



Cortes Community Economic Development Association Overview Package 2019

Contents

Page 2 / Responding to Change: From Business & Tourism to Community Economic Development

Page 3 / Cortes Community Economic Development Association

Page 4 / Effective Governance

Page 5 / Our Cortes

Page 6 / 2.5 Acres of Potential

Page 7 / Responsible Tourism Kiosk

Page 8 / LEAP Report

Page 9 / Financial Overview

Page 10 / Non-Profit Status & Success-based Track Record

Page 11/ Strategic Priorities & Roadmap for 2019-2020

Page 14 / Tasks accomplished/Highlights from 2018-2019

Responding To Change: From Business & Tourism to Community Economic Development

The Cortes Island Business and Tourism Association (CIBATA) was formed as a non-profit in 2012 by local small business owners connected by a common desire to revitalize Cortes Island's economy. Originally operating on a chamber of commerce model as a member of the Discovery Islands Chamber of Commerce (DICC), CIBATA worked towards meeting the diverse and changing needs of small businesses and tourism providers on the island, securing grant funding to promote Cortes in the region through marketing initiatives including the **ourcortes.com** website, the development of a local tourism kiosk, and through participation in regional forums and high-level strategic planning. It was through one of these processes, The Local Economic Action Plan (LEAP), that CIBATA recognized the need to shift direction as an organization. CIBATA initiated the LEAP process in 2016 in order to collect data and formulate a plan around how to stimulate a stagnating economy.

“Since 2008, we’ve seen our economy stagnate with a decline in ferry traffic and tourism; the impacts include an increasing age of our population and declining school enrolment,” said Carol London, Treasurer of the Cortes Island Business and Tourism Association (CIBATA). “We need to find new ways to bring economic activity and vitality to our community, and working with our partners, I know we’ll be successful.” (Tourism Vancouver Island, February 10, 2016)

Many changes occurred in the local economic landscape between the time the LEAP process began and when the final report was released. Tourism increased dramatically and addressing issues like tourism fatigue, climate crisis mitigation, and economic reconciliation have become increasingly important considerations for local residents. During this multifaceted, multi-year community consultation process, it became evident that Cortes Island needed CIBATA to become a different kind of organization, reoriented towards actualizing community economic development (CED), an economic model that centres hyper-local, holistic strategies aimed at community well-being and resiliency.

At the 2018 CIBATA AGM, our membership was consulted regarding a suggested shift in our mandate and constitution. In a special general meeting on September 21, 2019, this shift was formalized through the adoption of a resolution that gave our organization a new name and a refreshed mandate.

Cortes Community Economic Development Association (CCEDA)

As of September 2019, the mandate of the Cortes Community Economic Development Association 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

How we define CED

Community Economic Development (CED) is action by people locally to create economic opportunities that improve social conditions. CED is an approach that recognizes that economic, environmental and social challenges are interdependent, complex and ever-changing. To be effective, solutions must be rooted in local knowledge and led by community members. CED promotes holistic approaches, addressing individual, community and regional levels, recognizing that these levels are interconnected.

Transition & New Governance Model

As we transition our organization to better meet our island's changing needs, we look forward to inviting new leadership and energy into our governance. The following package provides an overview of current assets and opportunities held in the care of CCEDA on behalf of the Cortes Island community. It is our hope that this package helps to provide an understanding of our story and how CCEDA is positioned to help Cortes Island usher in a new economic paradigm.

Effective Governance: Leading Organizations into the Future

During the transition from CIBATA to CCEDA, our 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:

- Responsible, committed governance
- Members 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 5-8 directors representing a diversity of economic sectors, skills sets, ages, backgrounds & experiences. These directors will form a policy board that will hold a strong overall vision for community economic development on Cortes Island. These directors will take turns chairing meetings, and decision making will be facilitated using a consensus -1 or supermajority model. This Board would meet monthly during the transition period, and then decelerate into quarterly meetings where directors would review committee reports and tend to visioning tasks.

