

**CEDC 2011-2013 Strategic Plan**  
**Attachment B – Corporate Culture Operational Statements**

We will achieve the vision laid out in our Directional Statement and our three-year goals by operating within a culture of values that we hold as vital and necessary, and that serve as guiding principles in the work that we do. CEDC's organizational culture includes the following seven components. The order of these statements is intentional, with the first several components addressing those aspects of our corporate culture that are internal to the way we work and latter aspects of the statement connected with an external view.

We believe that by creating a strong corporate culture that honors the health and wholeness of our staff, we build the internal capacity to remain sustainable and better serve our community.

- **A STANDARD OF INTEGRITY**
  - Our Board of Directors commits to leading the organization through good governance.
  - The work of our organization will be done in an honest, lawful and transparent manner.
  - In all areas of our business, we vow to hold each other accountable for doing what we promise, to the best of our ability.
  
- **A COMMITMENT TO EXCELLENCE**
  - CEDC leadership will model professionalism and responsibility, both inside and outside CEDC.
  - Our Corporate Compensation Policy promotes rewarding employee achievement through merit salary increases.
  - Every member of our organization will operate with the utmost professionalism and attitude of excellence in achieving our mission.
  
- **A SUPPORTIVE WORKPLACE ENVIRONMENT**
  - While our employees are passionately improving the lives of others, so should their lives be improved through their affiliation with CEDC.
  - Leadership will advance the caring setting in which our work is done and accepts responsibility for employee health and safety.
  - Staff morale will be enhanced by recognizing that employees are whole individuals, with families and other relationships outside the workplace. Leadership aims to harmonize work and life balance where accommodations can be made. We believe this is important in nurturing a sense of community spirit and connectedness— which we believe contributes to an overall level of greater organizational performance and productivity.
  
- **CONTINUOUS LEARNING AND INVESTMENT IN OUR STAFF, BOARD OF DIRECTORS AND COMMUNITY**
  - CEDC is an empowering, learning organization that invests in staff training and development, promotes an environment of shared learning by using past experience as a lesson for future success, and encourages professional growth.
  - Opportunities for career progression will be emphasized.

- **A RESPECTFUL CORPORATE ENVIRONMENT**
  - CEDC celebrates diversity and multiculturalism, promotes encouragement, supports patience, fosters high energy, demands courtesy and approaches challenges in a team structure.
  - We treat others as we would like to be treated, and hold each other – and those with whom we interact – as esteemed colleagues, regardless of any differences in opinion we may encounter.
  - Members and associates commit to working together toward our common purpose in a way that honors individual differences, understanding that our unique qualities give us assorted ways of approaching our work to help us achieve great things.
  - Just as we respect the environment through green innovations in our development work, so are we working to “go green” in our corporate business practices.
  
- **INSPIRATION FOR CREATIVITY**
  - CEDC is a forward-thinking organization that promotes “strategic thinking” for better ways to do our work. We challenge ourselves to work in innovative ways..
  - We continue to set goals and achieve them with a shared sense of anticipation for how our work will make the world a better place.
  - A high regard for adaptation in how we envision the future, how we do our work and how we will achieve our goals is encouraged at all positions and business lines.
  
- **SUPPORT FOR SOCIAL AND ENVIRONMENTAL JUSTICE**
  - By the nature of CEDC’s mission, the organization fosters an understanding of social responsibility. We will look for opportunities to make a difference where we see injustice and partner with individuals, organizations and communities to effect a socially just environment.
  - We support social justice and seek out ways to collaborate with individuals, organizations and communities who will stand up for the rights of others.

In Spring 2011, CEDC completed an all-staff survey, one goal of which was to help us better understand what aspects of our corporate culture statement are already ‘living’ well in practice and which areas need more attention. The results, which are currently being analyzed, will lead to a plan of action to ensure that this corporate culture statement accurately reflects organizational practice.

As an example, one anticipated action step is training and increased capacity-building for both the Board and staff around multiculturalism and cultural proficiency (Bullet #1 under “A Respectful Corporate Environment”).