2026-2031

Strategic Plan

Building a community where everyone belongs and thrives



SURREY PLACE

Who We Are: About Surrey Place

Surrey Place is a not-for-profit organization that helps people of all ages with autism-, developmental- and sensory-related concerns build their skills and confidence so they can realize their dreams. Through our holistic circle of care approach, we bring together clinicians, staff, partners and experts to collaborate and co-design programming with our clients to ensure they are set up for success. Since 1962, we have supported people with varying and complex needs in the Toronto region and more recently expanded our services to include communities in Northwestern Ontario.

With the launch of this new Strategic Plan, our mission, vision and values have been refined to better reflect Surrey Place's unique strengths and our aspirations for the next 5 years and beyond.



Our Mission Statement:

Surrey Place partners with individuals, families, organizations and communities to enhance developmental, neurodivergent and sensory care across the lifespan by providing innovative, data-driven and person-centered support.

Our Vision Statement:

A community where everyone belongs, differences are embraced and every person thrives.

Our Values:

Accountability

We take responsibility for our actions, welcome feedback and improve our services through transparent, professional and ethical conduct.

Collaboration

We co-design the best possible care by collaborating with individuals, families, healthcare providers and community stakeholders.

Evidence-Based Practice

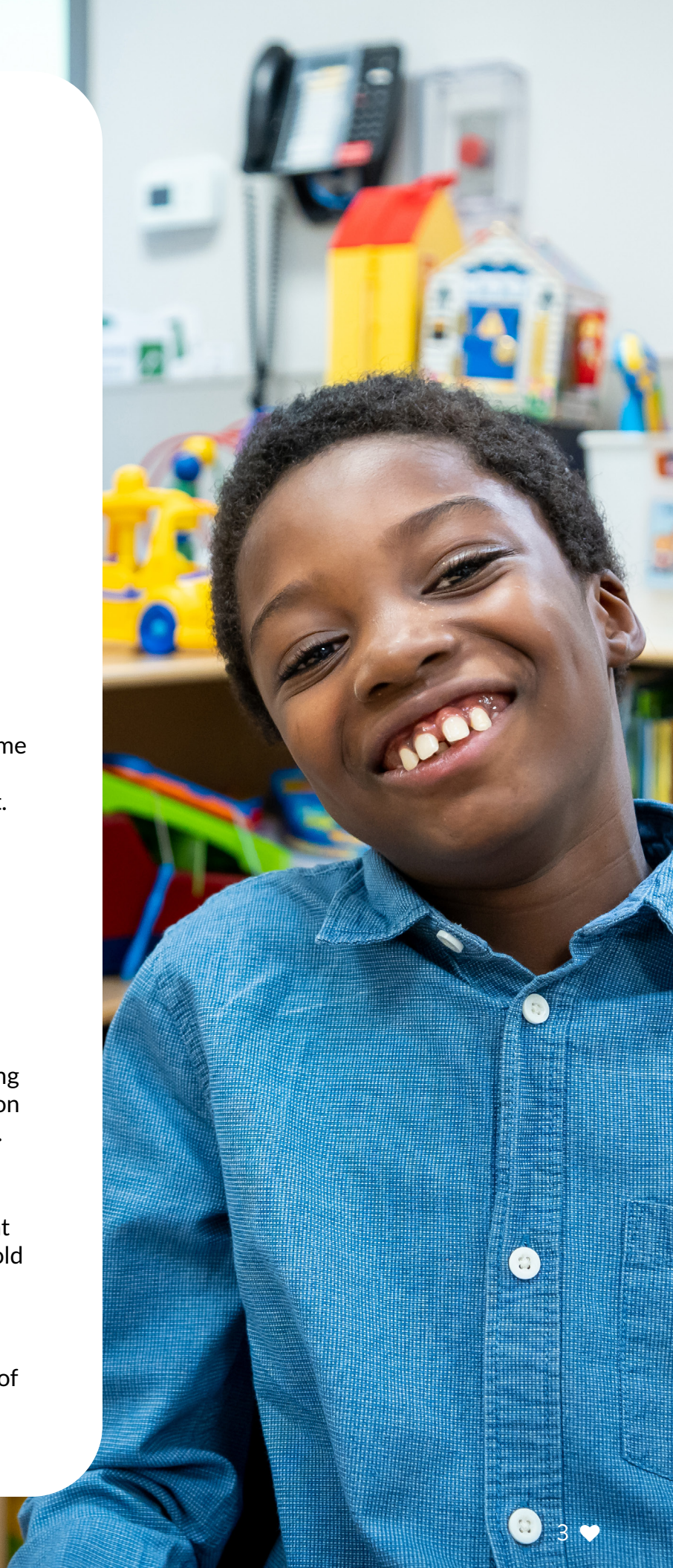
We evaluate and strengthen our services using the latest research and we embrace innovation to advance clinical practice across our sector.