Working 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, 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 will work with the CCEDA board in developing a 5 year strategic plan; advancing priority grant applications & funding strategies; working with the LEAP and commercial land committees, and building connections with island-wide CED partners.

Asset / 2.5 Acres of Potential

In 2018, CIBATA was given responsibility for the stewardship of 2.5 acres of commercially zoned land in the heart of the Manson's Landing village. The vision for this land is that it will provide new space for efforts such as retail shops, professional offices, and studios for artisans within easy walking distance of the new housing on Rainbow Ridge and the uptown core of island services. The next steps for CCEDA will be to assess the current needs of the community and engage stakeholders in a consultation process to determine a plan for the long-term use and effective management of this land. A key factor to the health and success of this effort will be to engage with Klahoose First Nation to determine an economic reconciliation plan and shared wealth strategy.

Challenges:

- Our board has spent many resources over 2018-2019 dealing with a sensitive and logistically challenging situation with the former occupant of the commercial land. The previous CIBATA board decided not to make the details of this process overtly public in an attempt to exercise discretion with regards to the occupant's privacy. However, a detailed account is available as part of CIBATA records, and a Court Order for Vacant Possession was obtained in June 2019 from the BC Supreme Court, validating the efforts undertaken to remove this individual from the land
- Regrettably, the former occupant left a big mess and caused some irreparable harm to the land, including the removal of valuable trees and the potential toxification of the soil. The land will require more clean-up and debris removal, as well as the immediate installation of liability signage, entrance security, and clear public messaging in order to maintain safety and prepare the community for the next iteration of this space
- If CCEDA is no longer able to fulfill its stewardship responsibilities, the land will be turned over to the Community Foundation

Opportunities:

- A joint grant application between CCEDA, Cortes Island Seniors Society (CISS), and the Cortes Community Forest Co-op (CCFC) was submitted to the 2019 Rural Dividend Fund. However, this fund has been put on hold until 2020, at which point the three organizations can reassess and resubmit the application. If successful, this grant would provide funding for a schematic design of a new building and services for this land, incorporating value-added wood products from CCFC, as well as the development of designs for road access and an interconnected walking-bicycle path between Rainbow Ridge Housing, CCEDA land, and the village of Manson's Landing. Funding from this grant will also be earmarked to create a contract staff position for an Economic Development Officer to advance long-term planning for the commercial land, as well as to help actualize other LEAP initiatives and build stronger relationships with our CED partners on Cortes
- Land taxes and insurance are paid up for the next 8 months, so the CCEDA transition team can focus on high-level development ideas, including possible short-term summer rentals, a farmer's market extension plan, and/or a healing and welcome garden
- The LEAP Report thoroughly outlines key goals and actionable ideas for this commercial land; much of the legwork for creating a community-based plan for the use of this land has already been undertaken through the tireless efforts of volunteers over many years

Asset / LEAP Report

Initiated in 2016, after our 2015 Cortes Island Economic Development Forum, the Local Economic Action Plan was the result of two years of community engagement initiated by CIBATA members and the LEAP Community Steering Committee. The purpose of LEAP was to engage the community of Cortes in designing a community economic development strategy, and to identify economic priorities and actions for the island over the next five years.

The goals of the project were as follows:

- Engage the local community in the design of an Economic Strategy
- Identify and review key island, regional, national and global trends
- Capture community input and ideas
- Set out priority activities and investments for the next five years to benefit the island as a whole

Challenges:

- The current lack of core funding to support an Economic Development Officer is a critical blockage to advancing LEAP goals and actions
- Tourism fatigue and island-wide capacity challenges have made it difficult to advance key LEAP goals and actions
- Public interaction with the report has been limited to date; opportunities for creating engagement with the ideas and goals presented in the report have not yet been explored to their fullest
- Relationships with many of the key stakeholders indicated in the report have not been fully developed; notably with Klahoose First Nation, Rainbow Ridge Housing Development, Cortes Community Forest Co-op, and Hollyhock

