



For Community Feedback:

# Strategic Plan Priorities – Draft

**Presented by**  
Strategic Initiatives

*August 2025*

# Background

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Across Canada, services for people with disabilities are changing. Provinces are moving toward models that give people more choice. At the same time, there are still big challenges—like long waitlists, funding constraints, not enough housing, and staffing shortages. These changes bring both risks and opportunities for Karis.

This is a key moment for Karis to step forward. With strong relationships and deep experience, we can help shape more inclusive systems. By working together with people supported, families, and employees, we can build services that reflect dignity, choice, and belonging.

We heard from over 1,000 people—through surveys, listening sessions, and conversations—to help shape the future of Karis together.

- **People supported or waiting for services** told us they want more choice and control over their daily lives, and more chances to belong and contribute.
- **Families** asked for better communication and engagement, and dependable support during life changes.
- **Employees** shared the need for clearer roles, better tools, and a culture that supports growth and safety.
- **Christian and community partners** called for stronger collaboration and continued leadership from Karis in promoting inclusive, faith-rooted practices, and shaping public thinking about people with developmental disabilities as inherently valuable.

Karis' 3-year strategic plan is built on the belief that every person is created in the image of God and deserves connection, choice and responsibility to lead their own life.



# Strategic Priorities

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## Invest in our teams to provide great supports to people

**What we Heard:** Karis employees are deeply committed to the people we support and want to feel equipped and empowered in their roles. Employees desire clearer supervision, fair workloads, and more time for meaningful connections. They value opportunities for growth, peer support, and leadership development, and see potential in evaluating roles to strengthen coaching and mentoring. Having the right tools and improved communication will help employees stay focused on what matters most—supporting people well.

**Strategic Intent:** Foster an empowered and diverse workforce that delivers excellent person-directed supports. We believe that caring for teams results in the delivery of exceptional services. When our employees thrive, so do the people we support.

**Goals:** to empower teams in providing great supports to people, we will:

- Evaluate and clarify the role of Program Managers
- Equip first level supervisors to lead their teams in delivering high quality supports
- Strengthen communication to foster transparency, trust, and connection
- Invest in employee wellbeing and psychological safety
- Equip employees with the right tools, systems, and resources they need to succeed
- Build leadership competencies and clarify career progression pathways
- Foster a culture of Equity, Diversity, Inclusion, and Belonging across all levels of the organization

**Outcome:** Employees feel equipped, supported, and connected, resulting in improved service quality, and a workplace people choose to grow in.



# Strategic Priorities

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## Deliver high quality person-directed services that respond to the needs and choices of people

**What we Heard:** People supported want real choice in their lives—from daily routines, to housing, relationships, and employment. They're seeking greater autonomy and responsibility in decision-making and finances, and more consistent, respectful, and person-directed supports. Families and employees emphasized the importance of flexible services, inclusive environments, and better matching processes. There's a strong desire for expanded access to respite, community support programs, and real community participation that fosters belonging and contribution. Delivering quality services will require integrated structures and shared practices to ensure consistency in service delivery.

**Strategic Intent:** Strengthen our foundation for quality to deliver flexible, person-directed services that promote choice and responsibility. We believe every voice matters. By co-designing services and building consistent structures, we will respond to people's self-direction with innovative supports that reflect our mission.

**Goals:** to co-design and deliver high-quality, person-directed services, we will:

- Define and cascade a shared understanding of quality using a person-direction lens
- Develop and implement standard operating environments and procedures
- Expand Community Participation Supports, Family Camp, Respite, Host Family, and Assistive Technology service models
- Explore and improve housing supports to further access to affordable and supportive housing resources
- Stabilize and integrate systems and to improve service consistency and responsiveness
- Strengthen and personalize individualized supports, including continued development of our Independently Facilitated Personal Planning processes.

**Outcome:** People supported experience improved service quality and greater choice, resulting in higher satisfaction. Waitlists are reduced and services are delivered with increased consistency and responsiveness.



# Strategic Priorities

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## Deepen relationships with Christian communities and partners to foster inclusion and belonging for people with disabilities

**What we Heard:** Partners see Karis as a trusted collaborator and values-driven leader. Church communities are eager to grow in inclusion and connection, while government partners welcome Karis' collaboration in designing solutions that improve individualized supports. Families and employees believe Karis can help shape systems that are more flexible, transparent, and person-directed. Strengthening these relationships and continuing to advocate for inclusive, person-directed systems will amplify inclusion and belonging for people with developmental disabilities.

**Strategic Intent:** Strengthen relationships with local Christian communities and partners through advocacy and engagement to foster belonging and inclusion for people with disabilities. We believe that local communities are a place where everybody belongs. By deepening values-based collaboration with Christian communities and partners, we will influence communities to be more inclusive and welcoming of people with disabilities.

**Goals:** to strengthen collaboration with Christian communities and partners in fostering belonging, we will:

- Motivate and equip local churches and people within faith communities to welcome and advocate for people with disabilities
- Develop and implement a government relations strategy
- Mobilize self-advocates and families as ambassadors in advocacy efforts
- Infuse Karis values into relationships with Christian partners, government, self-advocates, families, donors, and volunteers

**Outcome:** People supported are known, noticed, and missed in vibrant unpaid local community relationships. Christian communities become active partners in fostering inclusion, and Karis is recognized as a trusted collaborator in advocating for people with disabilities.



## Turning Strategy into Action

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This 3-year plan sets our direction for the next three years, but it only works if we put it into action. Each year, Karis will create a clear implementation plan with goals, timelines, and responsibilities to move our priorities forward. We'll take a step-by-step approach—starting with quick wins, growing what works, and building lasting change.

As we move ahead, we'll make sure our teams, systems, and structures are ready to support the work. Success will take teamwork, learning, and staying connected to the people we serve. We'll track progress, share updates, and keep adapting to make sure our strategy stays strong and meaningful.

**To make this strategy work, we need everyone involved.** We will continue our co-design journey and stay connected through regular listening, shared stories, and clear communication. Teams across Karis will take ownership, helping us stay focused, responsive, and united in our commitment to meaningful change.





# Celebrate Every Journey

**60**  
Years

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**karis**   
Disability Services