Inclusion

We create welcoming, safe environments that celebrate diversity, remove barriers and uphold every person's right to belong.

People-Focused Services

We honour the strengths, values and beliefs of our clients and their families, and equip them to make informed decisions about their care.





What do we mean by sensory care and neurodivergent?

Sensory care refers to the services and supports for people with a range of sensory needs, including those who are blind or have low vision, are deaf or hard of hearing, or have differences related to touch, movement, taste and smell.

Neurodivergent describes the natural differences in how our brains process information and experience the world. The term is often used to refer to people with conditions such as autism, ADHD, dyslexia or other cognitive and developmental differences. Neurodivergence challenges the idea that there is a single right way for the brain to function and asserts that different brain types bring unique strengths and points of view.

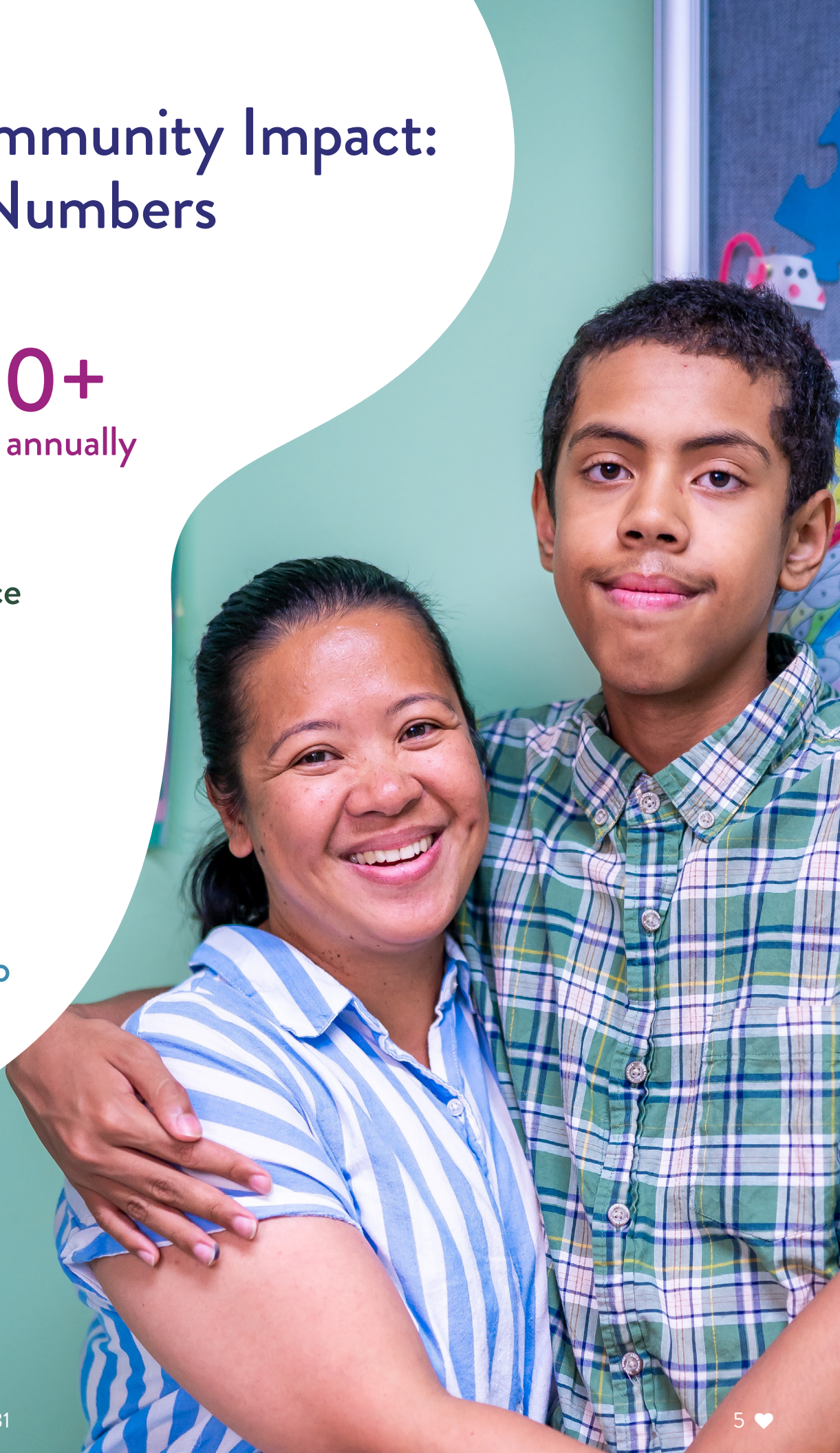
Our Community Impact: By the Numbers

10,000+
clients served annually

60+
years in service

30
cross-sector partnerships

4
locations across Toronto



Reporting Back: 2023-2026 Strategic Plan Achievements

Our 2023-2026 Strategic Plan was built on 3 key pillars:

1. **Sustainability through change**
2. **Accessible and exceptional service**
3. **Culture of resilience**

Over the past 3 years, we:

- **Launched new programs** for children and youth with autism spectrum disorder.
- **Opened the Community Pantry** to address food insecurity in our community.
- **Expanded our impact to hospitals, remote regions and underserved communities** across Ontario through meaningful partnerships and collaborations.
- **Made strides in streamlining access** to our developmental services.
- **Created shared spaces** for learning, raising awareness and demystifying stigma.
