



HICEEC STRATEGIC PLAN 2010 - 2014

This 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.

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Community context:

- **Environment** - Hornby Island is within the Islands Trust area. The object of the Islands Trust is to preserve and protect the unique amenities and environment of the trust area. This curtails the amount, location and type of development but conserves assets such as natural values and island character. Hornby Island's groundwater aquifers are classified as highly vulnerable with most being either highly or moderately developed.

- **Demographics** -24% of Hornby's residents are over 65 compared with 15% in BC. Only 34% of residents are under 45, compared with 57% in BC. The 10% population increase over the past decade appears to have resulted from in-migration by people of pre-retirement or retirement age. Residents are much less likely to move than generally in the Province (23% compared to 47% provincially).

- **Work force** - 54% of the adult population is in the work force compared with 66% in BC. Of the 500 people in the work force, only about 100 have full-time year-round employment. About 40% work at home (BC: 9%). Over 50% of the work force is employed in three sectors: arts/culture, construction/trades and sales/service. The working population declined by 5% over the past decade.

- **Businesses** - There are about 100 businesses advertised on Hornby Island, the majority home-based. The non-profit and co-op sector make a significant contribution to the Island's economy. Visitor accommodation is a key seasonal element of the economy.

- **Agriculture** - 27% of Hornby's land base is within the Agricultural Land Reserve. The BCAA classifies 34 properties as "agricultural". There are about 10-20 active farms.

- **Incomes** - The median household income (\$32,209) is 39% below the BC median. The average employment income is \$17,653 compared with \$34,978 in BC.

- **Housing** - 63% of residential properties are owned by non-residents. Only 18% of dwellings are rented (BC: 30%). Over the last census period, the number of rental units declined from 165 to 100. The median price of non-waterfront homes increased by 116% while incomes increased by only 7%.

- **Seasonality** - 43% of Hornby's dwellings are only occupied seasonally. The Hornby ferry route has the highest seasonal variation in the system (deviation from monthly mean- Jan: 94%; August: 470%).

- **Ferries** -Ferry fares will have increased by up to 100% between 2003 and 2012. BC Ferries anticipates that fares will continue to increase significantly between 2012 and 2016. (Ferry traffic declined by 14% over the past ten years, while resident population increased by 10%.)

- **Global oil prices** -In February 2010 the price of crude oil was \$79.6 a barrel. Conservative forecasts of the price in 2015 range from \$100 (International Energy Agency) to \$137 (Barclays Bank).

- **Climate change** -The Provincial government has set the target of an 18% reduction in greenhouse gas emissions from 2007 levels by 2016. Adjustments resulting from impacts of climate change will need to be considered.

Community Values (from Community Vision Statements 2002)

Hornby Islanders value –

- Our connections to the natural world
- Diversity
- The spirit and energy of this unique island and its people
- Simplicity, self-sufficiency and sustainability
- Working through our disagreements in a respectful manner
- The strong sense of belonging and safety that comes from living in this community
- Our connections with the rest of the world
- Local control over decisions which affect our community and our environment
- Working co-operatively to create an inclusive and healthy community
- Creativity and innovation

Community Vision for the Economy (from Community Vision Statements 2002)

“In the year 2020, Hornby Island's economy reflects and helps sustain the unique nature of Hornby’s people and natural environment. We recognize that a healthy community is what creates a healthy economy and visa versa. Our thriving and diverse economy is comprised of small-scale, locally and/or communally-owned businesses, services and value-added industries as well as low-impact tourism.

“Many community groups are working to create and finance the infrastructure necessary for the prosperity and common good of all. Local taxes are retained in the community to support local initiatives. The community encourages activities that promote local and individual self-sufficiency, and barter and trade are integral parts of the economy. We re-circulate resources and currency within the community and patronize local businesses and services.

“There are plenty of skill-building and educational opportunities, co-operative and support mechanisms to assist the creation and success of small businesses. Employment opportunities and apprenticeships for youth are widely available. Everyone is able to support themselves doing what they love. We also value the contribution of volunteer and unpaid labour to our community.

“The arts, agriculture, education, high tech, health care, trades and small-scale production are the major sources of income. Additionally, we are successfully marketing our products and services off-island. Our connections to the broader economic structures are based in just and fair trade practices and do not contribute to the exploitation of people or the planet.”

