

DATE: February 4, 2020

FILE: 1700-02/2020/556

TO: Chair and Directors
Electoral Areas Services Committee

Supported by Russell Dyson
Chief Administrative Officer

FROM: Russell Dyson
Chief Administrative Officer

R. Dyson _____

RE: 2020 - 2024 Proposed Financial Plan – Hornby Island Economic Development, Function 556

Purpose

To provide the Electoral Areas Services Committee with the proposed 2020 - 2024 financial plan work plan highlights for the Economic Development - Hornby Island Service, function 556.

Recommendation from the Chief Administrative Officer:

THAT the proposed 2020 – 2024 financial plan for Economic Development - Hornby Island Service, function 556, be approved.

Executive Summary

Highlights of the financial plan include for the Hornby Island Economic Development service include:

- Service delivered through an agreement with the Hornby Island Community Economic Enhancement Corporation (HICEEC) expiring on December 31, 2020;
- The proposed requisition in 2020 is \$90,000, an increase of \$21,067 over 2019. The requisition increases a further \$4,000 in 2021 and then remains flat through 2024;
- The estimated residential tax rate in 2020 is projected to be \$0.1428 per \$1,000 of assessed value, an increase of \$0.0258 over 2019;
- The maximum tax requisition in 2020 is \$172,368 based on a maximum levy of \$0.278 per \$1,000 of assessed value;
- For a property assessed at \$500,000, the 2020 tax levy would be \$71.40;
- HICEEC has requested an additional transfer of \$25,000 from reserves in 2020 to provide for the Hornby Island community bus. A future report will outline options.

Prepared by:

D. DeMarzo

Doug DeMarzo
General Manager of Community Services

Stakeholder Distribution (Upon Agenda Publication)

Hornby Island Community Economic Enhancement Corporation	✓
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Board Strategic Drivers

The Comox Valley Regional District (CVRD) Board has set four strategic drivers to guide service delivery. Table 1 notes the degree of influence the drivers have on projects and work plans.

Table 1- Strategic Drivers


<p>Fiscal responsibility:</p> <ul style="list-style-type: none"> Supporting operating through HICEEC is a method for enhanced economic development and leveraging of grants such as upgrade internet infrastructure project 	<p>Climate crisis and environmental stewardship and protection:</p> <ul style="list-style-type: none"> This function supports the Hornby bus which helps to reduce greenhouse gases on the island.
<p>Community partnerships:</p> <ul style="list-style-type: none"> HICEEC receives an operating grant and focuses on economic, vitality, initiatives, grants and investments related to their strategies. 	<p>Indigenous relations:</p> <ul style="list-style-type: none"> Projects are not significantly influenced by this driver

Financial Plan Overview

The 2020 - 2024 proposed five-year financial plan for Hornby Island Economic Development – Function 556, be approved., including service establishment information, the requisition summary and the operating budget is available within the full proposed budget binder, provided in both searchable PDF and e-reader formats, located on the CVRD financial plan web page at www.comoxvalleyrd.ca/currentbudget.

Table 2 summarizes the 2020 proposed budget as compared to the 2019 adopted budget. Significant variances from 2019 adopted budget will be discussed in the financial plan sections that follow.

Table 2: Financial Plan Highlights

 2020 Proposed Budget		#556 Hornby Island Economic Development		
Operating	2019 Budget	2020 Proposed Budget	Increase (Decrease)	
Revenue				
Requisition	68,933	90,000	21,067	
Transfer from Reserve	37,500	25,000	(12,500)	
Prior Years Surplus	1,808		(1,808)	
	\$ 108,241	\$ 115,000	\$ 6,759	
Expenditures				
Personnel Costs	3,746	3,379	(367)	
Operating	102,306	109,906	7,600	
Contribution to Reserve	2,189	1,715	(474)	
	\$ 108,241	\$ 115,000	\$ 6,759	

Highlights of the 2020 - 2024 proposed financial plan for function 556 include:

Revenue Sources

The proposed tax requisition for 2020 is \$90,000 which is an increase of 21,067 over 2019. This further increases to \$94,000 in 2021 through to 2024. A transfer from the reserve fund of \$25,000 is also proposed and further discussed below.

Personnel

The personnel costs represent an allocation of the General Manager of Community Services salary. The personnel allocations have not changed for this service.

Operations

Economic enhancement services are delivered to Hornby Island residents through HICEEC. The CVRD has a funding agreement with HICEEC that expires on December 31, 2020. Attachment 1 outlines the service delivery plans for 2020. This increase is a HICEEC request of \$6,450 increase to their operating grant to deliver their economic action plan. Increases to liability insurance and support services account for the remaining \$1,151.

