



HICEEC

STRATEGIC PLAN 2010 - 2014

Summary

A five-year strategic plan was adopted by the Board of Directors of HICEEC on 26 April 2010. Its purposes are to:

- Guide decisions of the Board of Directors
- Shape the development of work programs
- Provide clarity about the organizations's goals to funders, partners and the community

It is envisioned as a rolling five-year plan which will be updated each year.

The Hornby Island Community Economic Enhancement Corporation:

The Hornby Island Community Economic Enhancement Corporation (HICEEC) is a not-for-profit corporation established in 1996. HICEEC provides economic development services under contract with the Comox Valley Regional District. The objects of the corporation include the development and implementation of a strategic plan for the community economic enhancement of Hornby Island.

HICEEC's Mission:

The mission of HICEEC is to take leadership in developing and implementing solutions to social and economic issues facing the citizens of Hornby Island.

HICEEC's Vision:

The vision of HICEEC is a healthy, sustainable, resilient and diversified economy on Hornby Island.

HICEEC's Operating Principles

- Pro-active - HICEEC initiates and carries out programs in pursuit of its goals
- Collaborative - HICEEC works with partners on programs that achieve common goals
- Responsive - HICEEC provides support to others whose initiatives support HICEEC's goals
- Facilitative - HICEEC provides opportunities for community exploration of how to achieve goals

Goals and Objectives for 2010-2014

Goal 1

To facilitate the **availability of resources** to respond to economic needs and opportunities.

Objectives:

- To develop HICEEC's governance, financial, human and partnership resources
- To provide Hornby residents with access to information, education and financial resources
- To support capacity-building for community organizations generally

Goal 2

To enable the successful **marketing** of Hornby products on and off Hornby Island.

Objectives:

- To maintain and develop the realHornby web-site and electronic marketing program
- To support small businesses in developing their marketing capacities
- To undertake local and regional marketing initiative

Goal 3

To support the growth of a **year-round economy** to reduce dependence upon the peak season.

Objectives:

- To promote off-season events and other opportunities for visitors
- To contribute to enhancing summer tourism as one component of a year-round economy
- To provide support for economic activity that is not based upon summer tourism

Goal 4

To promote economic **resilience** to external factors, including by meeting local needs locally.

Objectives:

- To foster the development of on-Island food production
- To promote the availability and use of local goods and services to meet local needs
- To pursue transportation and energy alternatives

Goal 5

To encourage **diversity and capacity** through the participation of all age groups in the economy

Objectives:

- To help incorporate the needs and assets of senior residents into the Island economy
- To increase the presence and participation of younger adults in economic activities
- To address the community's succession needs

*The complete strategic plan is available from:
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