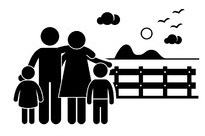
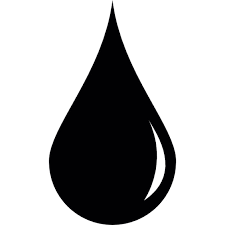
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**ANNUAL PLAN**

**2018**

**   **

**   **

**  **

# Introduction

In 2015, HICEEC completed an extensive community outreach and research effort to refocus our programs around priorities broadly identified by Hornby Islanders. As a result, the 2016-2020 Economic Action Plan focuses the organization on enhancing the economic vitality of Hornby Island through initiatives, grants, and investments related to objectives and strategies below. To get a better sense of how we arrived at these priorities, we encourage readers to refer to the Economic Action Plan documents, found at [www.hiceec.org](http://www.hiceec.org) . In 2016 we set the four core thematic to the year 2020. The set below was for 2016. Projects within each thematic may change from year to year.

**Thematic 1: Expand the Economy**

1. Increase year-round rentals
2. Visitor shoulder season development
3. Support for businesses
4. Support for the arts

**Thematic 2: Improve Affordability**

1. Transportation
2. General Community Grants

**Thematic 3: Enhance Self-Sufficiency**

1. Promote and Invest in Green Energy
2. Promote and Invest in Water Conservation

**Thematic 4: Provide Excellent Public Administration**

1. Collect Hornby Statistics
2. Administration (incl. annual plan refreshing)

# Thematic 1: Expand the Economy

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **PROJECT 1: Increase year-round rentals** | | |  |  |
| **THEMATIC 1: EXPAND THE ECONOMY** | | |  |  |
| **Year Initiated: 2016** | | Expected Completion: 2020 | | |
| **Board Lead: Katherine Ronan**  **Staff Lead: Daniel Arbour** |  | | |  |

1. **Purpose**

The 2015 Economic Action Plan indicated the lack of year-round rentals on the island, sometimes cited as caused by the trend in vacation rentals growth, secondary owners who do not rent, and a number of dwelling restrictions in some zonings, such as R1. Some ponder why developments such as ISLA (Island Secure Land Association) should not focus on a purely rental model, rather than ownership, while others favour the establishment of hostels, more summer staff accommodation, and new rental developments.

Some view the issue of availability of rentals as an affordability consideration, while others see it more as an element of flexibility in the economy. Some people are not willing to commit to buying a home on Hornby and living here full-time, regardless of the price. The underlying theme is that affordable, secure housing is recognized as the greatest bottleneck to having a more stable, viable, resilient and growing community. Over the next five years, HICEEC will focus on growing year-round rentals and affordable housing stock through targeted tactics and strategies.

In 2016 and 2017 HICEEC supported ISLA financially and with staff capacity. Significant changes in the project proved needed, and in the summer of 2017 the Covenant Holder (the Weiss family), lifted a covenant on number of rentals, which allows the project to proceed on a pure rental basis.

In 2018 we expect to work with ISLA, Makola Development Services, and BC Housing towards securing financing for a 21 unit rental project. Simultaneously we will be engaged in governance discussions with HIRRA, Elder Housing, and ISLA to consider the future of housing efforts on Hornby.

1. **2018 Activities**
   1. Support ISLA in growing affordable rental supply on island through administrative, financial, and staff support
   2. Consider the future of housing governance on Hornby with other key organizations.
2. **Measure of Success/Target:**

* Year-round rental units: goal of having a community year-round rental stock of 33% of resident population. This is based on Canadian rental/ownership long-term balance trend. Our target does not take into account how many households are displaced in the summer on Hornby, which would inflate the number of rental units required.
* Current estimate of total rental households on Hornby: 120
* Current estimate of total year-round households: 450
* Current estimate of rental vs. ownership ratio: 26%
* Number of additional rentals needed to meet 33% target with current population of 950: 28
* Number of additional rentals needed to meet 33% target if the population was 1500: 334