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 Goals for 2010-2014:

Goal 1

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

Goal 2

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

Goal 3

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

Goal 4

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

Goal 5

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

HICEEC's Operating Principles for achieving its goals:

- 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

Objectives to achieve the Goals for 2010-2014:

Goal 1. Availability of resources

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

Goal 2. Marketing

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

Goal 3. Year-round economy

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

Goal 4. Resilience

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

Goal 5. Diversity and capacity

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

Strategies and activities to address: AVAILABILITY OF RESOURCES

Goal 1: To facilitate the Availability of Resources			
Objective	Strategies	Activities 2010 <i>Continuing, current and planned</i>	Activities 2011-14 <i>Continuing and planned</i>
a) To develop HICEEC's governance, financial, human and partnership resources	Undertake board, staff and organizational development	- Board recruitment - Establish regular meeting schedule	- Review staffing - Board workshop - Plan staff training
	Identify and pursue funding sources	- <i>Pursue funding to support strategic plan activities</i>	- <i>Pursue funding to support strategic plan activities</i>
	Identify and pursue partnerships	- <i>On-going liaison with CVRD, HIRRA, DICEEC, HIES, CVCC, CFS, CEAS</i> - Explore collaboration with DICEEC - Explore potential collaboration with HIES	- <i>On-going liaison with CVRD, HIRRA, DICEEC, HIES, CVCC, CFS, CEAS</i> - Implement partnership programs resulting from 2010 explorations
b) To provide Hornby residents with access to information, education, and financial resources	Provide information through newsletters, articles, posters, pamphlets and electronically	- <i>Electronic newsletter</i> - <i>Articles in First Ed.</i> - <i>Maintain virtual resource centre</i> - <i>Carry out specific communications on programs</i> - New HICEEC brochure - Investigate physical resource centre?	- <i>Electronic newsletter</i> - <i>Articles in First Ed.</i> - <i>Maintain virtual resource centre</i> - <i>Carry out specific communications on programs</i> - implement physical resource centre?
	Provide connections to off-island programs and services	- <i>Support for Job Shop</i> - <i>Promoting and providing travel subsidies for Community Futures Programs</i>	- <i>Support for Job Shop</i> - <i>Promoting and providing travel subsidies for Community Futures Programs</i> - Support for residents attending off-island conferences, workshops
	Provide on-island consultation services and opportunities for training and learning	- <i>Ongoing consultation services</i> Programs: - Business planning - Taxes - Financial literacy - <i>Plan programs for following year</i>	- <i>Ongoing consultation services</i> - Implement programs planned for current year - <i>Plan programs for following year</i>
c) To support capacity-building for community organizations generally	Provide information to other organizations	- <i>share info on funding sources and programs</i>	- <i>share info on funding sources and programs</i>
	Provide support to organizations for activities that advance HICEEC's strategic plan	- <i>Respond to appropriate requests for funds or other resources</i>	- <i>Respond to appropriate requests for funds or other resources</i>
	Participate in collaborative opportunities for development and sharing resources	- <i>participate in CAST</i> - meeting of NGO administrative staff to identify capacity-building needs	- <i>participate in CAST</i> - implement capacity building programs

Strategies and activities to address: MARKETING

Goal 2: To enable successful Marketing			
Objective	Strategies	Activities 2010 <i>Continuing, current and planned</i>	Activities 2011-14 <i>Continuing and planned</i>
a) To maintain and develop the realHornby web-site and electronic marketing program	Maintain an up-to-date and useful web site	- <i>update website monthly</i>	- <i>update website monthly</i>
	Publish a regular electronic newsletter	- <i>publish newsletter quarterly</i>	- <i>publish newsletter quarterly</i>
	Increase the electronic mailing list	- <i>promote at Farmers' Market</i> - promote with summer student	- <i>promote at Farmers' Market</i>
b) To support small businesses in developing their marketing capacities	Provide information on local marketing and advertising channels	- create promotional checklist	
	Provide training opportunities on marketing		- marketing workshop
	Provide marketing support and advice to small businesses and organizations	- <i>provide advice and support as required/possible</i>	- <i>provide advice and support as required/possible</i>
c) To undertake local and regional marketing initiatives	Undertake combined Denman and Hornby marketing	- to be determined	
	Undertake marketing in Comox Valley	- spring news release - spring brochure	
	Undertake marketing in Vancouver Island/ Lower Mainland		- marketing initiatives with BC Ferries

