



**Cortes Community Economic Development Association**

**Strategic Plan 2021-2024**

***Building Better  
Towards a Resilient Cortes Island Economy***

*We acknowledge that Cortes is the island of the T'oqqaymexW/People of T'oq. It is within the traditional territory of the λ ohos (Klahoose), Tla'min, and Xwemalhkwu (Homalco) First Nations.*

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## Message from the CCEDA Board of Directors

**Cortes Community Economic Development Association / CCEDA** is a local social profit organization providing a base for successful Community Economic Development (CED) on Cortes. We are dedicated to the long-term well-being of Cortes Island and those who live here.

In these times....

The current Covid19 pandemic has brought to light how dangerously out of balance the global economy is. Climate change, rampant inequality, ecological destruction, and the decay of human community and mental well-being, are all additional symptoms of an economic paradigm that is deeply out of whack and misaligned with the biological and ecological realities of human and planetary life.

Luckily, we have the power to change that. If we can build an ecologically and socially sound economics here on Cortes, using whatever bold and creative strategies it takes to outwit the pressures of consumerism and global markets, we can show ourselves and the world that a more holistic economy is possible.

As a community economic development association, we aspire to improve the quality of life for islanders, by making Cortes stronger and more able to thrive through external economic or social challenges. We do this by initiating and support local CED projects.

We define CED as the actions taken by people locally to create economic opportunities that improve social conditions. To be effective, solutions must be rooted in local knowledge and led by community members. CCEDA works within this model to foster a resilient and diversified local economy for Cortes Island. We do this by promoting and advocating for the health and wellbeing of all living beings in our community; developing dynamic and responsive strategies and programs that increase community capacity; collaborating on regional economic development partnerships and initiatives; and conducting research, studies and compiling reports to support community economic development.

During the spring and summer of 2020, CCEDA board of directors engaged in a series of strategic discussions and planning sessions for the purpose of creating an organizational road map and strategic plan. The process was designed to help us focus and respond effectively to the many challenges and opportunities currently facing Cortes citizens. To advance and accelerate this work we will focus on seven key strategic focus areas:

- Capital Investment
- CED Education & Training
- Economic Capacity Building
- Local Food Systems & Security
- Organization Effectiveness & Sustainability
- Partnership Development
- Responsible Land Stewardship

This is the foundation that all of the CCEDA activities are going to be focused on in order to face our new reality, challenges and opportunities. We are looking forward to seeing many of these new creative and innovative ideas in action as a way to help Cortes citizens, local entrepreneurs, and local businesses thrive.

*Brittany Baxter, De Clarke, Colin Funk, Adam McKenty, Basil Peters, Loni Taylor, Barend van der Vorm*

**Vision, Mission, Organizational Values**

**Vision & Mission**

Our vision and mission outlined below guides everything that flows from it, including our strategic focus areas, goals/actions and indicators of success. The CCEDA vision and mission statements reflect the aspirations expressed by our residents, local business owners and CCEDA members/directors.

<b>VISION</b>	<b>MISSION</b>
CCEDA exists to help build a thriving, equitable, and regenerative local economy on Cortes Island.	CCEDA advances sustainable community economic development initiatives to support a vibrant and thriving Cortes community, promoting wellbeing, innovation, and collaboration.

**Organizational Values**

Our values define how we support and build relationships with individuals, businesses, community as well as within our organization.

<b>Capacity Building</b>	<b>Collaboration</b>
We encourage and support individual and business capacity building – the ability to obtain, improve and retain the necessary skills needed to thrive in our local economy.	We create meaningful partnerships and mutually beneficial opportunities based on a holistic, values driven and collaborative approach to attaining community economic prosperity.
<b>Integrity</b>	<b>Shared Prosperity</b>
We strive to act truthfully and honorably, build trusting relationships, and consider all of our work from a diversity of perspectives.	We support an economic framework based on respect for all members of our living world, and the equitable distribution of land, wealth, and power.

## **ENVIRONMENTAL SCAN**

25 kilometers long and 13 kilometers wide, Cortes Island is located in the traditional territory of the Klahoose, Tla'Amin, and Homalco First Nations. We are located 100 miles (150 kilometers) north of Vancouver BC, as part of the Discovery Island archipelago between Vancouver Island and Cortes Island is part of the larger Strathcona Regional District, which captures communities on and surrounding the north end of Vancouver Island.

