, wellness, and professional development.
- Strengthen leadership succession planning at all levels of the organization.
- Expand and strengthen volunteer engagement through meaningful roles, training, and recognition.
- Foster a workplace culture that reflects accountability, belonging, collaboration, and excellence in care.

2. Enhance Supports and Service Delivery: Deliver innovative, person-centered supports that help people live meaningful, connected, and fulfilling lives.

Key Focus Areas

- Strengthen and expand day programs and community-based supports to reflect changing needs and interests and provide opportunities for inclusion, skill development, employment, recreation, and community participation.
- Enhance service quality through continuous evaluation, innovation, and feedback from people supported.

3. Strengthen Long-Term Sustainability through Strategic Growth and Infrastructure: Renew and modernize facilities, develop housing solutions that support long-term stability and growth, and explore sustainable fundraising strategies.

Key Focus Areas

- Develop a long-term asset and facility renewal plan that prioritizes safety, accessibility, sustainability, and future growth.
- Explore sustainable fundraising and funding opportunities.
- Plan for long-term financial stability.
- Strengthen relationships with donors, foundations, businesses, community and government partners.
- Increase public awareness of the organization's impact through community education and outreach.



