



PUTTING CLIENTS FIRST: A PATH FORWARD



APRIL 2025 – MARCH 2030

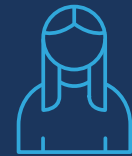


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Putting Clients First: A Message from the Chair of the Board and the President & CEO.

The Mount Pleasant Group of Cemeteries (MPG) has been providing death care services to the people of Toronto and surrounding areas since 1826. **Putting Clients First: A Path Forward**, our bold strategic plan for the next five years (April 2025 to March 2030), will help usher us into our third century of serving our clients and their communities with unparalleled care, compassion and professionalism. It will serve as a roadmap for helping MPG to remain at the forefront of Ontario's death care industry by responding to changing demographics and consumer demand, integrating more client-friendly technological solutions into our service offerings and meeting the evolving needs of communities across the Greater Toronto Area.

This plan has been developed over the last year-and-a-half through extensive consultation with numerous stakeholders, including clients, community members, industry experts, and our own employees and Board members. Each has contributed their own insights about MPG today – both our strengths and areas for improvement – and their vision for where they would like to see us arrive over the next five years. Gathering and considering these differing perspectives has been a vital part of developing a plan that we believe lays out a clear path for seizing the opportunities and responding to the challenges that lie ahead.



At MPG, when people come to us for assistance during their most difficult life moments, we have always tried to be at our best: listening, understanding and taking the steps necessary to ensure they receive exceptional care and compassion. We famously began our operations at a time when there were no other non-denominational or non-sectarian cemeteries serving the needs of Torontonians. We saw and responded to a need then, and over the next five years, our new strategic plan reinforces our abiding commitment to ensuring that people of all identities, backgrounds, faith traditions and abilities have meaningful death care options available to them.

This journey is about more than just adapting to change; it is also about leading from the front. It is about ensuring that we continue to be recognized as a death care organization where every life is honoured with dignity and care, where every community member feels valued, and every innovation brings us closer to a more inclusive and compassionate society. It is also about doing all that is within our power to contribute to our ultimate Vision: a world where dignified, inclusive, innovation and trustworthy death-related planning and care are accessible to everyone.

As we approach our 200th birthday, we remain steadfast in a core commitment that never grows old: to always put our clients first. If that is you – a past client, a current client or hopefully a future one, this plan is ultimately for and about you.

Anne Sado – Chair, Board of Directors
Mount Pleasant Group of Cemeteries

John Monahan – President & CEO
Mount Pleasant Group of Cemeteries

VISION, MISSION & VALUES

VISION



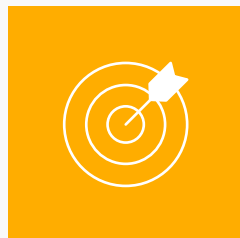
A world where dignified, inclusive, innovative and trustworthy death-related planning and care are accessible to everyone.

MISSION



MPG will serve the diverse clients and communities of yesterday, today and tomorrow with excellence and compassion to meet all their death care needs.

VALUES



Our values guide every step we take. They are the principles that define character, shape decisions and connect us to the communities we serve. Our values drive us forward, ensuring that every action we take is rooted in integrity and a deep commitment to those around us. These values are not just ideals – they are the foundation of our identity and the promise we make to uphold in all that we do.

AT MPG WE VALUE:

INCLUSIVENESS

TRANSPARENCY

INNOVATION

DEPENDABILITY

COMPASSION

INCLUSIVENESS



Actively welcoming and respecting diverse experiences, and spiritual and cultural backgrounds, all our stakeholders feel valued and understood. Making services, products, practices and facilities as accessible as possible to everyone.

TRANSPARENCY



Maintaining open, honest and clear communication with all stakeholders, including clients, employees and the community.

INNOVATION



Continuously improving and evolving services, processes and technologies to meet the changing needs of clients and the industry.