### **External factors to be taken into account for our future strategic planning include:**

#### **System Change/COVID 19**

CCEDA exists and operates in a complex environment. Ultimately, we are building a culture of collaboration and shared prosperity through our commitment to investing in local capacity building. As a result, our decisions and actions must be informed and guided by "big picture" thinking.

The COVID 19 pandemic is necessitating system change and offers an important opportunity for us to reflect and adjust our approach in working in complexity and tracking early signs of positive change. Systems change in a crisis is different than gradual systems change. There are obviously substantial economic consequences that we will have to deal with on Cortes when the COVID 19 crisis is over. Going forward CCEDA will be exploring what opportunities arise from this experience, and how the learnings can be applied to building a healthy and resilient local economy.

#### **Climate Crisis & Chaotic Conditions**

The Climate Crisis is no doubt the greatest existential threat of our times. One doesn't need to look far to see the results: hotter temperatures, stronger storms, rising seas, threats to the health of our families and the future we pass on to generations to come. We here on Cortes are already seeing the devastating economic impacts of our rapidly changing climate and the sector most vulnerable to climate risk is agriculture.

Recognizing that our community is trying to survive and thrive while facing the many challenges connected with climate breakdown, CCEDA is determined to incubate initiatives that expand our food security, invest in energy self-sufficiency projects, and help build resilient enterprises that can operate successfully despite chaotic and unpredictable market conditions.

#### **Localization**

Many of the serious problems we face as a community originate from a culture shaped by skewed economic priorities, resulting in a profound loss of local prosperity, ongoing colonization, and painful social disconnection. In the current system, it has become nearly impossible to support oneself doing meaningful work, like growing food, protecting the environment, or helping other people. However, all around the world a movement is emerging for structural change—rebuilding local economies that provide truly meaningful work.

As a community economic development association we seek to reposition our local economy towards a regenerative model that serves and enhances our living world. Towards this end, we support increased 'localization' – supporting local entrepreneurs, small and medium sized businesses in their efforts to meet our community needs and generate local prosperity. We seek to strike a good balance between trade and local production by diversifying economic activity and shortening the distance between producers and consumers wherever possible.

### **Growth of the Digital Economy**

Currently, digital technologies are intensely transforming the way we live, work, consume and produce goods and services. Examples include *Cloud Computing*, the *Internet of Things*, advanced robotics, advanced analytics (including big data, artificial intelligence (AI) and machine learning), biotechnology, social media, three-dimensional (3D) printing, augmented and virtual reality, broadband Internet and wireless mobility. Critical questions are surfacing in light of these technological changes: *“In what way will these changes disrupt life on Cortes good and bad? What technological advances do we need to pay greater attention to as leaders/supporters of community economic development?”*

CCEDA is determined to explore, investigate and work with the emerging digital economy for the purposes of creating a more equitable, just, inclusive, transparent and collaborative economic environment.

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## **2019/2020 ACCOMPLISHMENTS**

### **Community Capital Investment**

- Participation in designing/consulting for *Rural Islands Economic Forum* (Nov 7-9, 2019)
- Local Currency Working Group formed

#### CIC Development

- Capital Investment Co-op (CIC) Working group set up
- Legal Incorporation and formation of a Capital Investment Co-op

### **CED Education & Training**

- Presented at Entrepreneurial panel discussion for Folk U (March 1, 2019)
- Co-hosted Eyes Wide Open Small Business/Entrepreneur workshop with NIEFS (March 2, 2019) Folk University session (January 17, 2020)
- Entrepreneurs forum (January 23<sup>rd</sup>, 2020)
- Self Employment Workshop @ Women’s Centre (February 8<sup>th</sup>, 2020)
- Proposal development - Entrepreneurial ecosystem development outreach/engagement strategy
- Resilient Enterprise Training proposal developed

### **Economic Capacity Building**

#### LEAP Report

- Distribution and circulation of LEAP report (2019) Shared with funders (SRD/ICE-T), the public, and CED stakeholders
- Concept plan for the LEAP Report Card Accessibility project

#### Community Information Kiosk

- Usage evaluation of Informational Kiosk
- Determined it to still be a functional asset
- Identified the need for an updated strategy for deployment of kiosk to integrate into LEAP goals & serve commercial land/responsible tourism (2019-2020)
- MOU & rental agreement for use of the Kiosk with Gorge Harbour Resorts

## CCEDA Strategic Plan 2021-2024 (Draft 3.0)

### COVID-19 response for Cortes

- Active contributor to the Cortes COVID-19 Response Community Committee
- Created a resource sheet with relevant links to funding and other supports made available to local businesses and individuals during the COVID crisis

