



STRATEGIC PLAN 2026-2028

LIVING YOUR LIFE TO IT'S FULLEST

TABLE OF CONTENTS

03	Message from the Executive Director
04	Message from the Board Chair
05	Introduction: Organizational Snapshot
06	Planning Process & Community Engagement
07	Engagement Process
08	About Choices Association Inc.
10	Mission, Vision & Values
11	Environmental Scan & Sector Context
13	What We Heard • People Supported • Families & Caregivers • Staff & Leadership
15	Emerging Themes & Organizational Priorities
16	Strategic Priorities, Objectives & Key Actions
19	Measurement & Accountability Framework
20	References

MESSAGE FROM THE **EXECUTIVE DIRECTOR**

OMAR MAHAMED
Executive Director

When I first joined the Board of Directors at Choices Association Inc. in 2020, I was drawn to the organization's mission, the people it supports, and the dedication of the staff working every day to create meaningful lives within our community.

In 2025, following a period of significant organizational transition, I stepped into the role of Interim Executive Director and later accepted the permanent role in September 2025. During this time, it became clear that while Choices had many strong foundations, there was also a need for greater consistency, accountability, and stronger organizational systems.

Over the past year, we focused on listening, learning, and laying the groundwork for long-term improvement. Through engagement with staff, leadership, caregivers, families, and people supported, several priorities consistently emerged, including communication, workforce stability, person-centered support, and organizational consistency.

At the same time, the organization began strengthening operational systems, communication practices, oversight processes, and broader modernization efforts.

One of the clearest messages throughout this process was that the future of Choices requires strengthening our foundations and building greater consistency across the organization.

This Strategic Plan for 2026–2028 reflects that commitment and focuses on practical, measurable, and sustainable improvement across the organization.

I am deeply grateful to everyone who contributed their time, perspectives, and feedback throughout this planning process.

Over the next three years, we remain committed to strengthening the organization and the quality of support provided to the people we serve.

Thank you for being part of this journey.



MESSAGE FROM THE BOARD CHAIR

The Board of Directors of Choices Association Inc. is pleased to present this Strategic Plan for 2026–2028.

Over the past year, Choices has experienced a period of significant transition, reflection, and renewal. Beginning in July 2025, a newly formed Board came together with a shared commitment to strengthening the organization and supporting its long-term growth and stability. While each Board member brings a different professional background, including marketing, settlement services, psychology, and finance, we are united by a common goal: ensuring that Choices continues to evolve in ways that strengthen supports for the people served by the organization, while also supporting the staff, leadership, and systems that make that work possible.

Throughout this planning process, the Board has worked closely with the executive director to review organizational risks, strengthen governance practices, support operational improvements, and help establish a stronger foundation for the future. This has included reviewing agency structure, supporting process development, participating in strategic planning discussions, and helping identify opportunities to improve accountability, communication, and organizational effectiveness.

As a Board, we recognize that meaningful progress requires both vision and consistency. Over the next three years, we remain committed to supporting the organization in strengthening its systems, stabilizing and supporting its workforce, improving communication and caregiver engagement, and enhancing the quality of support provided across all programs and services.

We would like to thank the staff, leadership team, caregivers, families, volunteers, community partners, and people supported who contribute to Choices every day. Your commitment, resilience, and feedback continue to shape the direction of this organization.

We look forward to supporting the continued growth of Choices Association Inc. and the important work ahead.

MARYAM QADER
Board Chair





INTRODUCTION: ORGANIZATIONAL SNAPSHOT

Residential Sites	Huron, Dennis, Duncan, Carlisle, Meghan, Acorn Apartments, Rockton, Silver, Harvest, & Rudy			
Programs	Supported Group Living 42	Supported Independent Living - 22	Community Participation	Host Family - 7
People Supported	71			
Service Area	Hamilton, Flamborough, Waterdown, Rockton, Carlisle, and surrounding areas			
Employees	Union - 113	Non-Union - 22		

Choices Association Inc. provides support to individuals with diverse needs, including individuals living with developmental disabilities, dual diagnoses, mental health concerns, behavioral support needs, aging-related challenges, and varying levels of independence. Services are delivered through person-centered approaches that aim to balance safety, autonomy, informed choice-making, community engagement, and individualized support planning.