1. **Intended Outcomes (created in 2015)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Outcomes** | **Expect to see** | **Like to see** | **Love to see** |
| **Immediate (1 year)** | Review of available strategies to increase rental stock, including providing administrative, planning, and fundraising assistance to the ISLA development | A clear plan supported by HIRRA, HICEEC, and Island Trust for a tax allocation that enables new rental stock. | New year-round rental stock being developed or made available. |
| **Intermediate (2-5 years)** | A clear plan supported by HIRRA, HICEEC, and Island Trust for a tax allocation that enables new rental stock. | New year-round rental stock being developed or made available. | 15 new permanent year-round rental units |
| **Long term (5 years +)** | 15 new permanent year- round rental units | 30 new permanent year-round rental units | A plan to grow year-round available rentals to 33% ratio of community size. |

1. **Budget (2018)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Cash** | **Partner Cash** | **Total** |
| **Project Contributors** |  |  |  |
| **Comox Valley Regional District** | 7,000 | 0 | 7,000 |
| **Total:** | **7,000** | **0** | **7,000** |
| **Project Expenditures** |  |  |  |
| **Research, administration, business planning, fundraising (HICEEC staff)** | 4,000 |  | 4,000 |
| **Support to ISLA – Property Taxes** | 1,800 |  | 1,800 |
| **Support to ISLA – Director and Land insurance** | 1,200 |  | 1,200 |
| **Total:** | **7,000** | **0** | **7,000** |

1. **List of Partners**

* HIRRA housing committee
* Island Secure Land Association
* Islands Trust
* CVRD
* Elder Housing

|  |  |  |  |
| --- | --- | --- | --- |
| **PROJECT 2: Visitor Shoulder Season Development** | |  |  |
| **THEMATIC 1: EXPAND THE ECONOMY** | |  |  |
| **Year Initiated: 2014** | Expected Completion: Ongoing | | |
| **Board Lead: Catherine Gray**  **Staff Lead: Karen Ross** | |  |  |

1. **Purpose:**

Hornby Island is a premium tourism destination for visitors from Vancouver Island (58%), the Lower Mainland (>20%), and the Alberta and US northwest markets. In addition to accommodation revenues for B&Bs/resorts and campgrounds, over 120 homeowners derive part of their yearly income from vacation rentals. During the summer, tourism is a major economic driver that supports the market, events, artists, food, and other services.

While there is recognition the island is at capacity in the summer (based on existing infrastructure), there is a clear desire by the community to increase visits in the spring and fall seasons, which would help businesses stay open, while improving predictability, stability, and length of employment opportunities toward of a more year-round profile.

The project will build on the foundational work done in past years to better understand the island’s tourism structures, drivers, and opportunities. In 2018, the project’s goal will be to continue to make investments in targeted outreach and marketing tactics for shoulder season development.

1. **2018 Activities:**
2. Continue moving to a user-pay model for this work, with public dollars used as seeding leverage.
3. Continue to produce the Visitor Guide.
4. Continue to manage hornbyisland.com in partnership with Jake Berman, and associated social media accounts.
5. Leverage marketing opportunities through Destination BC in line with the Shoulder Season development plan. This year attend our first Wedding tradeshow for the BC market.
6. **Measure of Success/Target:**

* At least 80 advertisers in the Hornby/Denman Visitor Guide and minimum 50k distribution.
* 3% annual increase in site visits to hornbyisland.com
* New web content
* New web promotions
* Deploy Destination BC monies to leverage island marketing efforts.
* Increased number of spring and fall visits as per ferry figures

1. **Intended Outcomes:**

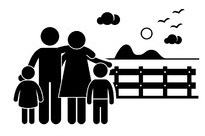
|  |  |  |  |
| --- | --- | --- | --- |
| **Outcomes (produced in 2014)** | **Expect to see** | **Like to see** | **Love to see** |
| **Immediate (1 year)** | - New Visitor’s Guide  - Review of Hornby tourism assets and recommendations.  - Investments in web assets | - Complementary tourism partnerships with Denman, Comox Valley, and Vancouver Island | - Greater collaboration between Hornby businesses on their marketing strategies. |
| **Intermediate (2-5 years)** | - A professional, reflective, and consistent Hornby brand. | - Greater collaboration between Hornby businesses on shoulder season development | - Noticeable increase of Spring and Fall visits. |
| **Long term (5 years +)** | - Greater collaboration between Hornby businesses on their marketing strategies. | - Noticeable increase of Spring and Fall visits. | - More consistent tourism-related employment opportunities and conscientious visitors. |