### Economic Development Officer/Coordinator

- Job description, contract development and hiring of EDO (April 2020)

### Business support

- Concept developed for an Online Economic Portal (marketplace, vacation rentals, ride-share, job board, discussion forums)
- Membership and support for RIEP's Island Comeback program

### Local Food Systems & Security

- Draft concept and business plan for Greenhouse and Food Storage Facility on commercial property
- Food Security Coordinator proposal development
- Initiated Island-wide Food security audit

### CCEDA Effectiveness & Sustainability

#### Organizational Development

- Underwent an organizational revisioning process: new governance model, adoption of digital meeting/collaboration tools, new membership structure, and groundwork for the 2021-2024 strategic plan.
- Held a Special General Meeting (September 21, 2019) to transition the organization into a new name and mandate to better serve community needs & resilience; registered the new name with BC Societies Act, Credit Union
- Created an overview package to explain the history and assets stewarded by CCEDA
- Board Planning Retreat (June 2020)
- Terms of Reference (TOR) development for internal Working groups/committees
- CCEDA Board Orientation and Onboarding process
- Adoption of Basecamp online team productivity tool

#### Fundraising

- GIA (SRD): \$4500 (May 2018); \$3500 (October 2018)
- Private donations collected for legal/clean-up fund for commercial land
- Co-applied for a grant from the Rural Dividend Fund with CISS/Rainbow Ridge, CCFC (grant has been put on hold until 2020)
- GIA (SRD) May 2020?
- Fundraising/Funding Working Group formed (May 2020)
- Efficient Local Food (ELF) Grant Application
- Agri-Food Canada Grant Application
- ROF Proposal and Grant Application (July 2020)
- ICE-T Quick Start grant application (Sept 2020)
- Grant Writer job description/contract developed
- Hiring of Contract Grant Writer

#### Financial Management

- Financial tax filing audit initiated and annual financial statements prepared by CRSP financial services.

#### Social Media/Communications

- Design and build of a CCEDA website
- Development of CCEDA Spring/Summer E-Newsletter
- Updating of Our Cortes website for Covid 19 Notices
- Design/development of CCEDA Logo

#### Partnership Development

- Attended the Cortes Community Foundation's Social Profit Meet up (Sept 28, 2019) to represent and introduce CCEDA to island changemakers and connect with potential new directors/CED Stakeholders.
- Community Action: Co-signed a letter with SCCA to the Ministry of Municipal Affairs regarding regional governance issues (February 2, 2019)
- 3 CCEDA members to RIEF to network and connect with regional leaders and CED initiatives

#### Responsible Land Stewardship

- Assumed stewardship of 2.5 acres of commercial land (Sutil Point Rd)
- Managed a year-long highly sensitive & logistically challenging eviction of illegal occupant from commercial land
- Gained access to the land and secured a more affordable insurance policy
- Paid insurance & property taxes for 2019 (Note: 2020 property taxes will be slightly higher because the land is zoned differently than previous assessment indicated)
- Site Development Planning and Development proposal for funding applications
- Support for Beasley Pit redevelopment proposal

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#### INTERNAL ANALYSIS

In the fall of 2019, CCEDA (formerly known as the *Cortes Island Business & Tourism Association CIBATA*) transitioned from a predominately Tourism and Business focus, to that of Community Economic Development. The current mandate of CCEDA is to:

#### Support a vibrant and active community based on sustainable and environmentally conscious economic development by:

- Fostering and developing a resilient, sustainable and diversified local economy for Cortes Island;
- Fostering appropriate regional economic development partnerships and initiatives;
- Operating an economic development office, or facilities for these purposes;
- Developing strategies and programs that increase community capacity for community economic development;
- Promoting and advocating the health and wellbeing of the community through community economic development;
- Conducting research and studies and compiling reports to support community economic development.



During the transition from CIBATA to CCEDA, the CCEDA board worked to design a model for responsible organizational governance which takes into account the particular challenges and opportunities available to us through modern technologies and emergent non-hierarchical decision making. In order to fulfill the new CCEDA mandate, it is imperative for our organizational structure to be in alignment with the qualities of the most successful, resilient, and sustainable organizations.

What success looks like to us:

**Responsible, committed governance**

- Directors will bring diverse skill sets and generally be excited by big picture visioning (serving island-wide interests & regional interests)
- Reliable follow-up for all assigned tasks & goals
- Strong culture of succession (avoiding burnout & stagnation, honouring diversity of perspectives)
- Supported by staff & admin (agendas/minutes, legal, financial picture)
- Clearly articulated group norms (consent around expectations for monthly/annual time commitment, supporting each other with tasks and commitments)
- Utilizing new technologies for online collaboration and decentralized governance (Basecamp, Zoom, Google drive, etc.)