Opportunities:

- The successful completion of the LEAP report positions CCEDA well for receiving follow-up funding from our major funding partner, Island Coastal Economic Trust (ICE-T)
- Key stakeholders involved in the consultation and development of LEAP provide a strong basis for future CED partnerships and advancement of LEAP actions
- A record of this project's goals, including a link to the final report, is housed online at **cibata.ca**; this website can be refreshed with a new url and updated content along with the annual reassessments of the LEAP report

Asset / Responsible Tourism Kiosk

Cortes Island has a rapidly growing summer tourism industry, attracting visitors to experience exquisite hiking trails, viewpoints, and beaches. However, with no “gateway” for arrivals, and limited signage, the opportunity to market activities and services to visitors was not being optimized. CIBATA received funding to design and build a unique mobile visitor information kiosk. Completed in fall 2015, the new visitor kiosk and signage were aimed at encouraging longer stays for summer visitors, and helping to bring shoulder-season tourists to the Island. The original intention behind this project was to set the kiosk up at BC Ferry terminals in Campbell River, Quadra and Cortes. In addition, the kiosk was positioned to be deployed at special seasonal events around the island, as well as to trade shows in order to further promote the island’s attractions, businesses and opportunities to visitors, potential investors and new residents. However, with the changes to the island’s tourism scene, unfolding from 2016 to present day, the original stated intention for the kiosk no longer fits with the current needs of the Cortes community. It is recommended that CCEDA develops a new strategy for management and deployment of the kiosk, with a possible integration into the new commercial land, and an updated focus towards providing visitors with information on how to participate in Responsible Tourism.

Challenges:

- Capacity challenges associated with the management of the new commercial land took energy away from being able to successfully utilize the kiosk towards its original stated intention; this lack of deployment has been noticed by the public and resulted in critical comments published in the Cortes Marketer in 2019
- Potential competition between the role of the Cortes Museum’s Tourist/Visitor Information Booth and the kiosk was identified, and an MOU has not yet been drafted to ensure a healthy cross-organizational partnership
- The rapid growth of the summer tourism industry on Cortes has created a need for a revised tourism plan, including a focus on responsible tourism, waste management strategies, and cultural and ecosystem sensitivity protocols; any efforts towards increasing tourism, as outlined in the original kiosk strategy, need to be re-evaluated
- An increased desire for better roadside signage and wayfinding to direct visitors towards island landmarks and businesses is becoming a bigger priority than what can reasonably be achieved by the single-use limited range mobile kiosk

Opportunities:

- The new commercial land offers a potential synergy for the kiosk including a possible expansion of the popular Manson’s Landing Friday Farmers Market onto the commercial land, drawing weekly visitors
- Partnership potential between the Cortes Island Museum Tourist/Visitor Information Booth, Cortes Literacy Now, and Klahoose First Nation to develop Responsible Tourism content
- BC Ferries continues to be a possible project partner for the deployment of the kiosk; potential shared revenue models can be explored
- A summer host or seasonal renter could be contracted to manage the kiosk and determine an effective use plan

Asset / Our Cortes

The OurCortes.com website was the first initiative of the original CIBATA group. This website, launched in 2012, was designed to offer visitors a comprehensive listing of services available on the island, and to make trip planning easier for people wanting to visit Cortes. Over the years, as part of a larger online marketing strategy, a [9-minute promotional video](#) was produced for the website and a [facebook page](#) was created to further engage the public and drive visitors to the site.