- **Strengthened our offering of supports** available for families with complex needs.
- **Engaged in organization-wide training** to strengthen our knowledge and enhance our commitment to equity, diversity, inclusion and accessibility.



We are deeply proud of these achievements and look forward to building on our mission and vision guided by the pillars of our new 2026-2031 Strategic Plan.



Transforming Insight into Impact

Our Framework: Listening, Learning and Leading Together

Our new Strategic Plan is grounded in an honest reflection of the challenges Surrey Place currently faces and an optimistic vision for the future. In 2025, we undertook an in-depth engagement process including a survey, open house sessions, interviews and document reviews. Our goal was to better understand the experiences of our clients, staff, partners and communities.

In the 300+ responses received, several key themes emerged. We heard a desire for expansion of our adult services, reduced waitlists and seamless support across life stages. There's enthusiasm for innovation, new service models and tools that enhance efficiency. Internally, our staff value teamwork and flexibility. They're eager for opportunities to grow within the organization. And our entire community wants consistent accountability—clear communication, sound financial stewardship and data-informed decision making

Additionally, over 200 individuals participated in a Surrey Place visioning exercise that solidified our long-term organizational priorities. Through meaningful engagement with our staff and community, we have ensured the new Strategic Plan reflects collective organizational thinking that is grounded in lived experience, transparency and shared ownership.

From these conversations, a clear message emerged: people care deeply about Surrey Place's mission and impact. This Strategic Plan is our collective response.