1. **Budget (2018)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Cash** | **Partner Cash** | **Total** |
| **Project Revenue** |  |  |  |
| **Comox Valley Regional District** | $3,950 |  | $3,950 |
| **Destination BC (Province)** | ~~10,000~~ | 10,000 | $10,000 |
| **Hornbyisland.com revenue** | ~~10,000~~ | 10,000 | $10,000 |
| **Visitor Guide and Map** | 25,700 |  | $25,700 |
| **Total:** | **$29,650** | **20,000** | **$49,650** |
| **Project Expenditures** |  |  |  |
| **Hornby/Denman Visitor’s Guide** | 25,700 |  | 25,700 |
| **HI.com** |  | 10,000 | $10,000 |
| **Shoulder season development** | 3,950 | 10,000 | 13,950 |
| **Total:** | **$29,650** | **20,000** | **$49,650** |

1. **List of Partners**

* HIAC
* Denman WORKS
* Tourism Vancouver Island
* Destination BC



|  |  |  |
| --- | --- | --- |
| **PROJECT 3: Support New Businesses and Collaborations** | | |
| **THEMATIC 1: EXPAND THE ECONOMY** |  |  |
| **Year Initiated: 2014** | Expected Completion: Ongoing | |
| **Board Lead: Dale Armstrong**  **Staff Lead: Karen Ross** |  |  |

1. **Purpose:**

Hornby Island does not currently have a Chamber of Commerce to represent and serve the interest of businesses and entrepreneurs on the island. HICEEC de facto provides an opportunity to close this gap by reaching out to businesses to understand key concerns and opportunities, and provide business support services and coordination where appropriate.

1. **2018 Activities:**
2. Hold 3 Business Forums / Mixers
3. Be responsive to requests from the community to provide economic and feasibility analysis as needs arise.
4. Support the Hornby Island micro-lending fund, and consider creating an RRSP eligible investment vehicle.
5. Support new commercial spaces
6. Test out an “Ambassador Training” program for Hornby
7. Advocate for internet improvements
8. **Measure of Success/Target**

* Community Bus operates in 2018 summer and is considered for long-term funding.
* Other activities are carried out and well-attended. Business community engaged in prioritization of opportunities beyond “mixers”

1. **Intended Outcomes**

|  |  |  |  |
| --- | --- | --- | --- |
| **Outcomes** | **Expect to see** | **Like to see** | **Love to see** |
| **Immediate (1 year)** | Opportunities for businesses to network across sectors | At least 40 businesses partake in workshops/mixers | Identification of business gaps and needs that demand collaboration |
| **Intermediate (2-5 years)** | Regular/well-attended business development mixers and workshops | HICEEC recognized as a business supportive organization | Cross-sector business collaborations on key gaps and needs |
| **Long term (5 years +)** | HICEEC recognized as a business supportive organization. | Cross-sector business collaborations on key gaps and needs | Emergence of new business and community ventures and investments |

1. **Budget (2018)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Cash** | **Partner Cash** | **Total** |
| **Project Contributors** |  |  |  |
| **CVRD** | $5,300 |  | $5,300 |
| **~~Hornby Businesses~~** |  |  |  |
| **Hornby Island Micro-Lending Fund** |  | $10,000 |  |
| **Total:** | **$5,300** | **$10,000** | **$5,300** |
| **Project Expenditures** |  |  |  |
| **Economic Development Facilitator** | $3,750 |  | $3,750 |
| **Two Business mixers + ambassador** | $1,550 |  | $1,550 |
| **Eagles Nest Loans (no public $ - just private contributions)** |  | $10,000 | $10,000 |
| **Total:** | **$5,300** | **$10,000** | **$15,300** |

1. **List of Partners**

* Hornby Island businesses (over 200)
* Hornby Island private investors



|  |  |  |  |
| --- | --- | --- | --- |
| **PROJECT 4: Support for the Arts Sector** | |  |  |
| **THEMATIC 1: EXPAND THE ECONOMY** | |  |  |
| **Year Initiated: 2014** | Expected Completion: 2020 | | |
| **Board Lead: Cath Gray**  **Staff Lead: Karen Ross** | |  |  |

1. **Purpose:**

An interesting trend is the concern over “gentrification” of Hornby Island as the cost of living increases. ‘Erosion of alternative culture’ was often brought up in the 2015 Economic Action Plan; there is a strong sentiment that artists are the ‘canary in the coal mine’ in terms of preserving the draw and uniqueness of Hornby as a creative and affordable place to be, which in turn supports the broader economy and contributes to our quality of life.