This Strategic Plan for 2026–2028 is informed by consultation with people supported, caregivers, families, staff, leadership, and community partners.

Several common priorities emerged, including communication, staffing stability, training, accountability, caregiver engagement, and consistency of support.

The engagement process also highlighted many organizational strengths, including dedicated staff, positive relationships, meaningful engagement, and a shared commitment to improvement across the organization.

This Strategic Plan represents a commitment to practical, measurable, and sustainable improvement over the next three years.

PLANNING PROCESS & COMMUNITY ENGAGEMENT

The development of the Choices Association Inc. Strategic Plan 2026–2028 was guided by a commitment to collaboration, reflection, transparency, and meaningful engagement with the people connected to the organization. Recognizing that strategic planning must be informed by both operational realities and lived experiences, Choices undertook a broad consultation and review process designed to better understand organizational strengths, identify ongoing challenges, and help shape priorities for the future.

Input was gathered from people supported, caregivers and families, staff, leadership, Board members, and community partners through surveys, interviews, meetings, operational reviews, and strategic planning discussions.

People supported emphasized the importance of meaningful activities, relationships, independence, community participation, and individualized supports.

Caregivers and families emphasized communication, staffing consistency, accountability, caregiver inclusion, and staff competency in supporting complex needs.

Staff identified challenges related to staffing, burnout, onboarding, communication, accountability, and operational consistency, while also recognizing opportunities for collaboration and organizational improvement.

Stakeholders identified the need for greater consistency, communication, accountability, and clearer organizational systems across the organization.

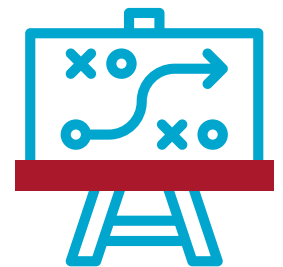
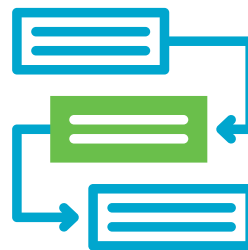
The priorities outlined in this Strategic Plan reflect the feedback gathered throughout the consultation process and the realities currently facing the developmental services sector.

Choices Association Inc. extends sincere appreciation to everyone who contributed their feedback and perspectives throughout this planning process.

CONSULTATION SUMMARY

Engagement Activity	Participants
Direct Support Professional Surveys	31 Responses
Direct Support Professional Team Meetings	46 Responses
Caregiver Interviews	6 Responses
People Supported Interviews	5 Responses
Leadership Retreat	Two Days
Board Discussions	Monthly for 7 months

ENGAGEMENT PROCESS



Listening



Reviewing



Identifying
Themes



Setting Priorities
Actions



Building

**“Communication is the biggest
issue in the organization.”**

**“I want more activities
and independence.”**

**“Staff need more
autism training.”**



ABOUT CHOICES ASSOCIATION INC.

Choices Association Inc. is a community-based developmental services organization that provides person-centered supports to individuals with developmental disabilities and complex support needs across Hamilton and surrounding areas. The organization is committed to supporting people in living meaningful, self-directed lives that promote dignity, inclusion, independence, and quality of life. Choices provides a range of residential and community-based supports designed to meet the diverse needs of the people it serves. These supports include Supported Group Living, Supported Independent Living (SIL), Host Family services, Outreach and Passport-Related supports, and Community Participation programming. Through these services, the organization supports individuals in building relationships, participating in their communities, developing life skills, and pursuing personal goals.

Community inclusion and relationship-building remain central to the organization's approach. Choices supports individuals in accessing recreational activities, employment and volunteer opportunities, social connections, educational experiences, and meaningful participation within their communities. Choices works collaboratively with staff, caregivers, families, community partners, and external service providers. The organization works closely with healthcare professionals, Developmental Services Ontario (DSO), Ministry representatives, and community agencies to coordinate supports and respond to individual needs.