Challenges:

- The current purpose, branding, visual look and user experience of the ourcortes.com website is in need of a new strategy and an update
- Many of the current local CED stakeholders are not being represented on the ourcortes.com platform
- Digital clutter is a major issue for Cortes Island; an island-wide tourism sector communication plan needs to be developed in order to create a more streamlined and effective approach to the marketing of our businesses, events, maps, and other important local information
- Capacity issues make it difficult for pertinent content to be featured on the ourcortes.com platform and creates a blockage in the fulfillment of its purpose

Opportunities:

- The current site is being hosted on wordpress and CCEDA members are standing by to be leveraged in updating the visual look and user experience of the website
- The Our Cortes brand could fit within the new CCEDA mandate; a new logo that represents current CCEDA messaging can be developed to serve the new organizational focus
- A joint grant application between CCEDA, Cortes Island Seniors Society (CISS), and the Cortes Community Forest Co-op (CCFC), has been submitted for consideration by the Rural Dividend Grant. If successful, this grant will provide fund a contract staff position for an Economic Development Officer to help actualize CCEDA initiatives, such as ourcortes.com, and build stronger relationships with our CED partners on Cortes. Additionally, this grant could provide funding for a Marketing Director who will work to promote the Community Forest Co-op and our value added sector, and could potentially be tasked with evaluating and redesigning the ourcortes.com asset

CCEDA Current Financial Overview

The current financial state of the organization is stable, with contingency funds available to enable operations over the next year without major fundraising efforts. Like many other non-profits on Cortes, CCEDA has been able to advance multiple community projects and initiatives on a very limited operating budget. The organization is asset rich—Our Cortes website, Kiosk, commercial property—but cash-flow challenged. The organization has had some success over the years with small local fundraising events; Burger & Beer nights at the Gorge, Silent Auctions, and hosting Sea Fest Dances. The organization however has yet to establish a well recognized annual on-island fundraising event. CCEDA'S main source of revenue has been through grant applications. The organization has a long and successful history of acquiring grant awards for special projects – primary granting organizations include Destination BC, Island Coastal Economic Trust, SRD Grant-in-aid.

Challenges:

- The primary financial challenge for the organization has been in establishing and maintaining annual core operating funds
- Income sources: currently there are no regular sources of income (annual fundraisers, commercial space rentals)
- Internal Capacity: with a volunteer board and no paid coordinator, capacity for generating funds through local fundraising and grant writing has been limited.
- Membership Fees: In 2018, the organization changed its membership fee to \$5 for a life-time membership. It was determined that increasing #'s of members was more important than raising revenue through membership fees

Opportunities:

- Though a longer-term initiative, development of the commercial property in Mansons Landing holds the greatest potential for generating monthly/annual revenue through the rental of commercial space
- The Our Cortes website established in 2014, continues to be a valuable site for individuals planning to visit Cortes; the website holds great promise for generating annual revenue through local business sponsorship of content posted on the site, and/or local advertising
- Though currently not in use at the Ferry dock or at community events, the Information Kiosk could also generate revenue in the form of advertising from local businesses; the Kiosk was constructed with metal walls enabling magnetic posters to be displayed

Nonprofit Status & Success-based Track Record

CIBATA, now CCEDA, was formalized as a non-profit in 2012. Since this time, the organization has leveraged thousands of dollars towards successful grant-funded local economic initiatives.

Here is an overview of key successes:

- **Our Cortes Website** / Initiated in 2013, the Our Cortes website has been an important contributor to promoting local businesses to island visitors, as well as highlighting positive stories about our residents and local culture. The ongoing maintenance and updating of the site also provides for casual employment.
- **Our Cortes Video** / Created in 2014 by local Bill Weaver, this 8 minute video highlights many of the special features and people of Cortes.
- **Vancouver Travel & Adventure Show** / During 2014 and 2015 CIBATA was present with a booth promoting Cortes businesses at the Vancouver Travel & Adventure Show.
- **CIBATA Organization Capacity Building** / From 2014-2016 CIBATA received funding to support a part-time coordinator. The coordinator played a critical role in setting up many administrative systems for the organization and developing/coordinating community outreach initiatives and communications.
- **Mobile Information Kiosk** / In 2015, CIBATA received funding to create a roving information booth – Kiosk - to help assist visitors to Cortes with important and timely information on how to make the best of their stay on Cortes. Funds generated for this project supported a part-time project coordinator (6 month position) and multiple on island artisans – metal workers, carpenters, artists – for the creation of the Kiosk.
- **Local Cortes Economic Forum** / Early in 2015, CIBATA hosted the Island's first Economic Summit. 45 Individuals from a wide range of interests attended the event.
- **Learning Lunches** / Since 2016, CIBATA has hosted a number of Learning Lunches at the local Co-op. The sessions served to showcase off island guests (government, business) to inform and share best practices relating to community economic development. Local business owners were also highlighted at the Learning Lunches.
- **Local Economic Action Plan** / Building on the results and feedback from the 2015 Economic Forum, CIBATA received funding to produce a comprehensive local economic action plan. The process was 2 years in development, starting with forming a steering committee, hiring consultants, initiating an island wide survey, multiple focus groups and local stakeholder feedback, resulting in the release of the plan in 2018. The LEAP project provided employment for a part-time coordinator for 1 year.
- **Employment Workshops** / Since 2016, CIBATA has partnered with North Island Employment Foundation (Campbell River) to host annual employment readiness workshops on Cortes.
- **Non-Profit Strategic Planning Capacity Building** / Since 2016, CIBATA has supported and assisted numerous non-profit organizations (Cortes Radio, Linnea Farm Society, Friends of Cortes Island, Cortes Food Coop) on-island with Strategic Planning facilitation and resources.

Despite these successes, we recognize that our biggest challenge to ongoing sustainability is finding core funding to support the work of our Board, and the need for richer communication and messaging to ensure that locals understand how the community economic development projects and initiatives directly benefit the community.

Strategic Priorities & Roadmap for 2019-2020

Key Priority:

Recruit strong candidates for 2019-2020 Board of Directors

Skills/Representation Needed for Board of Directors:

Admin/Board Governance/Financial Oversight/Grant Writing

Cultural Competency & Resilience

Strategic Planning & CED Visioning

Land Development/Stewardship

Financing/Management/Investment/Insurance

Digital/Tech/Communications

Strong Consultation Processes with:

KFN**

SRD

Community Foundation

Small Business Sector

Non-profit Sector

Arts Sector

Agriculture/Aquaculture/Food/Value Added Sector

Forestry/Value Added Sector

Tourism Sector

Transition Roadmap:

- Hold AGM to elect a new slate of directors and report to membership
- Hold orientation meeting(s) to onboard new directors to CCEDA
 - What is our history/what are our aspirations for the future?
 - What does each member want to bring/get out of their work with CCEDA?
 - How will everyone commit to working together (cultural safety, local & internal protocols)?
 - Needs/Offerings
 - Goal setting for upcoming months (CCEDA organizational goals, LEAP & CED goals)
 - How to use collaboration technologies effectively so that we can organize efficiently and remotely
- Complete hand-over of governance/financial management tasks from Colin to new board
 - including appointing new president, vice president, secretary, treasurer, and new signing authority for credit union bank account (need to have this in meeting minutes with motions for each new appointment)); financial overview
 - Board Training/visioning session that includes: a refresher of societies act responsibilities, monthly/annual governance tasks, record keeping
- Send 1-2 reps to the Rural Islands Economic Forum (Nov 7-9)

- Assess LEAP report and compile first annual CED "Report Card"
- Develop 5 year strategic plan for CCEDA/Commercial Land (including actionable items starting in the winter/spring)
- Undertake a Needs Assessment for small businesses & nonprofits
- Investigate funding possibilities and build capacity to hire Economic Development Officer

Open Action Items compiled from Board meeting minutes:

(requiring attention of new board)