The Strategic Directions

Our new Strategic Plan is built around three bold directions that reflect what we heard from our community, and where we're headed next:

1. Foster stronger community connections

2. Build a resilient, empowered, and entrepreneurial organization

3. Establish Surrey Place as a trusted leader

Drivers of Success: The Six Enablers

We have identified six organization-wide strategic enablers that will serve as our foundation as we embark on this new phase. These enablers will be embedded into all of our workplans and accountability frameworks.

1. **People, Culture & Leadership:** We invest in our people to build an inclusive, skilled, and resilient workforce equipped to lead change and deliver high-quality care.
2. **Equity, Diversity, Inclusion & Accessibility:** We design services and spaces that are inclusive, anti-oppressive and accessible, ensuring full participation across our organization and community.
3. **Financial Sustainability & Operations:** We manage resources responsibly, modernize infrastructure and strengthen operations to support long-term growth and impact.
4. **Technology & Data:** We use technology and data to drive efficiency, while improving decision-making, service coordination, equity monitoring and client experiences.
5. **Brand & Engagement:** We build trust through a strong, unified brand and clear, consistent communication with clients, staff, partners and the public.
6. **Quality & Evidence-Based Practice:** We employ clinical best practices, person-centered care and continuous improvement to ensure our services are safe, effective and grounded in lived experience and research.

What are enablers?

Enablers are the tools, people, and resources our organization needs to carry out its plan. They're the essential building blocks that need to be in place to support our work before we can reach our goals and hit key milestones.





Key Trends Shaping the Sector

1. **Economic Uncertainty:** Ongoing challenges include rising inflation, tariffs, lack of available funding and declining charitable support.
2. **Complex Barriers to Care:** Fragmented services, long waitlists, rise in demand and increased complexity of client needs are issues that affect access to support across the developmental services sector.
3. **Lifespan Approach to Programs and Services:** There is a growing recognition of the need for lifelong supports across the sector that is amplified by the fact that many adults with developmental disabilities are currently supported by aging caregivers.
4. **Rapid Technological Advancements:** AI is quickly changing how we live and work, impacting how services are delivered, and how support can be received, while also raising important questions about equitable access for the communities we serve.
5. **Equity, Diversity, Inclusion and Accessibility:** Commitment to EDIA initiatives remain high across Canada's non-profit sector.



Strategic Direction 1

Foster Stronger Community Connections

By 2031, Surrey Place will deepen its role as a connector and collaborator, fostering inclusive partnerships that strengthen access to care regionally in Toronto and Northern Ontario, and beyond. We build bridges, internally and externally, to create a more integrated system of support, co-design programs that reflect community needs and empower individuals through a culture of possibility.

Realizing this direction will depend on our Equity, Diversity, Inclusion & Accessibility, Quality & Evidence-Based Practice, and Technology & Data enablers, to help build stronger community connections.

Outcomes and Impact

- Growth of our program offering for clients of all ages to better meet increasing demand for Surrey Place services.
- Intentional relationships developed with Indigenous communities to ensure Indigenous families and clients feel safe and supported accessing Surrey Place services.
- Modernized spaces that are inclusive, accessible and trauma-informed, offering comfort and psychological safety for all community members.
- Investments in technology and data will improve service access through the creation of seamless digital experiences.
- Position Surrey Place as a known and trusted pillar of the community through multi-channel marketing engagement to grow brand visibility. This will broaden our reach and participation rates, while also strengthening philanthropic support.

Our Commitments

- Build capacity within partners, families and the broader community to support inclusion and engagement.
- Develop and nurture strategic partnerships across sectors to improve access and integrated care.
- Evolve the Surrey Place brand beyond clinical services to reflect holistic life engagement and community well-being and belonging.
- Create welcoming, accessible and brand-aligned spaces through thoughtful capital planning and facility design, co-design and engagement with community members.





Strategic Direction 2

Build a Resilient, Empowered and Entrepreneurial Organization

By 2031, Surrey Place will become a more agile, innovative and people-powered organization. This direction focuses on building internal resilience through talent development, co-designed workplace pilots and stronger operational infrastructure. We're committed to ensuring the Surrey Place team is driven by shared goals and that everyone has the tools they need to succeed in delivering on our mission.