SERVICE OVERVIEW

Engagement Activity	Engagement Activity
Supported Group Living Residence	Supported Group Living (SGLR) provides 24-hour residential support within shared homes located throughout the community. Individuals supported receive assistance tailored to their unique needs, which may include personal care, medication administration, meal preparation, behavioral and emotional support, health coordination, financial assistance, transportation, and community participation. The goal of SGL services is to provide a safe, stable, and person-centered living environment that promotes dignity, independence, relationship-building, skill development, and meaningful quality of life while balancing individual choice and support needs.
Supported Independent Living	Supported Independent Living (SIL) supports individuals who live more independently within their own apartments, shared living arrangements, or community-based housing settings while continuing to receive individualized assistance from staff. Supports are flexible and may include budgeting, meal planning, medication reminders, appointment coordination, emotional support, crisis response, housing stability, life skills development, and community integration. SIL services are designed to promote autonomy, self-direction, and increased independence while supporting safety, well-being, and stability within the community.
Community Participation	Community Participation (CP) services provide meaningful daytime programming and community engagement opportunities that support personal growth, skill development, social inclusion, recreation, volunteerism, and community involvement. Programming is designed around the interests, goals, and abilities of the people supported and may include life skills activities, educational opportunities, volunteer placements, wellness initiatives, recreational outings, arts and creative programming, employment preparation, and community partnerships. The program aims to foster confidence, social connection, independence, and active participation within the broader community while supporting individuals in pursuing meaningful and fulfilling daily experiences.
Host Family	The Host Family program provides individuals with the opportunity to live within a family home environment where they receive individualized support, guidance, and inclusion as part of everyday family and community life. Host Families work collaboratively with Choices to support the individual's goals, routines, health and safety needs, relationships, independence, and overall well-being. This model promotes stability, belonging, consistency, and meaningful relationship-building while offering a more personalized residential support option within a community setting.

MISSION, VISION & VALUES

At Choices Association Inc., our mission, vision, and values guide the work we do every day and reflect our commitment to the people we support, their families and caregivers, our staff, and the broader community. These principles shape how services are delivered, how decisions are made, and how relationships are built across the organization.

As the organization continues to grow and evolve, these foundational principles remain central to our approach. They reinforce our commitment to quality support, meaningful relationships, inclusion, dignity, and the well-being of the individuals we serve.

MISSION

To provide quality supports that enhance the quality of life for people with intellectual disabilities.

VISION

To see people living their lives to their fullest potential based on their personal preferences and dreams.

VALUES

Person Centered

We believe each person supported has unique strengths, goals, preferences, and aspirations. We are committed to providing individualized supports that promote choice, independence, dignity, and meaningful participation within the community.

Respect

We value the rights, voices, experiences, and diversity of all individuals. We strive to foster environments where people supported, families, caregivers, staff, and community partners are treated with fairness, professionalism, and mutual respect.

Integrity

We are committed to honesty, accountability, ethical practice, and transparency in all aspects of our work. We strive to act responsibly and make decisions that reflect the best interests of the people we support and the organization as a whole.

Compassion

We approach our work with empathy, understanding, patience, and care. We recognize the importance of building supportive relationships and creating environments where individuals feel safe, valued, and supported.



ENVIRONMENTAL SCAN

& SECTOR CONTEXT

The developmental services sector in Ontario continues to evolve in response to changing community expectations, increasing complexity of support needs, workforce challenges, and ongoing provincial reform efforts. As Choices Association Inc. looks toward the future, understanding the broader external environment is essential in identifying both the opportunities and pressures impacting the organization and the individuals it supports.

Choices Association Inc. operates within Ontario's developmental services sector, a system that is undergoing significant change while also facing increasing pressure. Across the province, agencies are being asked to provide more person-directed, flexible, inclusive, and accountable supports, while

also responding to workforce shortages, rising complexity of needs, funding limitations, housing pressures, and increased expectations from families, caregivers, government, and the broader community.

Ontario's long-term developmental services reform framework, *Journey to Belonging: Choice and Inclusion*, outlines a vision where people with developmental disabilities are supported to live inclusive lives within their communities through equitable and person-directed supports (MCCSS, 2021). This direction aligns closely with the mission and values of Choices Association Inc. and reinforces the need for consistent, person-centered practices across the organization.

