



# 2020-2023 STRATEGIC PLAN



**cgC**

common ground  
co-operative

# Message from the Board Chair

MISSION:  
EMPOWERING  
ADULTS WITH  
DEVELOPMENTAL  
DISABILITIES TO  
LEAD  
MEANINGFUL,  
FULFILLING LIVES.

VISION: A WORLD  
WHERE ALL  
ADULTS WITH  
DEVELOPMENTAL  
DISABILITIES ARE  
VIBRANT, VALUED  
MEMBERS OF  
COMMUNITY.

We at Common Ground Cooperative have reached an important milestone this year – 2020 marks our twentieth anniversary as an organization! For twenty years, we have been empowering people with developmental disabilities to live meaningful and fulfilled lives in the Greater Toronto Area, and we look forward to many more years to come.

I am pleased to introduce our 2020-2023 Strategic Plan to set our direction for the next three years; we are excited to build on our success and continue to work towards our vision of, “a world where all adults with developmental disabilities are vibrant and valued members of the community.”

To develop this Strategic Plan and to continue providing these valuable programs and supports, it has been important for us to take a step back and reflect on our journey to date, and to acknowledge the significant changes that are occurring in our operating environment. We have a strong track record in delivering excellent core programs, we have created new ways to extend our reach to more people, and we have been opportunistic in exploring means to expand what we do to new communities. We are also faced with challenges; changes driven by our provincial government with respect to developmental services have created uncertainty in our sector, funding has not increased in many years, and fundraising has never been more competitive. These factors have forced us to create a bold new Strategic Plan that will challenge us to think differently about how we do things.

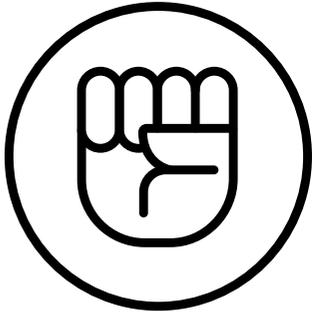
Our Strategic Plan allows us to build on our core strengths, namely our people and programs, and to have the flexibility to find new ways to grow. More specifically, we will continue to assess and improve our existing organization, we will be exploring strategies to fuel growth, and we will continue our focus on excellent operations and sustainability. We look forward to working with our member partners and families, staff and students, donors, and community partners to deliver on this Plan.

Finally, I would like to deeply thank the people that make Common Ground so wonderful and who have contributed their ideas and efforts into the development of this Strategic Plan – everything we do is made possible through the hard work, dedication and passion brought forward by our committed Executive Director, staff and students, our vibrant partners, and our generous donors, community partners and volunteer Board of Directors. To everyone who has contributed to making Common Ground a great place to be, thank you!

To another twenty years,

Andrea Spencer  
Chair, Board of Directors

# Our Values



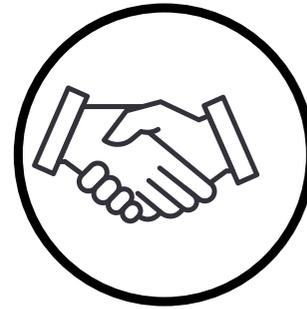
## Independence

We enable people to do their own thing, through education, instilling confidence, building skills, creating experiences and providing training.



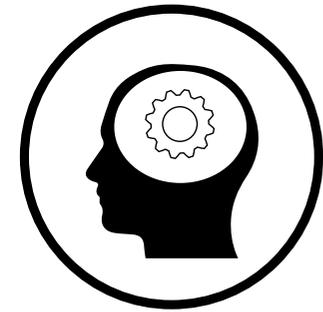
## Inclusion

We create connected social experiences and community built on trust, belonging, teamwork, openness and sharing of information.



## Respect

We do what we say we will do and treat each other with dignity, integrity, and acceptance, while promoting accountability and transparency.



## Entrepreneurship

We have a shared mindset to creatively and boldly meet the needs of our partners and staff, by promoting and cultivating ideas.

## Engagement Summary



8 Board Members  
9.5 Direct Staff Members  
53 Client-Partners



# Strategic Focus

## **Enhance Core Programs**

Focus on further building our core programs through staff support and continuous improvement.

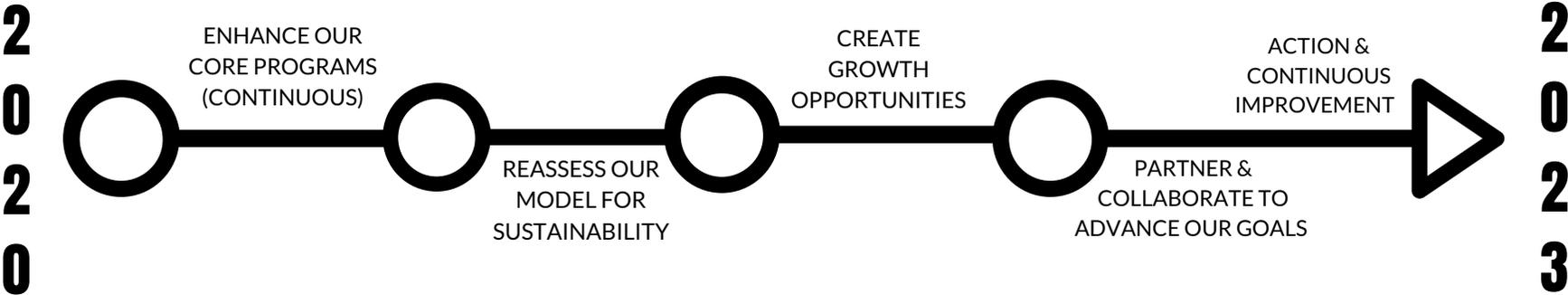
## **Build Strong Partnerships**

Leverage strategic external partnerships to grow and scale our impact, and to provide the best value for our client-partners.

## **Fuel Future Growth**

Propel the growth and scaling of our programs to ensure impact for a greater number of people.

# Steps to Success



## KEY ENABLERS OF SUCCESS

### PEOPLE

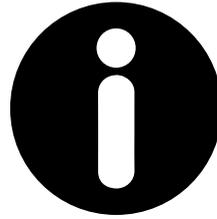
Support our people with fair pay and professional development opportunities to build skills and knowledge that will help us recruit and retain the best team.

### PROCESS

Effectively measure and continuously improve our practices to drive operational excellence and actively manage risk.

### TOOLS

Create access to online channels, operational systems, and marketing supports to ensure successful completion of the strategic plan.



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