**Policy & Governance Board**

Our vision for a well-supported CCEDA will include a slate of 7 directors representing a diversity of economic sectors, skills sets, ages, backgrounds & experiences. Directors will form a policy board that will hold a strong overall vision for community economic development on Cortes Island. Directors will also take turns chairing meetings, and decision making will be facilitated using a consensus -1 or supermajority model. The CCEDA Board will meet monthly during the transition period, and then decelerate into quarterly meetings where directors would review committee reports and tend to visioning tasks.

**Working Groups/Committees**

Flowing from the Board of Directors, it is recommended that strong action-oriented committees are formed to oversee the major pieces of the CCEDA organization including: Commercial Land holdings, LEAP, Our Cortes/CCEDA Communications, Kiosk, Grants & Admin Support, Workshops, Forums & Training. These committees would report to and take direction from the Board and be supported by the efforts of our Economic Development Officer.

**Economic Development Officer**

A major component of being able to advance CED initiatives on Cortes is creating a permanent part-time staff position. The EDO has worked with the CCEDA board in developing this 3 year strategic plan; advancing priority grant applications & funding strategies; working with our Local Economic Action Plan (LEAP) and commercial land committees, and building connections with island-wide CED partners.

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## STRATEGIC FOCUS AREAS

By holding true to our vision and mission, leveraging our internal strengths and paying attention to local needs and external trends in the local economy we have identified 7 Strategic Focus Areas (SFA's). The following SFA's will bring greater direction and focus to our work over the next 3 years.

- **Capital Investment**  
Through community investment and leveraging local values-aligned wealth, CCEDA connects capital with projects and enterprises that are building a more equitable, resilient, abundant prosperous island.
  - **CED Education & Training**  
Effective and impactful training, education and mentorship are key building blocks for individual and business success, also contributing to fostering an island culture of Community Economic Development facilitating knowledge transfer to and among the people of Cortes.
  - **Economic Capacity Building**  
CCEDA creates the conditions for individuals, entrepreneurs, organizations and business to thrive economically on island and aboard. We do this by building economic capacities and opportunities for success.
  - **Local Food Systems & Security**  
CCEDA supports the development of a robust, productive, and vibrant local food system on Cortes – one that allows farmers and food processors to earn sufficient livelihoods while serving the island with local, healthy, and sustainable food.
  - **CCEDA Effectiveness & Sustainability**  
Internal stability, organizational efficiency and effectiveness enable CCEDA to support both individuals, non-profits and businesses in an impactful and sustainable way.
  - **Partnership Development**  
CCEDA is committed to building trusted, effective and long-lasting local and regional partnerships for the purposes for building alliances, creating local synergy and sharing knowledge and resources.
  - **Responsible Land Stewardship**  
Through the development of the CCEDA property and support of other community land initiatives, CCEDA builds the foundation for shared prosperity and community wealth on land stewarded for community economic development.
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**FOCUS AREA: CAPITAL INVESTMENT**

**Strategic Directions**

**1) Goal:** Raise awareness of the value of Community Capital Investment

**Action/Tactic:** Develop plans/feasibility for an annual Cortes Community Capital Investment Forum.

**2) Goal:** Increase scope & scale of CIC outreach and impact

**Action/Tactic:** Expand Board membership/partners on the CIC

**3) Goal:** Raise the profile and awareness of the value of the CIC for the Cortes economy

**Action/Tactic:** Build greater Web and social media presence for the CIC

**Indicators of Success**

- Increase in individuals interested in contributing financial support to the CIC
  - Increase in the awareness of the value of the CIC for supporting and enhancing the local economy
  - Increase in business start-ups on Cortes
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**FOCUS AREA: CED EDUCATION & TRAINING**

**Strategic Directions**

**1) Goal:** Increase awareness of island-wide best practices in business.

**Action/Tactic:** Develop a plan for creating and funding a Cortes-based mentorship program for local entrepreneurs and new business owners.

**2) Goal:** Support the development/creation of more Social Enterprises on Cortes.

**Action/Tactic:** Organize a pilot workshop with experts in social enterprise development, for community members, entrepreneurs, and local non-profits.

**Action/Tactic:** Develop an online resource of locally relevant information and links to assist those now and in the future understand how a social enterprise can be created and support local needs.