WORKFORCE PRESSURES AND STAFFING STABILITY

Workforce instability remains one of the most significant pressures facing developmental services agencies across Ontario. These pressures are reflected within Choices through staffing shortages, burnout, turnover, and challenges maintaining continuity of care.

INCREASING COMPLEXITY OF SUPPORT NEEDS

Developmental services agencies are increasingly supporting individuals with complex behavioural, medical, and mental health needs.

Within Choices, caregivers and staff identified the need for stronger competency in supporting complex needs, including autism, dual diagnosis, behavioural support, and health-related care.

HOUSING, SERVICE DEMAND, AND SYSTEM CAPACITY

Demand for developmental services in Ontario continues to exceed available resources. Community Living Ontario (2024) reported that more than 52,000 Ontarians with developmental disabilities remain waiting for supportive services. Developmental Services Ontario (DSO) continues to serve as the centralized access point for ministry-funded adult developmental services, including eligibility confirmation, applications, and referral coordination.

Housing shortages, delayed transitions, service demand, and staffing pressures continue to impact occupancy planning, admissions, and long-term service sustainability.

ACCOUNTABILITY, COMPLIANCE, AND RISK MANAGEMENT

Developmental services agencies operate within a highly regulated environment that includes extensive quality assurance, reporting, and documentation expectations. Ontario Regulation 299/10 outlines requirements related to individual rights, social inclusion, safety, abuse prevention, policies, documentation, and quality assurance practices.

Strategic planning feedback identified the need for stronger documentation practices, operational consistency, audits, policy implementation, and organizational oversight.

ENVIRONMENTAL SCAN

& SECTOR CONTEXT

TECHNOLOGY AND OPERATIONAL MODERNIZATION

As expectations for accountability and service quality increase, developmental services organizations are also being required to modernize operational systems and improve information management practices. For Choices, this includes strengthening systems such as ShareVision, SharePoint, digital documentation processes, maintenance tracking, scheduling systems, vehicle processes, and reporting tools.

CAREGIVER AND COMMUNITY EXPECTATIONS

Families and caregivers increasingly expect transparency, inclusion, responsiveness, and confidence in the supports being provided to their loved ones. The Ontario Ombudsman (2025) noted ongoing complaints from families regarding communication, access to services, and support coordination within Ontario's developmental services system.

STRATEGIC IMPLICATIONS FOR CHOICES

The external environment confirms that the strategic priorities identified by Choices align with broader sector realities and organizational needs.

Sector Pressure	Impact on Choices
Workforce Shortages	Staffing instability, burnout, and challenges maintaining continuity of care
Increasing Complexity	Need for stronger training, onboarding, and person-specific competency development
Housing Pressures	Complex placement planning, transition delays, renovation needs, and capacity pressures
Accountability Expectations	Need for stronger operational systems, audits, documentation practices, and oversight
Technology Modernization	Need for more consistent documentation, tracking systems, communication tools, and workflow integration

WHAT WE HEARD

Throughout the strategic planning process, Choices Association Inc. engaged with people supported, caregivers and families, staff, leadership, Board

members, and community stakeholders to better understand organizational strengths, challenges, and opportunities for growth.

PEOPLE SUPPORTED

People supported shared the importance of relationships, independence, meaningful activities, and community participation in their daily lives. Many individuals spoke positively about the friendships they have developed, activities they enjoy participating in, and staff members who make them feel supported, respected, and understood.

KEY THEMES IDENTIFIED

Theme	What We Heard
Independence	Desire for greater autonomy, life skills, and decision-making opportunities
Meaningful Activities	Interest in recreation, employment, volunteering, and community engagement
Relationships	Importance of friendships, trusted staff, and social connection
Choice & Voice	Desire to be heard and involved in planning and decisions
Staffing Consistency	Familiar staff increase comfort, trust, and stability

FAMILIES & CAREGIVERS

Families and caregivers emphasized the importance of communication, consistency, trust, and accountability within service delivery. While many caregivers expressed appreciation for dedicated staff, concerns were also raised regarding inconsistent communication, staffing instability, and lack of clarity around responsibilities and follow-through. Caregivers also highlighted the importance of staff competency, onboarding, and training related to complex support needs, as well as stronger caregiver inclusion in planning and decision-making processes.