Realizing this direction will depend especially on our People, Culture & Leadership and Financial Sustainability & Operations enablers, which form the backbone of everything we're building.

Our Commitments

- Innovate service offerings based on community input, clinical expertise, market insights and emerging needs.
- Ensure financial sustainability while strategically investing in programs, people and infrastructure to support long-term growth and adaptability.
- Champion quality standards, compliance and best practices through continuous improvement and accountability.
- Cultivate an inclusive, client-centered internal culture grounded in equity, ethics, continuous learning, feedback and accountability.
- Strengthen staff engagement and resilience by fostering entrepreneurial minds and celebrating internal innovation.

Outcomes and Impact

- New innovative clinical service offerings that reflect community needs.
- Refreshed client experience evaluation tools for improved data collection and analysis.
- An internal culture of continuous learning supported by strategic development opportunities.
- Leaders and staff have the right skills and training to consistently exceed client expectations.
- Every staff member understands their role in delivering on organizational strategy.
- Surrey Place culture embodies practices that support all people in feeling valued, supported and empowered to thrive.
- Learning and innovation are supported through digital platforms and evidence-driven processes. Staff and leaders are equipped with the digital competencies required to make data-informed decisions.





Strategic Direction 3

Position Surrey Place as the Trusted Leader in Neurodiversity and Developmental Care

By 2031, Surrey Place will lead the developmental services sector by influencing policy, generating research and centering the voices of those we serve. We will be recognized as a thought leader that shapes practice, inspires advocacy and builds equity-driven systems of care.

Realizing this direction will depend on our People, Culture & Leadership and Brand & Engagement enablers, to advance our leadership in neurodiversity.

Our Commitments

- Serve as a trusted thought leader to academia, government and sector partners through teaching, advocacy and research.
- Use data, best practices and evidence-informed research to influence policy, service models and system decision-making.
- Develop and apply ethical frameworks that promote equity, accessibility and high-quality service across the sector.
- Elevate the voices of people seeking inclusion and access, and amplify their stories through co-design, storytelling and inclusive communication.

Outcomes and Impact

- Clients and families experience seamless, responsive continuity of care with improved support at key lifespan transition points.
- Strong, sustainable research and academic partnerships that advance innovation and system learning.
- Surrey Place publishes accessible, timely and evidence-informed data that guides policy, system planning and academic partnerships.
- Emerging technology like AI is responsibly and ethically leveraged to reduce administrative burden across the sector.
- Surrey Place is recognized as a trusted voice within the sector and our clients' voices and lived experiences shape broader understanding and influence.



Our Path Forward: From Strategy to Action

This Strategic Plan is a living document. It reflects the insights and aspirations of those who work here, find support and partner with us. It will serve as both a roadmap and an ongoing conversation—one that will unfold across five years ensuring space to learn, adapt and grow as circumstances and priorities evolve.

Each strategic direction is supported by clear commitments, defined activities and responsibilities, and outcomes we can track. Departmental action plans will cascade from this framework, and staff will be engaged in building these plans, contributing to shared goals and evaluating results.

This clear vision combined with a shared commitment among our Board, leaders, staff and community ensures everyone is on the same page with where we want to go, how we're going to get there and the meaningful difference we ultimately aspire to make.

Year 1 and Year 2 will focus on activation: launching pilots, building capacity and establishing clear baselines. These early years will also be a period of learning and adaptation, allowing us to respond to what works and refine our approach in real time.



The Surrey Place team will work together to monitor progress and ensure accountability to our community and stakeholders every step of the way. Regular reviews will track progress towards our goals and allow us to adapt as needed each year, with our mission at the heart of every decision we make.

Because we know that when we follow the lead of our community, care becomes more inclusive, responsive and impactful.



Stay Connected!

surreyplace.ca

communications@surreyplace.ca

@SurreyPlaceON

@SurreyPlaceON

@SurreyPlace

@SurreyPlaceOntario

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