In terms of *which* supports to provide to artists, there is a range of ideas. Artists who responded to the survey listed the following needs as their highest:

* Improving affordability (especially housing)
* More training and development opportunities, and better spaces for art exhibitions
* Financing for businesses and start-ups
* Increase size of the economy
* Make bylaws and policies friendly to business and investment

1. **2018 Activities:**
2. Continue support to the building of an Arts Centre
3. Support efforts to re-engage the arts community, professional and community, and to create strategic plan.
4. **Measure of Success/Target**

* Sector ranking for employment: third or higher in 2020

1. **Intended Outcomes**

|  |  |  |  |
| --- | --- | --- | --- |
| **Outcomes** | **Expect to see** | **Like to see** | **Love to see** |
| **Immediate (1 year)** | Discussion with arts sector on opportunities. | Prioritization of opportunities. | Funding for at least one initiative. |
| **Intermediate (2-5 years)** | Prioritization of opportunities. | Funding for at least one initiative. | Funding for additional initiatives based on success. |
| **Long term (5 years +)** | Regular funding for arts initiatives. | Strengthened arts sector. | Strong island reputation for creativity. |

1. **Budget**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Cash** | **In-Kind** | **Total** |
| **Project Contributors** |  |  |  |
| **CVRD** | $4,750 |  | $4,750 |
| **Total:** | **$4,750** |  | **$4,750** |
| **Project Expenditures** |  |  |  |
| **Support to Art organizations** | $4,750 |  | $4,750 |
| **Total:** | **$4,750** |  | **$4,750** |

1. **List of Partners**

* Hornby Island Arts Council
* Other artist-related non-profits
* 

# THEMATIC 2: Improve Affordability

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **PROJECT 5: General Community Grants** | |  | |  | |
| **THEMATIC 2: IMPROVE AFFORDABILITY** | |  | |  | |
| **Year Initiated: 2012** | Expected Completion: 2020 | | | |
| **Board Lead: Darren Bond**  **Staff Lead: Daniel Arbour** |  | |  | |

1. **Purpose**

The non-profits sector and other collaborative efforts are critical to Hornby Island’s quality of life and economic well-being. For the past number of years HICEEC has offered grant contributions to community organizations for economic enhancement related projects. This initiative provides tax support access to non-profit groups, and to maintain the ability to be flexible around emerging needs over the year for those projects that aren’t already covered under the other thematic in this plan.

1. **2018 Activities**

* One granting call
* Grant impacts monitored and reviewed annually.

1. **Measure of Success/Target:**

* At least 3 application that are economically-relevant but not aligned with our plans
* Overall 1:1 minimum matching fund from applicants

1. **Intended Outcomes**

|  |  |  |  |
| --- | --- | --- | --- |
| **Outcomes** | **Expect to see** | **Like to see** | **Love to see** |
| **Immediate (1 year)** | Strategic support to non-profits | Leverage in projects funded | Shared planning and prioritizing between non-profits. |
| **Intermediate (2-5 years)** | Strategic support to non-profits | Leverage in projects funded | Shared planning and prioritizing between non-profits. |
| **Long term (5 years +)** | Strategic support to non-profits | Leverage in projects funded | Shared planning and prioritizing between non-profits. |

1. **Budget (2018)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Cash** | **In-Kind** | **Total** |
| **Project Contributors** |  |  |  |
| **Comox Valley Regional District** | $5,000 |  | $5,000 |
| **Total:** | **$5,000** |  | **$5,000** |
| **Project Expenditures** |  |  |  |
| **Grants** | $4,650 |  | $4,650 |
| **Staff / rental space** | $350 |  | $350 |
| **Total:** | **$5,000** |  | **$5,000** |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **PROJECT 6: Public Transportation** | |  | |  | |
| **THEMATIC 2: IMPROVE AFFORDABILITY** | |  | |  | |
| **Year Initiated: 2012** | Expected Completion: 2020 | | | |
| **Board Lead: Darren Bond**  **Staff Lead: Daniel Arbour** |  | |  | |