KEY THEMES IDENTIFIED

Theme	What We Heard
Communication	Desire for more proactive, consistent, and transparent communication
Staffing Stability	Frequent staff changes impact continuity of care and trust
Training & Competency	Need for stronger understanding of autism, dual diagnosis, and behavioral supports
Accountability	Greater clarity needed regarding responsibilities and follow-through
Caregiver Inclusion	Families want stronger involvement in planning and communication

STAFF & LEADERSHIP

Staff and leadership identified strengths within the organization, including dedicated teams, collaboration, and a shared commitment to organizational improvement. Staff also identified challenges related to workforce shortages, onboarding, communication, operational consistency, and burnout.

Staff emphasized the need for stronger onboarding, clearer expectations, improved communication systems, and greater operational consistency across the organization.

KEY THEMES IDENTIFIED

Theme	What We Heard
Workforce Stability	Staffing shortages and vacancies contribute to burnout and inconsistency
Onboarding & Training	Need for stronger role-specific and practical training
Communication	Greater consistency and follow-through needed across teams and leadership
Operational Structure	Desire for clearer systems, workflows, and accountability
Workplace Culture	Staff value collaboration, support, and psychological safety
Quality & Consistency	Standardized practices needed across homes and departments



EMERGING THEMES & ORGANIZATIONAL PRIORITIES

Feedback gathered throughout the strategic planning process identified several recurring themes that informed the organizational priorities for 2026–2028.

Emerging Theme	What We Heard	Organizational Priority
Workforce instability and burnout	Staff identified ongoing staffing shortages, burnout, scheduling pressures, and onboarding challenges impacting consistency and morale.	Workforce Stability & Organizational Culture
Need for individualized and meaningful supports	People supported and caregivers emphasized the importance of person-centered supports, meaningful activities, independence, and stronger understanding of individual needs.	Person-Centered & Quality Supports
Communication gaps and caregiver concerns	Caregivers, staff, and leadership identified inconsistent communication, limited follow-through, and the need for stronger collaboration and transparency.	Communication, Engagement & Trust
Inconsistent operational practices	Operational reviews identified variability in documentation, scheduling, onboarding, audits, workflows, and accountability processes across program sites.	Operational Consistency & Accountability
Need for stronger onboarding and competency development	Staff and caregivers highlighted the need for practical, role-specific, and person-specific training to support increasingly complex needs.	Training, Learning & Leadership Development
Need for modernization and sustainability	Leadership discussions identified the importance of strengthening systems, technology, infrastructure, workforce planning, and long-term organizational sustainability.	Sustainability, Growth & Modernization

These themes and priorities provide the foundation for the strategic goals, objectives, and actions outlined in the following sections of this plan.

STRATEGIC PRIORITIES, OBJECTIVES & KEY ACTIONS

The following strategic priorities will guide the work of Choices Association Inc. from 2026–2028. Each priority reflects themes identified throughout the strategic planning process and

includes key objectives and actions intended to strengthen organizational consistency, quality of support, communication, accountability, and long-term sustainability.

PRIORITY 1: Workforce Stability & Organizational Culture

Focus Areas

- Recruitment and retention
- Onboarding and orientation
- Staff wellness
- Leadership support
- Workplace culture

Objective	Key Actions
Strengthen onboarding and orientation	Develop role-specific onboarding processes and training pathways
Improve workforce stability	Review and improve recruitment strategies
Support healthy workplace culture	Strengthen communication, recognition, and staff support initiatives

PRIORITY 2: Person-Centered & Quality Supports

Focus Areas

- Individualized supports
- Meaningful engagement
- Quality of Life Outcomes
- Consistency of care

Objective	Key Actions
Strengthen person-centered planning	Improve documentation, goal tracking, and individualized support approaches
Improve quality and consistency of care	Expand oversight, audits, and support planning processes
Enhance meaningful engagement	Expand opportunities for community participation and skill development
Improve support for complex needs	Strengthen competency development related to autism, dual diagnosis, mental health, medication, and behavioral support practices