**3) Goal:** Identify core needs and training necessities for supporting CED

**Action/Tactic:** Create online surveys to collect community feedback

**Action/Tactic:** Host 1 or more in person or Zoom focus groups to better determine CED training needs.

### Indicators of Success

- A core platform of CED based education and training opportunities has been established.
  - One or more businesses/organizations identify as Social Enterprises
  - CED Education initiatives and training focus has be prioritized
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## FOCUS AREA: ECONOMIC CAPACITY BUILDING

### Strategic Directions

**1) Goal:** Create a Cortes Economic Development Officer/Coordinator position (full time) to support community economic development opportunities on Island.

**Action/Tactic:** Seek funding from private investors, grants, foundations and other sources to fund this annual position.

**2) Goal:** Enable employers to find new hires, and improve connectivity and network abilities for the working population of Cortes.

**Action/Tactic:** Develop online platform for Cortes employment opportunities, businesses for sale, and apprenticeships.

**Action/Tactic:** Develop a campaign raising awareness and use of a Cortes employment online platform, so that the locality utilizes the resource.

**3) Goal:** Showcase and leverage Cortes best practices in economic development.

**Action/Tactic:** Develop a plan for creating and funding a Cortes-based mentorship program for local entrepreneurs and new business owners.

### Indicators of success

- A Cortes Economic Development Officer/Coordinator position is established, appropriately funded and filled
  - An Online job/business listing platform has been established and is being successfully utilized
  - # of individuals/business have been identified and engaged in a Cortes-based mentorship program
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## FOCUS AREA: LOCAL FOOD SYSTEMS & SECURITY

### Strategic Directions

**1) Goal:** Increase livelihood/income for local Cortes farmers.

**Action/Tactic:** Develop a model/plan for utilizing the CCEDA Kiosk as a local food/produce vending station.

**2) Goal:** Maximize local food production by increasing preservation and storage capacity.

**Action/Tactic:** Support the Land Working group with creating a plan for including a future Food Hub (preservation and storage facilities) on the Manson's property including

**Action/Tactic:** Work with ELF partners to develop a social enterprise(s) that will fiscally and sustainably support the development of a local Food Hub

**3) Goal:** Raise awareness of the critical nature of local food security and how it can be an important part of a sustainable Cortes economy.

**Action/Tactic:** Develop a public awareness campaign and pilot events to build individual and community awareness.

#### **Indicators of Success**

- Local farmers report an increase in income, business expansion
- #Increase in local food production
- A greater number of Cortes citizens have greater awareness of the importance of local food systems and security

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### **Focus Area: CCEDA EFFECTIVENESS & SUSTAINABILITY**

#### **Strategic Directions**

**1) Goal:** Increase board effectiveness

**Action/Tactic:** Create an internal on-boarding document/process for new CCEDA board members.

**Action/Tactic:** Expand the # of board members to include a more diverse representation, as well as working groups with non-board members, whilst implementing a standardized procedure for vetting and accepting new board members.

**Action/Tactic:** Create a strong and simple criterion for board meetings. Establish meeting items a week before a meeting, approved by email by board, and scrutinized for relevance and necessity by at least one board member.

**2) Goal:** Create a culture of accountability

**Action/Tactic:** Require completed action items of board members based on the commitments they make. If a board member is passionate about getting something done, their commitment should be action-based, moral and fiscal support should be secondary to legwork, and should not count as action-based.

**Action/Tactic:** Create a governance model that allows for members to be reviewed and requested to step down based on a simple criteria of accountability moral integrity, and respect of fellow board members.

**3) Goal:** Increase CCEDA presence and communication internally and externally

**Action/Tactic:** Create a social media strategy/plan for building a dynamic/interactive digital platform (website, social media tools, Basecamp).

**Indicators of Success**

- Board Onboarding document/process has been developed and in use
  - An internal Board Accountability best practice/policy has been developed and adopted
  - A Social Media Strategy has been developed
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**FOCUS AREA: PARTNERSHIP DEVELOPMENT**

**Strategic Directions**

**1) Goal:** Leverage local and external resources for developing and enhancing community economic development initiatives.