DEPENDABILITY



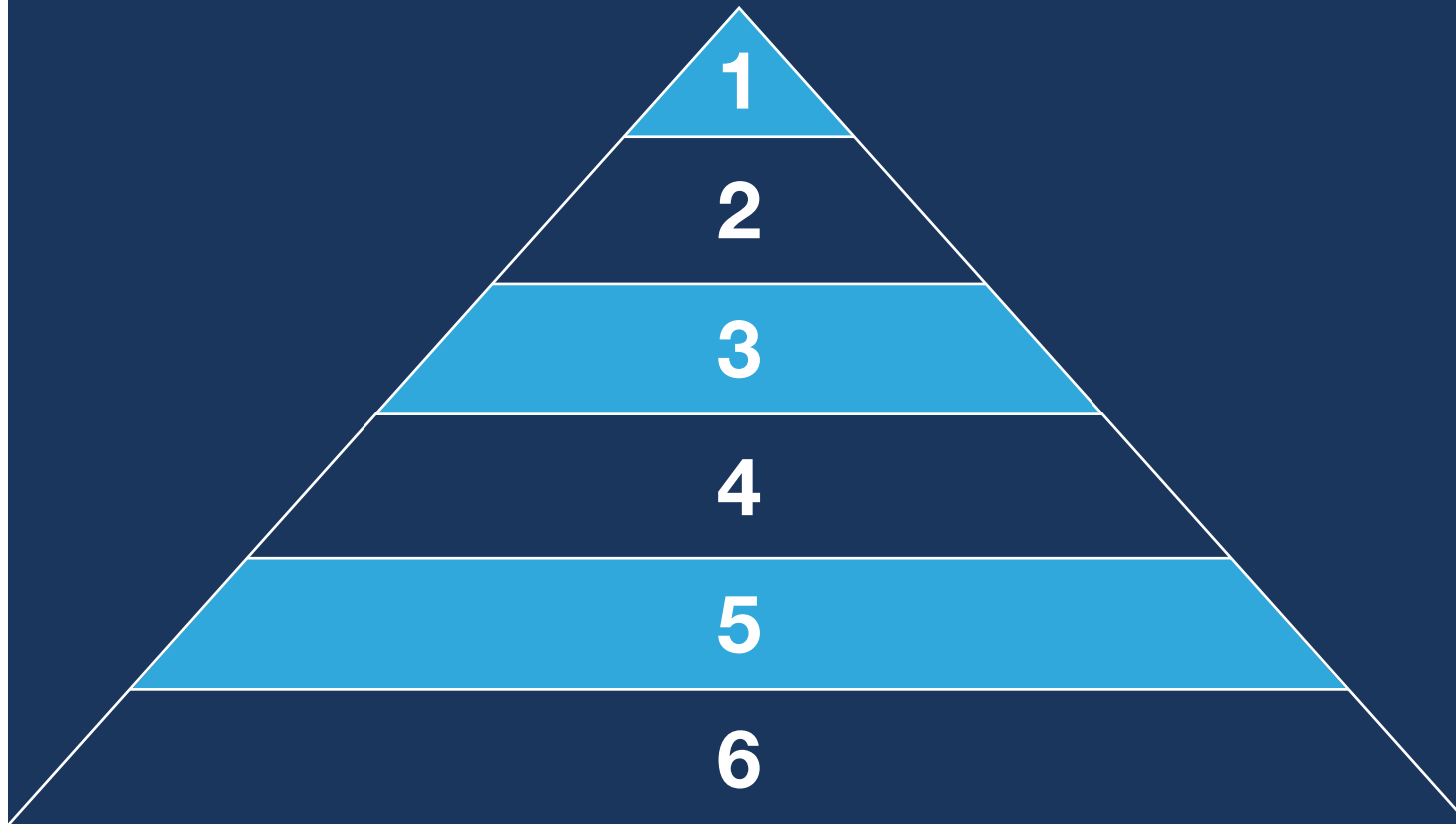
Committing to enduring sustainability and responsibility, ensuring our presence for generations. Making lasting promises to our clients, while never becoming a financial burden to the communities we serve.

COMPASSION



Providing empathetic, respectful and supportive care to clients and their families, while fostering a caring and understanding environment for all employees.

FOUNDATIONAL PILLARS



Even as we are guided by our Vision, inspired by our Mission and driven by our core Values, our success over the next five years will depend upon the strength of a number of foundational pillars. To fulfill the commitment underlying this multi-year strategic plan – putting clients first in all we do – each pillar must remain unshakeable.

EXCEPTIONAL CLIENT EXPERIENCE

OVERALL PILLAR OUTCOME

• Satisfied Clients

Objective A
Consistency & Comprehensiveness

Objective B
Seamlessness

Objective C
Inclusiveness

As the very title of this plan – **Putting Clients First** – indicates, providing clients with an exceptional service experience is our very highest priority. The Exceptional Client Experience pillar embodies our commitment to offering and providing both current and prospective clients' experiences that are notable for their dignity, accessibility and consistency. Fulfilling this commitment will require significant effort to streamline internal processes, fully understand the customer journey, upgrade facilities to improve site accessibility, invest in new technological solutions and platforms, and more.

We strive to be intentional and proactive in seeking to understand and respond to the needs of prospective clients from a wide spectrum of backgrounds, identities and belief systems. We will show compassion, demonstrate dependability and respond effectively to the needs of even more clients, all while maintaining and enhancing our operational excellence.



PROACTIVE COMMUNITY ENGAGEMENT

OVERALL PILLAR OUTCOMES

- Diverse communities understand our offerings and services because we speak competently and transparently about them
- Increased and positive brand profile and awareness
- Broadened perception of MPG as trustworthy, expert, credible and accessible by and for diverse communities served

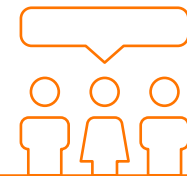
Objective A
Public Awareness of MPG

Objective B
Community Input

Objective C
Public Discourse on
Death & Dying

Clients come from communities, so to “put clients first,” it is imperative that we also be in their communities, understand them and earn their trust. This foundational pillar is about fostering continuous interaction with the broader community, establishing and strengthening relationships with specific communities, and enhancing the public’s awareness of us. This pillar also offers an opportunity to help the public become more comfortable thinking about and planning for death and grief.