Capital

There is no capital associated with this service.

Reserves

The balance in the future expenditure reserve as at December 31, 2019 is estimated to be \$31,307. The additional request for \$25,000 for the community bus will deplete the reserves to approximately \$8,022 at the end of 2020. Annual contributions in subsequent years will result in a reserve balance of \$13,302 by December 31, 2024.

Tax Impacts

- Based on the 2020 completed assessment roll, the estimated residential tax rate for this service is expected to be \$0.1428 per \$1,000 of taxable assessed value.
- The 2019 residential tax rate for the service was \$0.1170 per \$1,000 of taxable assessed value.
- For a residence with an assessed value of \$500,000, the total tax impact is estimated to be \$71.40.

Citizen/Public Relations

The Hornby Island Economic Development Service plays a major role in maintaining, developing and enhancing economic development and sustainability for the residents of Hornby Island. In 2015 HICEEC initiated an economic action plan to deliver their services based on four key thematics.

These thematics include:

- Expand the economy
- Improve affordability
- Enhance self-efficiency
- Provide excellent public administration

Attachments: Appendix A – “HICEEC 2020 Budget Proposal”



**Hornby Island Community
Economic Enhancement Corporation**

2020 ANNUAL PLAN



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. In 2016 we set the four core thematic to the year 2020. Projects within each thematic may change from year to year.

Thematic 1: Expand the Economy

1. Upgrade internet infrastructure
2. Increase full-time and seasonal worker rentals
3. Visitor shoulder season development
4. Support for businesses
5. Support for the arts
6. MRDT implementation

Thematic 2: Improve Affordability

7. General Community Grants
8. Transportation

Thematic 3: Enhance Self-Sufficiency

9. Promote and Invest in Green Energy
10. Promote and Invest in Food & Water Sustainability

Thematic 4: Provide Excellent Public Administration

11. Collect Hornby Statistics
12. Administration (incl. annual plan refreshing)

Thematic 1: Expand the Economy

PROJECT 1: Upgrade internet infrastructure	
THEMATIC 1: EXPAND THE ECONOMY	
Year Initiated: 2019	Expected Completion: 2023
Board Lead: John Grayson	
Staff Lead: Karen Ross	

1. Purpose:

- In accordance with public consultation that was undertaken during 2019, residents of Hornby Island want better internet infrastructure.

2. 2020 Activities:

- Continue the collaboration with the Denman Island Internet Committee to improve the internet infrastructure.
- Demonstrate civic support for internet upgrades, either from existing Internet Service Providers or through the formation of a community owned utility.
- Network with funders and identify sources of funding.
- Participate in applications to senior levels of government for funding.
- Support the needs of the design and construction team, when necessary.

3. Measure of Success/Target

- Fibre-optic internet will be offered to every household, and business, on Hornby Island

4. Intended Outcomes (base year 2019):

Outcomes	Expect to see	Like to see	Love to see
Immediate (1 year)	Discussion with the community on options.	Funding secured for completing a Digital Roadmap & Implementation Plan	Expert consultants are hired, and initial consultation is complete.
Intermediate (2-5 years)	Digital Roadmap & Implementation Plan is complete	Funding sources are identified and applications are submitted.	Funding is secured, and construction is underway.
Long term (<5 years)	Construction is underway. Some properties are getting fibre optic service.	90% of properties are getting fibre-optic internet service.	100% of properties that want internet are being serviced.

5. Budget (2020)

	Cash	Partner Cash	Total
Project Contributors			
CVRD	\$7,000		\$7,000
N.D.I.T.		\$15,000	\$15,000
I.C.E.T.		20,000	20,000
Denman Works (tot. \$10,000)		2,000	2,000

Total:	\$7,000	\$37,000	\$44,000
Project Expenditures			
Baylink Networks (tot. \$38,342.38)	\$7,000	\$26,291.91	\$33,291.91
Implementation		10,708.09	10,708.09
Total:	\$7,000	\$37,000	\$44,000

6. List of Partners

- CVRD
- Northern Development Initiative Trust
- Island Coastal Economic Trust
- Denman Works
- Denman Island Internet Committee
- Baylink Networks Inc.



PROJECT 2: Increase year-round, and seasonal, worker rentals	
THEMATIC 1: EXPAND THE ECONOMY	
Year Initiated: 2019	Expected Completion: 2024
Board Lead: Katherine Ronan	
Staff Lead: Caroline Sneath	

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 through 2018 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, working with ISLA, M'akola Development Services, and BC Housing financing was secured for a 26-unit rental project. (\$2.6 million dollars). