Canadian Community Economic Development Network
Strategic Plan 2009-2011

At the beginning of January 2009, members of CCEDNet's Board and staff met to set out strategic direction for the Network in the coming months and years.

The process to develop the strategic plan involved an initial Board retreat, consultations with CCEDNet Committees on an initial draft, and finally consultations with the broader membership through a presentation and workshop at the 2009 National Conference and AGM.

This new strategic plan establishes a renewed organizational vision, mission and values statement, and sets out the four proposed strategic objectives and their respective priorities for 2009-2011.

We hope that this document will serve as a clear framework for action on the priorities that have been identified for the next three years.

Context and Focus

Thanks to the tremendous contributions of hundreds of volunteer members and tireless staff, CCEDNet has grown significantly and can take pride in many accomplishments over its 10 short years of existence.

Since its incorporation in 1999, CCEDNet has clearly filled a gap, attracting hundreds of members from all corners of the country to a shared vision of community-based, integrated economic and social development that is inclusive and sustainable.

Part of that growth has been driven by the many changes in the economic, social and environmental context for our work, both in Canada and worldwide that we have witnessed over the past ten years. The reality of global warming is now widely recognized and the urgency of action increasingly understood. The continued expansion of neoliberal globalization has impacted all corners of the globe, and laid the foundation for global economic, financial and food crises. At the same time, all over the world, people-centred initiatives such as CED, the social and solidarity economy, are stepping up to show that “Another World is Possible,” based on sustainable human development rather than on a profit-driven market economy. Although the
effects on communities in Canada are already significant, and will likely become even more severe, we know that many of the answers to these crises will be created in those same communities. CCEDNet must be able to support those efforts, and contribute to the global movement for a just future.

While the Network’s membership and activities have grown over the last 10 years, the types of resources available have constrained the development of a solid organizational infrastructure that is required as a stable foundation for future growth. And although many members are involved in Board and Committee work or through our many projects, many more are not as engaged with the Network as they could be, and collectively, we are not harnessing the expertise and capacity that they bring to the movement.

This strategic plan seeks to reposition CCEDNet to build on two of our most important strengths: a large, diverse and dynamic membership; and a movement that is rooted in cutting-edge practices linking innovation, engagement and sustainability.

If we hope to achieve the objectives laid out below and position CED and the social economy as vital models for the future, CCEDNet will have to create both the means and the expectations for all members to contribute to our shared vision. The Network will have much more impact in advancing community economic development and the social economy if we are able to harness the capacity and actions of our members.

The proposed new vision and mission statements below are rooted in the intention to strengthen the Network’s practices around member engagement and improve our organizational infrastructure in order to move us towards improved financial sustainability and ultimately enable a more dynamic and responsive approach to meeting members’ needs.

Proposed New Vision, Mission and Values Statement

Vision:
The Canadian Community Economic Development Network believes in sustainable and inclusive communities directing their own social, economic and environmental futures.

Mission:
The Canadian Community Economic Development Network is a member-led organization committed to strengthening communities by creating economic opportunities that improve environmental and social conditions. We bring people and organizations together to share knowledge and build a collective voice for CED action. Our members are part of a movement creating community-based solutions to local and global challenges.

Values:
CCEDNet and its members are committed to the values of inclusion, diversity and equity. Our methods are participatory, democratic, innovative and entrepreneurial.
### Strategic Objectives for 2009-2011