Strategies and activities to address: YEAR-ROUND ECONOMY

Goal 3: To support the growth of a Year-Round Economy			
Objective	Strategies	Activities 2010 <i>Continuing, current and planned</i>	Activities 2011-14 <i>Continuing and planned</i>
a) To promote off-season events and other opportunities for visitors	Partner in planning off-season events		-Explore potential off-season events with potential partners
	Promoting off-season events	- <i>solicit and include info on website</i> - <i>solicit and include info in newsletter</i>	- <i>solicit and include info on website</i> - <i>solicit and include info in newsletter</i>
	Promoting off-season visiting	- Spring brochure - Ad in CV Visitor guide - Ad in BC Cultural guide - Info on Tourism BC website	- <i>continue advertising</i> - promoting Hornby as an outdoor recreation destination
b) To provide support for economic activity that is not based upon tourism	Promoting businesses open over the winter	- poster and ad for winter businesses - advertise Hornby winter businesses on Denman	
	Supporting development of new non-tourism-based businesses and activities	- <i>prioritize support for new businesses to those not based on tourism</i>	- <i>prioritize support for new businesses to those not based on tourism</i>
	Support infrastructure and service needs for year-round businesses	- Investigate possible internet improvements	- Investigate possible business centre
c) To contribute to managing the impacts of peak-season tourism	Providing information to tourists about the community and the island	- <i>Input into visitors Guide</i> - <i>Presence at Farmers' Market</i> - <i>Utilize website</i> - Hire Community Ambassador - Prepare leaflet	- <i>Input into visitors Guide</i> - <i>Presence at Farmers' Market</i> - <i>Utilize website</i>
	Supporting collaborative tourism planning	- <i>On-going consultation with participants in tourism sector</i>	- <i>On-going consultation with participants in tourism sector</i> - Support the formation of a tourism group

Strategies and activities to address: RESILIENCE

Goal 4: To promote economic Resilience			
Objective	Strategies	Activities 2010 <i>Continuing, current and planned</i>	Activities 2011-14 <i>Continuing and planned</i>
a) To foster the development of on-Island food production	Supporting the agricultural sector	- <i>On-going information to agricultural sector</i> - Identification and sharing of agricultural resources - Exploration of Denman/Hornby collaboration	- <i>On-going information to agricultural sector</i> - Implement programs arising from D/H explorations
	Supporting community food initiatives and food-based businesses	- <i>Support for development of food-based businesses</i> - Exploration of possible community kitchen - Identification of potential programs to support food initiatives	- <i>Support for development of food-based businesses</i> - Plan and implement programs to support food initiatives
	Supporting household food production and storage		- <i>Start and maintain food section on website</i>
b) To promote the availability and use of local goods and services to meet local needs	Promoting existing goods and services		- Review options for a business and services directory - Implement business and services directory
	Identifying needed goods and services and supporting initiatives to address these		-Investigate gaps in local economy - Support initiatives to address these gaps
c) To pursue transportation and energy alternatives	Promoting individual and collaborative transportation alternatives	- <i>Maintain Island Rideshare</i> - <i>Information on website</i> - Promote Island Rideshare - Alternative Transportation event	- <i>Maintain Island Rideshare</i> - <i>Information on website</i>
	Address public transportation options	- <i>Information on website</i> - <i>Advocacy with BC Ferries</i>	- <i>Information on website</i> - - <i>Advocacy with BC Ferries</i> Explore transit options
	Providing information on energy and conservation opportunities	- <i>Information on website</i>	- <i>Information on website</i> - Information through newsletters, articles - Energy forum?

Strategies and activities to address: DIVERSITY AND CAPACITY

Goal 5: To encourage diversity and capacity			
Objective	Strategies	Activities 2010 <i>Continuing, current and planned</i>	Activities 2011-14 <i>Continuing and planned</i>
a) To help incorporate the needs and assets of senior residents into the Island economy	Identify assets of seniors and develop programs to utilize them		Plan activities to implement this strategy
	Identify needs of seniors and support programs to meet them		Plan activities to implement this strategy
b) To increase the presence and participation of younger adults in economic activities	Include younger residents in planning and decision-making	- Recruit younger residents to the Board	
	Support programs to retain and recruit younger members of the work-force		Plan activities to implement this strategy
c) To address the community's succession needs	Support mentoring programs	- Explore possible mentoring programs with HIES	- Partner in mentoring programs
	Identify potential deficits due to lack of succession and plan programs to address them		Plan activities to implement this strategy