**Purpose**

To date Hornby Island has not had good access to public transportation. While we are part of the Comox Transit service basin, and pay into this service, the closest transportation node is at Buckley Bay. Meanwhile the island has up to 5,000 people here in the summer, and congestion and parking issues are arising. In 2017 a basic bus trial was conducted as a partnership between HICEEC and the Tribune Bay Outdoors Society, and supported by local businesses. In 2018 we will expand this trial while working with the CVRD to complete a feasibility study for a more permanent service.

**2018 Activities**

* Partner with the Tribune Bay Outdoor Society and the CVRD to run a fuller public transportation trial on Hornby in July and August.

**Measure of Success/Target:**

* Regular, affordable bus service
* Reduced GHG emissions
* Fewer drinking-and-driving occurrences
* Improved community engagement to Vision 2020

**Intended Outcomes**

|  |  |  |  |
| --- | --- | --- | --- |
| **Outcomes** | **Expect to see** | **Like to see** | **Love to see** |
| **Immediate (1 year)** | Summer bus service trial | Private sector contributions | Positive report from CVRD for long-term funding |
| **Intermediate (2-5 years)** | Recurring summer bus service | Expanded public service and Possibility of SD 71 contract | Electric bus as vehicle |
| **Long term (5 years +)** | Recurring summer bus service | Expanded public service and Possibility of SD 71 contract | Electric bus as vehicle |

* **Budget (2018)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Cash** | **Partner Cash** | **Total** |
| **Project Contributors** |  |  |  |
| **CVRD Feasibility fund** | $8,000 |  | $8,000 |
| **Comox Valley Regional District** | $10,000 | ~~8,000~~ | $10,000 |
| **~~HICEEC~~** | ~~10,000~~ |  | ~~10,000~~ |
| **Hornby Businesses** | ~~10,000~~ | 10,000 | 10,000 |
| **Total:** | **$18,000** | **$10,000** | **$28,000** |
| **Project Expenditures** |  |  |  |
| **Service contract** | $10,000 | 10,000 | $20,000 |
| **Staff** | $2,250 |  | $2,250 |
| **Feasibility (CVRD-led)** | $8,000 | ~~8,000~~ | 8,000 |
| **Total:** | **$20,250** | **$10,000** | **$30,250** |

# THEMATIC 3: Enhance Self-Sufficiency

|  |  |  |  |
| --- | --- | --- | --- |
| **PROJECT 7: Promote and Invest in Green Energy** | |  |  |
| **THEMATIC 4: ENHANCE SELF-SUFFICIENCY** | |  |  |
| **Year Initiated: 2014** | Expected Completion: 2020 | | |
| **Board Lead: John Heinegg**  **Staff Lead: Daniel Arbour** | |  |  |

1. **Purpose**

In recent years, the growing relative cost of transportation, including ferries, gas, and electricity, has put noticeable cost pressures on Hornby businesses and households. For many, the island’s dependency on BC Ferries and BC Hydro and rising costs has become a critical issue. In relation to the stated goals of the Hornby Island Community Vision statement, it is arguable that these two areas have seen the least progress towards the intended island vision. The purpose of this initiative is to identify, and invest in constructive ways to improve the island’s green economy, with a focus on clean energy and transportation systems.

1. **2018 Activities:**
2. Work with HIES and Hornby School towards a solar project on school grounds.
3. Consider options to procure an electric bus instead of the blue diesel bus.
4. **Measure of Success/Target:**

* At least one of the two projects above move ahead by 2019.
* Reconvene the Energy and Transportation steering group.