**Action/Tactic:** Identify and build local/regional network of CED support organizations

**2) Goal: Increase local business/partnerships**

**Action/Tactic:** Build an online profile/directory (video profiles) of local businesses on the CCEDA website.

**3) Goal: Increase community innovation and the sharing of best practices through regional partnership.**

**Action/Tactic:** Continue membership and support for RIEP's Island Comeback program

**Indicators of Success**

- A local/regional CED network exists and is active
  - A # increase in local business partnerships
  - A # increase in new and innovative regional partnerships exists
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**FOCUS AREA: RESPONSIBLE LAND STEWARDSHIP**

**Strategic Directions**

**1) Goal:** Develop and formalize vision for use of Manson's Landing Commercial Property.

**Action/Tactic:** Establish Land Working group and mandate/annual goals.

**Action/Tactic:** Enlist a diverse, robust, energetic group of community members to join the Land Working Group.

**2) Goal:** Acquire funding for stage one of land development.

**Action/Tactic:** Create a fund development plan/strategy

**Action/Tactic:** Draw upon Land Working group and CCEDA Grant writer to support fundraising.

**3) Goal:** Increase community access and engagement with the Manson's Landing Commercial Property

**Action/Tactic:** Organize 4 site development/volunteer work bees each year.

**Action/Tactic:** Acquire appropriate insurance to support volunteer work on site.

#### **Indicators of Success**

- Vision and site development concept/plans established
- Funding for Stage 1 of land development has been raised
- Seasonal Volunteer work bees have been organized and well attended

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## **IMPLEMENTATION & MEASURING SUCCESS**

### **Implementation**

Our Strategic Plan forms part of our overall 'quality cycle' approach:

**Evaluate → Vision/Mission/Values → Governance Structures → Strategic Plan → Work Plan → Operations/Initiatives → Evaluate**

Driven by our vision, mission, and values the Board of CCEDA guides the organization in line with its strategic focus areas and directions. The Strategic Plan brings these elements to life and provides a road map and context for our decision-making and actions.

Through regular evaluation of the full cycle of our operations we assess our success by monitoring a series of progress indicators. This analysis in turn drives a cycle of incremental improvement, innovation and positive impact in the Cortes community.

### **Measuring Success**

Measuring our success is determined by two important metrics: our *Indicators of Success* outlined in each of the Strategic Focus areas in the Strategic Plan; and with the monitoring and reporting of our *Annual Cortes Community Economic Report Card*.

### **Cortes Community Economic Development Report Card**

All of our CED initiatives and actions as an organization are organized around how to ultimately advance **6 Core Economic Sustainability Indicators** as outlined in our 2018 LEAP Report. The 6 Core Indicators are list below:

#### **Economic Diversification**

A sustainable community values economic diversity just as it values cultural and ecological diversity. A diverse economy that does not rely on a single resource, employer, or sector is better able to withstand economic downturns and fluctuating market prices, and can provide a stable environment for long-term community sustainability.

**Unemployment Rate**

The vitality and productivity of a society depends on the work of its citizens. Each individual has the potential to contribute to the betterment of society. Increasing levels of unemployment create the greatest challenges for those in lower economic groups.

**Number of Business Start-ups**

New businesses create renewed energy and spark innovation in a community, often inspiring others to embrace a spirit of entrepreneurship and creative problem solving, in response to community need and opportunity.

**Hours Required to Meet Basic Needs**

Equity is an important element of a sustainable community. Every member of the community should have the opportunity to have meaningful work for a reasonable wage. Adequately remunerated employment can increase self-sufficiency, decrease reliance on social programs, and, in the long term, reduce costs to society.

**Food Bank Usage**

Food bank usage indicates to what extent we are fulfilling our societal responsibility to more vulnerable citizens.

**Income Equity (Gap between Rich & Poor)**

A community that is increasingly split by income inequity cannot sustain itself over time. Poverty breeds isolation and exclusion, with less opportunity for interaction between people of different income levels.

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**CONCLUDING THOUGHTS**

**Embracing Our Common Cortes future**

As a relatively new non-profit on Cortes, and one uniquely focused on advancing community economic development we are excited and proud to present this strategic plan for your review. During our strategic planning process this year we kept to the view that community economic priorities must be timely, focused and action orientated. The plan must also be broad enough to capture the energy and diverse ideas expressed from our 2018 LEAP report and subsequent conversations with the Cortes community. Feedback from the community and insights from our Directors and CCEDA members have made it clear, an inspired and focused strategy is the first important step in creating a truly resilient and sustainable Cortes economy.

On behalf of the CCEDA Board of Directors we would like to acknowledge the kind contribution and support of our many committed local volunteers. As we embark on advancing our 2021-2024 Strategic Plan, we hope that you too will join us on this important journey!

CCEDA Board of Directors