PRIORITY 3: Communication, Engagement & Trust

Focus Areas

- Caregiver communication
- Internal communication
- Stakeholder engagement
- Collaboration and transparency
- Relationship-building

Objective	Key Actions
Improve caregiver and family communication	Develop clearer communication expectations, follow-up processes, and caregiver engagement practices
Strengthen internal communication across teams	Improve consistency in information-sharing, operational updates, and cross-department collaboration
Increase organizational transparency and trust	Promote proactive communication, clearer expectations, and respectful resolution of concerns
Enhance stakeholder engagement	Increase opportunities for feedback, consultation, and collaborative planning across the organization

PRIORITY 4: Operational Consistency & Accountability

Focus Areas

- Operational systems and workflows
- Documentation and compliance
- Risk management and oversight
- Quality assurance
- Policy implementation

Objective	Key Actions
Improve operational consistency across program sites	Standardize workflows, documentation expectations, and operational procedures
Strengthen quality assurance and compliance practices	Expand audits, monitoring systems, corrective action tracking, and accountability processes
Improve documentation and information management	Strengthen ShareVision usage, reporting practices, tracking systems, and record management processes
Enhance organizational oversight and risk management	Review policies, strengthen operational accountability, and improve preventative oversight systems

PRIORITY 5: Training, Learning & Leadership Development

Focus Areas

- Staff training and competency development
- Leadership coaching and mentorship
- Role-specific learning
- Continuous improvement
- Knowledge development

Objective	Key Actions
Strengthen onboarding and training systems	Develop more practical, role-specific, and person-specific training pathways
Improve competency development across roles	Increase training related to autism, behavioral supports, medication practices, communication, and health-related supports
Enhance leadership development and coaching	Provide mentorship, operational coaching, and leadership skill development opportunities
Promote continuous learning and improvement	Encourage ongoing education, reflective practice, and professional development across the organization

PRIORITY 6: Sustainability, Growth & Modernization

Focus Areas

- Organizational sustainability
- Technology and modernization
- Infrastructure and systems
- Service planning and capacity
- Long-term organizational growth

Objective	Key Actions
Strengthen long-term organizational sustainability	Improve planning processes, occupancy management, staffing sustainability, and service coordination
Modernize organizational systems and infrastructure	Improve digital systems, maintenance tracking, documentation tools, and operational technology
Improve service planning and capacity management	Strengthen referral coordination, transition planning, admissions processes, and future growth planning
Support innovation and organizational development	Explore opportunities for modernization, program enhancement, and improved service delivery models

MEASUREMENT & ACCOUNTABILITY FRAMEWORK

Choices Association Inc. is committed to ensuring that the priorities identified within this Strategic Plan lead to meaningful and measurable progress across the organization. Strategic planning will remain an ongoing process supported through regular review, reflection, and accountability.

Over the next three years, progress related to the Strategic Plan will be monitored through operational reviews, leadership discussions, quality assurance activities, stakeholder feedback, and ongoing reporting processes.

Strategic Priority	Examples of Progress Measures
Workforce Stability & Organizational Culture	Develop role-specific onboarding processes and training pathways
Person-Centered & Quality Supports	Review and improve recruitment strategies
Communication, Engagement & Trust	Strengthen communication, recognition, and staff support initiatives
Operational Consistency & Accountability	Review and improve recruitment strategies
Training, Learning & Leadership Development	Strengthen communication, recognition, and staff support initiatives
Sustainability, Growth & Modernization	Review and improve recruitment strategies

Progress related to the Strategic Plan will be reviewed regularly by leadership and the Board of Directors through operational updates, quality assurance reviews, strategic planning discussions, and ongoing organizational reporting processes.

Where appropriate, feedback from people supported, caregivers, staff, and community stakeholders will continue to inform organizational planning and future priority development.

The Strategic Plan will remain a living document that may evolve in response to organizational growth, sector changes, emerging needs, and operational realities over the 2026–2028 planning period.

Review Activity	Frequency
Workforce Stability & Organizational Culture	Quarterly
Person-Centered & Quality Supports	Monthly
Communication, Engagement & Trust	Ongoing
Stakeholder (i.e., Caregivers, Partners, etc.) Feedback Review	Bi-Annual

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