The strategy aims to build stronger relationships, improve service relevance and increase public awareness of our offerings. Using proactive and creative communication tools and storytelling, as well as through such tactics as direct consultations with communities, the establishment of partnerships with Indigenous Peoples and an enhanced digital presence, we aspire to become and be seen as more inclusive, more transparent and more responsive to community needs.



INDUSTRY-LEADING RESEARCH, TECHNOLOGY & INNOVATION

OVERALL PILLAR OUTCOMES

- Industry-leading innovations identified and adopted to enhance the options and quality of service offered to clients
- MPG and our clients are well-served by technology

Objective A
Client-Facing Technology

Objective B
New Business Opportunities

Objective C
Industry & Sectoral Evolution

Investing in research and technology and renewing our commitment to offer innovative death care solutions to the public are essential components of putting our clients first. Building on this foundational pillar will enable us to proactively identify and leverage trends, advance customer service standards, and embrace emerging technologies and opportunities in the death care industry. By establishing a dedicated research and innovation function, we can better position ourselves as a leader within the Ontario death care sector that offers innovative products and services that meets and anticipates the evolving needs and preferences of our diverse clientele.

Seeking to better understand demographic differences, including the needs and preferences of different generations, cultures and spiritual practices will help us tailor our services more effectively and attract a broader client base. Establishing processes and devoting resources to both the identification and assessment of potential new technologies and related business opportunities will be key.



HEALTHY PEOPLE & CULTURE

OVERALL PILLAR OUTCOMES

- We are the employer of choice in the Ontario death care sector
- Our employees have good things to say about us
- Our employees are consistently client-focused, well-trained and adept in using all relevant technologies and tools to support clients
- Our clients report a high degree of satisfaction with the service they receive

Objective A
Employee Capacity

Objective B
Employee Mental Health & Wellness

Objective C
Retention & Acquisition

Unless our employees are trained well, treated fairly and given the supports they require to live up to client demands and their own high standards, the overall promise of this Strategic Plan – to “put clients first” – will remain unfulfilled. Our commitment to providing our clients with an unmatched quality of compassionate and dependable care can only be achieved by doing all that we reasonably can to foster a healthy work culture for our employees.

This pillar addresses factors such as how to attract new talent to careers in the death care industry, intergenerational knowledge transfer and how to remain a competitive employer as employee demographics and demands evolve.



VISIONARY LAND & PROPERTY MANAGEMENT

OVERALL PILLAR OUTCOMES

- High degree of client satisfaction with sites and facilities
- Perpetual obligations to clients fulfilled
- Land inventory and interment meet client needs

Objective A
Sufficient Land Inventory

Objective B
Tailored Physical Spaces

Objective C
Environmental Leadership

Objective D
Property Maintenance

In Ontario, “putting clients first” cannot be a transitory commitment: rather, as a cemetery company, we are obligated to serve our clients “in perpetuity.” Maintaining our physical properties in excellent condition today and ensuring an appropriate supply of interment opportunities throughout the lifespan of this Strategic Plan and beyond are essential ways of fulfilling the plan’s titular purpose. Focused on both the here and now and on the distant future, this pillar aims to ensure that our properties and facilities serve everyone equitably, meet future demands and remain sustainable.

This approach prioritizes accessibility and sustainability as we adapt to the needs of a growing population, a changing climate and an aging infrastructure. It also reflects our commitment to the values of dependability and innovation, ensuring that we can continue to maintain beautiful cemeteries and buildings in perpetuity while continuing to serve communities effectively.



STRONG CORPORATE GOVERNANCE

OVERALL PILLAR OUTCOME

- We maintain strong management and board oversight processes befitting our status as a trusted leader by clients, stakeholders and our peers in the death care industry.

Objective A
Corporate Objectives & Business Practices

Objective B
Board Recruitment & Governance

Objective C
Financial Prudence & Probity

Objective D
Government Relations & Regulatory Compliance

Strong corporate governance must underpin all the strategic, operational and financial decisions that we make. It is embedded in systems and processes that embody accountability, integrity, leadership, careful stewardship and operational transparency. We do not serve our clients well or “put clients first” if any of these are lacking.

Good governance speaks to a commitment to ensure that, at minimum, we are fully compliant with all relevant laws and regulatory regimes; our financial management and oversight are above reproach; our senior decision-makers (both Board and employees) demonstrate fairness, are without conflict or self-interest, and generally embody the values of MPG in all they do; and we uphold both the letter and the spirit of the promises we make to our clients.



MPG Leadership & Community Support

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Putting Clients First.

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