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<th>Objectives</th>
<th>Priorities</th>
<th>Possible Actions</th>
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| **1. Movement Building** | 1 a) Strengthen CCEDNet: Continue to build CCEDNet as a strong member-driven resource to members and communities working to create social, environmental and economic change | • Continue to play a key role in movement building regionally, nationally and internationally  
• Provide training and support for member leaders, such as Committee chairs |
|           | 1 b) Policy | • Relationship building with politicians, public servants and the private sector  
• Provide information to members for their advocacy  
• Use existing and build new strategic alliances to strengthen a common voice nationally on CED and the social economy: Chantier de l’économie sociale, Canadian Cooperative Association, Conseil canadien de la coopération et de la mutualité, Canadian Women’s CED Council, Causeway, Imagine, (joint messages, policy outreach) |
|           | 1 c) Membership | • Review membership structure  
• Improve knowledge of and information about members  
• Improve membership retention  
• Continue increasing the number and diversity of members |
|           | 1 d) Practitioner and Sector Strengthening | • Conduct a survey of members to determine the types of tools, resources and learning events needed to support their work  
• Demonstrate and promote the values of a CCEDNet as a Learning Organization  
• Identify opportunities to participate and influence participation in practitioner research |
|           | 1 e) Youth | Facilitate, encourage and empower young people to participate in CED, including:  
• Reaching out to inform young people about what CED is and the role of the Canadian CED Network in the CED movement  
• Encouraging mentoring and capacity building between young people entering CED and those established in the field, including providing tools for young people to engage in CED  
• Acting as a voice for young people in the Canadian CED Network, including recognizing youth who are already engaged in CED and sharing stories of their success across the Network |
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| 1 f) Research | • Strengthen alliances with universities, research organizations, partnerships and networks  
• Support knowledge about and the capacity for community-based and community-led research by CCEDNet and members |
| 1 g) International | • Sharing knowledge between North and South about CED practices  
• Engage CCEDNet members in international solidarity economy and CED networking, advocacy and policy dialogue  
• Focus on improving Canada’s and multilateral international aid, trade and foreign policies  
• Strengthen international networks |
| 1 h) Immigrant and Refugee Action | • Strengthen community leadership and sustainability of the Immigrant an Refugee Community Action Network (ICAN)  
• Focus on policy and program changes to support social enterprise development as an effective approach to immigrant and refugee settlement and integration |
| 1 i) Regional presence: Mobilize the CED movement in all regions of Canada, recognizing that how that happens may be different in each region | • Mobilize champions and key stakeholders in each region  
• Adapt our structure to best fit regional realities  
• Regions should be self-defined (not limited to political borders)  
• All parts of the organization should be inclusive, addressing diversity, gender, language, age, etc.  
• Strengthen the capacity of both the Network and members in a complementary approach |
| 1 j) Member Engagement: In areas of common objectives, engage members in developing and delivering policy, products and services in ways that strengthen the capacity of both the Network and of members. | • Articulate the roles that members may play – CCEDNet may be delivering directly or leveraging the skills and knowledge of the network for mutual benefit, but we should always be looking for the most effective ways to achieve our strategic objectives. |
| 1 k) Strengthen Partnerships | • Expand partnerships with national organizations that are working in sectors covered by the Communities Agenda  
• Build connections with national organizations representing key population groups, including women, people with disabilities, First Nations, Métis, Inuit and Aboriginal, racialized groups, youth and others. |
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<td>1 i) Environmental Context: Environmental considerations should be applied throughout the organization</td>
<td>• Strive to reduce CCEDNet’s environmental footprint – explore more ways to use technology instead of travel • Climate change, peak oil and their impacts on food sovereignty, energy security and community resiliency should be prominent • Develop projects respectful of the environment</td>
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<td>2. Communication and Knowledge Mobilization</td>
<td>2 a) Communications Plan: Implementing our strategic communications plan, work with members and partners to build the public profile of the CED movement using: sector knowledge; research and evaluation; efficient use of technology.</td>
<td>• Revision of draft communications plan based on feedback of Board in-person meeting (ie, Mission, vision, values statement) • Create, disseminate and use sector knowledge: policy agenda; CSEHub and other research publications to develop strategic CED content; evaluations, database; profiles; stories • Efficient technology: Social media; EL Blog; Facebook; videos; community radio • Implement a strategic communications plan (internal &amp; external) • Promote CED successes, practices and experiences</td>
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<td>2 b) Internal Communications: Build our capacity for dynamic internal communications</td>
<td>• Improve use of efficient technology (calendar, committee blog, skype, chat rooms – open source whenever possible) • Implement the internal communication component of the communications plan, such as a crisis communication plan, and elevator pitch Examples are not limited to the above</td>
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<td>3. Financial Sustainability</td>
<td>3 a) Sustainability Plan: Generate a sustainability plan, including feasibility studies, that aim to increase the share of unrestricted revenue over a three year period, based on the report of the sustainability committee, and in consultation with the Board and regional members</td>
<td>• Based on the results of market research and planning, prepare a “revenue recovery matrix” that sets targets to increase CCEDNet’s share of unrestricted funds • Complete feasibility analyses of the options for revenue generation recommended by the Sustainability Committee • Establish a net income target for the annual National Conference, in consultation with the Conference Planning Working Group • Establish a target to increase revenue from members, in consultation with Membership Committee • Set targets for funding diversification and the development of the reserve fund • Prepare a succession plan for Board and senior staff • Maintain short- and medium-term funding for projects aligned with CCEDNet’s mission</td>
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<td>4. Administration &amp; Governance</td>
<td>4 a) Strengthen HR practice</td>
<td>• Develop a comprehensive HR manual, including: performance appraisal; compensation matrix; job descriptions; career development; an organizational chart with clear lines of communication, reporting and supervision; conflict/dispute resolution policy</td>
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<td>4 b) Develop a Comprehensive Financial Management System</td>
<td>• Articulate quarterly targets to implement significant elements of the financial management system over the next two years</td>
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<td>4 c) Ensure a Regional Presence: Have a person who wraps themselves in CED values, differentially working in the regions</td>
<td>• Establish an “investment target” for each region, in consultation with regions</td>
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<td>4 d) Foster Efficient Governance: Clarify Board roles, responsibilities, duties, liabilities</td>
<td>• Move towards a hybrid working and policy board, looking for the right balance in the next three years</td>
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