1. **Intended Outcomes:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Outcomes** | **Expect to see** | **Like to see** | **Love to see** |
| **Immediate (1 year)** | Emergence of an Energy and Transportation Steering Group | Prioritization of potential actions and ideas worth investigating. | A multi-year energy and transportation plan. |
| **Intermediate (2-5 years)** | Prioritization of potential actions and ideas worth investigating. One project is implemented per year. | A multi-year energy and transportation plan. | Seed investments in pilot alternatives with strategic partners. |
| **Long term (5 years +)** | Ongoing tangible investments in alternatives with strategic partners | Some level of community ownership or management of key energy and transportation systems | Significant reduction in dependence to oil, and more economic benefits or less costs related to E&T systems. |

1. **Budget (2018)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Cash** | **Partner Cash** | **Total** |
| **Project Contributors** |  |  |  |
| **HICEEC** | $1,000 |  | $1,000 |
| **Total:** | **$1,000** |  | **$1,000** |
| **Project Expenditures** |  |  |  |
| **Staff** | $1,000 |  | $1,000 |
| **Total:** | **$1,000** |  | **$1,000** |

1. **List of Partners**

* SD71, HIES
* Comox Valley Regional District



|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **PROJECT 8: Promote and Incent Water Conservation** | |  | |  |
| **THEMATIC 4: ENHANCE SELF-SUFFICIENCY** | |  | |  |
| **Year Initiated: 2016** | Expected Completion: 2020 | | | |
| **Board Lead: Darren Bond**  **Staff Lead: Karen Ross** |  | |  | |

1. **Purpose**

Water is one of Hornby Island’s most precious, and often scarce, resources. It is also seen as a major obstacle to support for development. Working with partners, we will investigate the best ways to improve water storage on the island, including consideration of community water systems, incentives to home-owners to invest in rainwater catchment, and education and outreach.

1. **Activities**

* Continue support to Hornby Water Stewardship in implementation of the 2016 Water plan, including: awareness and education, individual action, research and data, community infrastructure, planning (home and zoning), and regulation/compliance.
* Part of the plan includes a more holistic EBCP – ecosystem-based conservation plan – engaging expert outside consultants and university bodies to recommend Hornby-wide action areas.

1. **Measure of Success/Target:**

* At least one recommendation in the plan is being pursued and implemented

1. **Intended Outcomes**

|  |  |  |  |
| --- | --- | --- | --- |
| **Outcomes** | **Expect to see** | **Like to see** | **Love to see** |
| **Immediate (1 year)** | Plan for how HICEEC can support water conservation goals | Identification of funding opportunities | Grant applications for higher-level government funding |
| **Intermediate (2-5 years)** | Identification of funding opportunities for infrastructure and/or household incentives | Incentive program for water storage and management | Critical mass of homeowners invests in water storage and filtration. |
| **Long term (5 years +)** | Incentive program for water storage and management | Critical mass of homeowners invests in water storage and filtration. | There is enough community water storage to support the island’s use year-round. |

1. **Budget (2018)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Cash** | **In-Kind** | **Total** |
| **Project Contributors** |  |  |  |
| **Comox Valley Regional District** | $4,000 carry-over + $3,000 |  | $7,000 |
| **Total:** | **$7,000** |  | **$7,000** |
| **Project Expenditures** |  |  |  |
| **Water Stewardship projects** | $3,000 |  | $3,000 |
| **Ecosystem Based Conservation Plan** | $4,000 |  | $4,000 |
| **Total:** | **$7,000** |  | **$7,000** |

1. **List of Partners**

* Heron Rocks Friendship Centre (Water Stewardship Project)
* Conservancy Hornby Island
* Islands Trust
* Forests, Lands and Natural Resources Operations
* Island Health
* Hornby Natural History

# THEMATIC 5: PROVIDE EXCELLENT PUBLIC ADMINISTRATION

|  |  |  |  |
| --- | --- | --- | --- |
| **PROJECT 9: Collect Hornby Statistics** | |  |  |
| **THEMATIC 5: PROVIDE EXCELLENT PUBLIC ADMINISTRATION** | |  |  |
| **Year Initiated: 2015** | Expected Completion: 2020 | | |
| **Board Lead: Darren Bond**  **Staff Lead: Daniel Arbour** |  | |  |

1. **Purpose**

Businesses, individuals, and non-profit organizations need accurate local information to make good decisions, and set priorities. Following the result of the Economic Action Plan, we intend to continue providing information services that help inform public dialogue and knowledge about the state of Hornby’s economy.

1. **2018 Activities**
2. Publish and maintain existing statistics
3. Determine key new indicators and begin collection, such as in the following areas:

* Population, employment and income, housing (ownership and rental), sectoral (e.g., tourism), communications, retail behaviours, taxation, energy and use (public, ALR), water

1. **Measure of Success/Target:**

* HICEEC website area for statistics
* At least one other organization or business provides feedback on the usefulness of our information service.

