



# Strategic Plan 2023-2027

PARKDALE ACTIVITY-RECREATION CENTRE



Developing a five-year strategic plan has its share of challenges, and our latest one, delayed by three years due to the COVID-19 pandemic, is no exception. The pandemic has so deeply affected our members, staff, community, and city – it’s hard to imagine ever ‘going back’ to how we used to live, work, and connect with each other.

The pandemic also has a profound impact on individuals facing houselessness and those struggling with mental health and substance use challenges. The lack of access to community-based spaces and loss of in-person interactions created a ripple effect throughout PARC, on morale, relationships, and concerns that our Drop-in, programs, and services would never be fully operational again.

Yet, like so many non-profit organizations providing essential services for our city’s most vulnerable, we adapted and moved forward.

Our 2023-2027 Strategic Plan outlines our goals and objectives for the next five years, with a commitment to listening, sharing, collaborating and envisioning together as we work to implement it. We remain grounded in our dedication to caring for our members and pushing for systemic change, while recognizing the need to increase our anti-racism and equity work, have greater diversity throughout our organization, and prioritizing wellness and rest for our staff.

We would like to thank everyone who participated in and supported the development of this plan. As always, it is the collective wisdom of our members, staff, volunteers, partners, and community that keeps us inspired and working to deliver on our mission.

We look forward to sharing the actions and outcomes over the next five years and welcome your feedback as we work towards our goals.

**Victor Willis**  
Executive Director, PARC

**Tyde Cambridge & Bruce Voogd**  
Co-Chairs, PARC Board of Directors

June 12, 2023

## Our Mission

A community where people rebuild their lives.

We work with people who live with mental health and substance use challenges. They may also struggle with issues related to poverty such as houselessness and food insecurity. We have a drop-in centre with social, art and recreation activities, and offer a wide range of services and programs including housing, financial, employment and outreach support.

The simple act of walking through our doors is what makes a person a PARC member – choosing to give back, create and grow is how members contribute and build community.

## Our Vision

Everyone living with dignity and safety, with enough resources to explore and achieve their potential.

## Our Values

Respect | Dignity | Inclusion | Compassion | Caring | Kindness | Trust

# What Guides our Work

## Belonging

PARC is a community with open doors that welcomes people.

## End Poverty

PARC focuses on the individuals affected and the systemic practices that produce poverty.

## Healing and Health

PARC is a place where people rebuild their lives with opportunities to share and learn.

## Human Rights

PARC works to challenge oppression that renders people vulnerable.



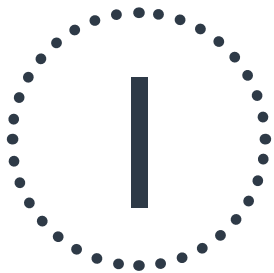
## We are committed to:

- The health, well-being, and recovery of PARC's members, tenants, and staff.
- Placing safety and inclusion at the centre of everything we do.
- Social justice and challenging systems of oppression.
- Diversity in leadership, staff and services to meet the needs of PARC.
- A supportive housing model helping people feel connected and hold a meaningful place in the community.
- Being consistent, clear and transparent in our communications.
- Investing in organizational training, structures, systems and process.
- Collaborating with PARC partners, our local community and neighbours to deliver on our mission.

# PARC Strategic Planning

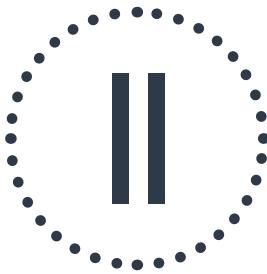
Our planning process began in 2022, with organizational reviews and a mix of hybrid meetings including “circle groups” where members, staff, board members and volunteers had the space to share ideas, experiences, concerns, hopes and, most importantly, with each other.

Our Strategic Planning Committee and meeting Facilitators met regularly throughout the planning process to discuss and review reports and drafts, providing feedback and ideas at each phase.



## Prepare & Listen

Phase I included reviews of previous plans, reports, organizational structures and systems, ‘circle groups’, interviews and surveys.



## Envision & Plan

In Phase II, we used summaries and insights from Phase I, to develop our strategic priorities, objectives and sample activities. The Strategic framework draft went to staff for feedback before reviews with our strategic planning committee and PARC Board.