- Update MOU with Community Foundation to reflect new organizational name
- Update contract with anonymous donor with new name (CCEDA)
- Draft letter to "land legal fees/clean-up fund" donors with an update about the land and what expenses were incurred with eviction/clean up of land site; provide info regarding future plans for the organization
- Contact Creative Deconstruction in regards to final removal of wood and other debris from land site
- Call All Clear Septic and ask about removing human waste on property (3 x 5 gallon buckets, 3 additional partially empty buckets)
- Liability Signage - design & place around property
- New CCEDA branding & website refresh (LEAP report card, url change, tideline ad update, etc.)
- Create a 2019-2020 draft budget & financial/fundraising roadmap
- Evaluate Kiosk & create new strategy for content/deployment and possible integration with LEAP/commercial land

High Priority Tasks Assigned to CCEDA from LEAP 2018:

- Seek investment, grants, assess funding opportunities for CED & EDO
- Create opportunities for Eco-Cultural learning (workshops, conferences)
 - Resilience, Climate Hope, Cultural Competency, Responsible Tourism
- Investigate feasibility for shared workshop/makerspace
- Support development of value added food & wood products
- Produce video profiles of individuals, sectors, orgs to celebrate and track CED efforts
- Host training workshops for EDOs/Boards/Volunteers (including governance 101 - different models, how to transition, resilience, skill building, cultural competency)
- Create directories for:
 - shared resources on island
 - small businesses on island
 - nonprofits on island
 - economic incentives available to be activated by community
- Advance planning on the Commercial Land
- Host networking/exit interviews with local orgs & small businesses to capture learning/challenges emerging from 2019
- Network with other regional CED initiatives
 - Rural Islands Economic Forum Nov 7-9 (send reps)

- Create a “support-local” marketing & incentives program
- Create/support/promote opportunities for cultural competency training for businesses, property owners, nonprofits, leaders, etc.
- Develop an Economic Reconciliation framework and integrate into LEAP indicators
- Develop an Economic Reconciliation resource package and tool-kit to help residents & businesses & orgs transition into a shared prosperity model

Other tasks from LEAP 2018 (lower priority)

- Develop website for all industries & community vision (Our Cortes refresh)
- Research Tax revenues from SRD
- Develop a business incubator/mentorship program
- Develop Cortes value-added brand
- Develop newcomer welcome package
- Develop a strategy to increase the use of current community spaces
- Formalize Cannabis Sector
- Develop "winter campaign" for bringing people to the island "off season" and taking the pressure off the summer/keeping businesses/orgs thriving all year (conferences, artists in residence, working holidays; focusing on community benefit and integration (producing for island instead of consuming from island)

Tasks accomplished/Highlights from 2018-2019

Compiled from from 2018-2019 Board meeting minutes

- Created new leadership
 - Brought on new directors Brittany Baxter, Adam McKenty, Lovena Harvey
 - Succession of previous directors Mielle Chandler, Jessica Hawkins, Suzanne Fletcher, and Colin Funk
- LEAP
 - Completed LEAP report (2018)
 - Shared with funders (SRD/ICE-T), the public, and CED stakeholders
- 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)
- Stewardship of Commercial Land
 - 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)

- Fundraising Efforts:
 - 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)
- Workshops/Forums
 - 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)
 - Participated in designing/consulting for Rural Islands Economic Forum (Nov 7-9, 2019)
 - Sent 3 CCEDA members to RIEF to connect with regional CED initiatives
- Governance:
 - Underwent an organizational revisioning process: new governance model, adoption of digital meeting/collaboration tools, new membership structure, groundwork for strategic plan
 - Community Action: Co-signed a letter with SCCA to the Ministry of Municipal Affairs regarding regional governance issues (February 2, 2019)
 - 2018-2019 Book keeping & insurance policy negotiating (Marilyn & Connie)
 - 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
 - Attended the Community Foundation's Social Profit Meet up (Sept 28, 2019) to represent/introduce CCEDA to island changemakers and connect with potential new directors/CED Stakeholders