1. **Intended Outcomes**

|  |  |  |  |
| --- | --- | --- | --- |
| **Outcomes** | **Expect to see** | **Like to see** | **Love to see** |
| **Immediate (1 year)** | List of key statistics | Creation of HICEEC website area for stats | Publishing of available existing stats |
| **Intermediate (2-5 years)** | Creation of HICEEC website area for stats | Publishing of available existing stats | Publishing of targeted new statistics of relevance |
| **Long term (5 years +)** | Publishing of targeted new statistics of relevance | Utilization of data and trends for analysis | Common backing of organizations’ plans using HICEEC-provided statistics |

1. **Budget (2018)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Cash** | **In-Kind** | **Total** |
| **Project Contributors** |  |  |  |
| **Comox Valley Regional District** | 500 |  | 500 |
| **Total:** | **500** |  | **500** |
| **Project Expenditures** |  |  |  |
| **Create indicators and section on website** | 500 |  | 500 |
| **Total:** | **500** |  | **500** |

1. **List of Partners**

* BC Ferries
* Islands Trust
* CVRD
* Province of BC
* Statistics Canada
* Real Estate sector
* Destination BC

|  |  |  |  |
| --- | --- | --- | --- |
| **PROJECT 10: Office and Administration** | |  |  |
| **THEMATIC 5: PROVIDE EXCELLENT PUBLIC ADMINISTRATION** | |  |  |
| **Year Initiated: 2012** | Expected Completion: 2018 and ongoing | | |
| **Board Lead: Darren Bond**  **Staff Lead: Daniel Arbour** |  | |  |

1. **Purpose:**

Living on an island requires cooperation and collaboration to address challenges and capitalize on opportunities. HICEEC appreciates the role the organization is mandated with, which is to help foster an economy that reflects Hornby Island values. The organization benefits from core funding from Hornby Island taxpayers, through the Comox Valley Regional District, and as such intends to provide the best possible governance and administration of these funds. In addition, HICEEC aims to leverage its funds by a factor of at least 1:1, via grants, delivery partnerships, and volunteer engagement.

1. **Activities:**
2. Provide administrative support to multiple initiatives
3. Identify potential new board members
4. Implement our strategic direction and create annual plans and budgets
5. Develop multiplier effects for each project
6. Communicate activities and results
7. **Measure of Success/Target:**

* Monthly report of financials to Board with early notification of under and overruns
* Bulls-eye variance of actuals to budget
* Leveraged monies by a factor of at least 1:2

1. **Intended Outcomes:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Outcomes** | **Expect to see** | **Like to see** | **Love to see** |
| **Immediate (1 year)** | Efficient use of resources, effective community engagement, and good governance | Engaged and responsible Board of Directors | Emergence of Steering Groups for key initiatives. |
| **Intermediate (2-5 years)** | Efficient use of resources, effective community engagement and proper administration and governance | Diverse Board of Directors and excellent succession processes for Staff and Board. | HICEEC recognized as a professional organization that is the “go-to-place” for furthering business and economic initiatives |
| **Long term (5 years +)** | Efficient use of resources, effective community engagement, and proper administration and governance | HICEEC recognized as a professional organization that is the “go-to-place” for furthering business and economic initiatives on Hornby. | HICEEC has achieved successful investments that have measurable benefits and impacts on Hornby Island. |

1. **Budget (2018)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Cash** | **In-Kind** | **Total** |
| **Project Contributors** |  |  |  |
| **Comox Valley Regional District** | $22,000 |  | $22,000 |
| **HICEEC Board members** |  | $3,000 | $3,000 |
| **HIRRA** |  | $2,000 | $2,000 |
| **Total:** | **$22,000** | **$5,000** | **$27,000** |
| **Project Expenditures** |  |  |  |
| Board mtgs (excl. projects) |  | $5,000 | $5,000 |
| Staff/Administrator | $9,250 |  | $9,250 |
| Prof. Serv/Consult | 100 |  | 100 |
| Bookkeeping | 1,000 |  | 1,000 |
| Web/Technical | 250 |  | 250 |
| Audit/Legal | 2,000 |  | 2,000 |
| Travel | 200 |  | 200 |
| Conference/Wrksp | 50 |  | 50 |
| Supplies/Transport | 1,000 |  | 1,000 |
| Catering/Food | 400 |  | 400 |
| Mktg/Communication | 1,350 |  | 1,350 |
| Printing | 100 |  | 100 |
| Rent / Mtg space rental | 700 |  | 700 |
| Insurance | 1,450 |  | 1,450 |
| Tel/Internet | 1,500 |  | 1,500 |
| **Total:** | **$19,350** | **$5,000** | **$24,350** |