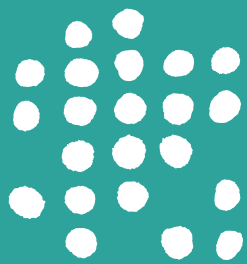
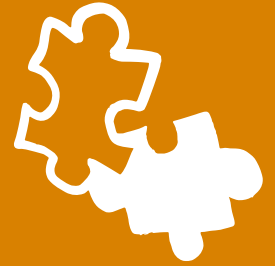
## Execute & Evaluate

In Phase III, we crafted the full plan including steps for implementation which will be done by PARC teams. This is an iterative process with checkpoints for the duration of the five-year strategic plan.

# 2023–2027 Priorities

Over the next five years, we will:

## Reimagine the Way We Work



## Build our Member Community

## Strengthen Supportive Housing



## Embed Equity and Reconciliation

# Reimagine the Way We Work

Listen, Collaborate, Co-design



We strive to create safe, authentic spaces that are respectful and mindful of different energies, ways of working and align with PARC values. Our approach is rooted in giving people an opportunity to share and learn from each other.

## Objectives

- Champion ongoing listening, collaboration, co-design in all aspects of our work.
- Invest time and resources for staff and peer training, professional development, engagement and social connection to foster an equitable, accessible, safe and supportive working environment.
- Review and assess organizational culture and approach to program and service delivery with staff and members.



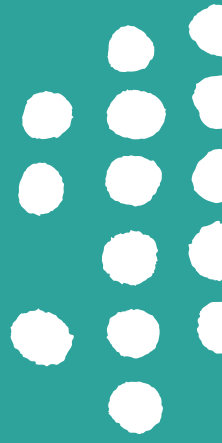
## Implementation might look like...

- Integrating leadership and teamwork activities into department and individual work plans.
- Re-building agendas at staff meetings to have time to share stories and accomplishments with each other.



# Build our Member Community

Outreach, Delivery, Advocacy



Our members are at the centre of everything we do. "A Home. A Job. A Friend. A Neighbourhood." represents our integrated approach to provide essential supports and services.

## Objectives

- Increase PARC member participation in needs assessment and evaluation of programs and services, supportive housing and member employment.
- Re-establish opportunities for social and community connection, learning from one another, in-person and online, wherever possible.
- Partner with organizations to reach diverse communities in need of our services and programs.



## Implementation might look like...

- Inviting members to collaborate on and participate in surveys, group discussions and reviews of action plans.
- Asking our donor, volunteer and local community members to join information and discussion sessions about PARC to foster connection, and support of our mission.

# Strengthen Supportive Housing

Quality, Safety, Community



Providing safe and adequate housing for PARC tenants means prioritizing maintenance and tenant support with communications and status outcomes.

## Objectives

- Advance efforts to meaningfully engage PARC tenants in the development and integration of PARC supportive housing and tenant community in Parkdale.
- Continue to build trust with PARC tenants by providing housing stability and tenant supports that meet their needs.
- Advocate for an increase in the number and options for safe, supportive, affordable housing.



## Implementation might look like...

- Improving system delivery to ensure that supports, services, maintenance and updates are integrated and accessible for tenants.
- Launching a Tenant Advocacy Committee to involve tenants in the planning and decision-making of housing supports and to foster community.

# Embed Equity and Reconciliation

Diversity, Inclusion, Harm Reduction



Embedding EDI in every aspect of our work includes building more diversity across PARC including leadership, staff, members and tenants to ensure our programs and services are inclusive.

## Objectives

- Implement clear anti-oppressive policies, procedures, and protocols to guide PARC's practices.
- Continue to actively promote equity, diversity and inclusion across our organizational work.
- Partner with Indigenous housing provider to assist in creating culturally Indigenous housing, programs and services.



## Implementation might look like...

- Engaging BIPOC for EDI leadership training and co-designing our EDI action plan.
- Reviewing hiring criteria and assessment to ensure prioritization of lived experience, and equity-deserving groups across all areas.

# Success Measures



PARC teams will work on implementation actions and key performance indicators that are SMART (specific, measurable, achievable, relevant and time-bound).

We look forward to sharing actions, outcomes and progress as we work on our achieving our goals.

If have any questions about our 2023-2027 Strategic Plan or would like more information on getting involved at PARC, please email: [stratplan@parc.on.ca](mailto:stratplan@parc.on.ca)



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