1. **List of Partners**

* Comox Valley Regional District
* Hornby Island Residents & Ratepayers Association

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# 2018 Annual Budget Summary

|  |  |  |  |
| --- | --- | --- | --- |
| **Income and Expenditures** | **CVRD Funds** | **Partners Cash** | **Total** |
| **Thematic 1: Expand the Economy** |  |  |  |
| **Project 1: Increase year-round rentals** | $7,000 |  | $7,000 |
| **Project 2: Visitor shoulder season development** | $3,950 | $45,700 | $49,650 |
| **Project 3: Support businesses and collaborations** | $5,300 | $10,000 | $14,800 |
| **Project 4: Support the arts** | $4,750 |  | $4,750 |
| **Thematic 2: Improve Affordability** |  |  |  |
| **Project 5: Grants for community organizations** | $5,000 |  | $5,000 |
| **Project 6: Transportation (incl. Feasibility funds)** | $10,000 | $20,000 | $30,250 |
| **Thematic 3: Enhance Self-Sufficiency** |  |  |  |
| **Project 7: Promote and invest in green energy** | $1,000 |  | $1,000 |
| **Project 8: Promote and incent water conservation (incl. carry-over funds)** | $7,000 |  | $7,000 |
| **Thematic 4: Provide excellent public administration** |  |  |  |
| **Project 9: Collect / publish key island information and statistics** | $500 |  | $500 |
| **Project 10: Office & administration** | $22,000 | $5,000 | $27,000 |
| **TOTAL** | **$66,250** | **$70,700** | **$146,950** |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  |  | **Five Years Financial Plan (2018-2022)** | | | |  |  |
| **Revenue** | | **BUDGET 2018** | **2019** | **2020** | | **2021** | **2022** |
| **CVRD Contract and Feasibility** | | 62,000 | 62,000 | 62,000 | | 62,000 | 62,000 |
| **Other revenue (cash)** | | $63,700 | 53,300 | 53,300 | | 53,300 | 53,300 |
| ***Total Revenue*** | | **133,700** | **115,300** | **115,300** | | **115,300** | **115,300** |
|  | | | | | | | |
| **Expenses (tax funds only)** | | | | | | | |
| **Core Activities/ Administration** | | 22,000 | 18,950 | 22,000 | 22,000 | | 22,000 |
|  | | | | | | | |
| **Thematic** | |  |  |  |  | |  |
| **1. Expand the economy** | | 21,000 | 18,550 | 30,750 | 30,750 | | 30,750 |
| **2. Improve affordability** | | 15,000 | 17,250 | 5,250 | 5,250 | | 5,250 |
| **3. Enhance self-sufficiency** | | 4,000 | 4,000 | 4,000 | 4,000 | | 4,000 |
| ***Total Expenses*** | | **62,000** | **62,000** | **62,000** | **62,000** | | **62,000** |

# Board, Staff, and Partners

**HICEEC Board of Directors – 2017/2018**

John Heinegg, Board Chair

Darren Bond, Treasurer, HIRRA rep & HR

Katherine Ronan, Secretary

Catherine Gray, Vice-chair, HIRRA rep & HR

Dale Armstrong

Carlyn Bishop

Gina-Rae Horvath

John Grayson

**HICEEC Staff**

Daniel Arbour, Administrator

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250.335.1199

Karen Ross, Economic Development Facilitator

[karen@hiceec.com](mailto:karen@hiceec.com)

250.335.1199

Hornbyisland.com (Partner)

Jake Berman

[sales@hornbyisland.com](mailto:sales@hornbyisland.com)

**HICEEC Governance Partners**



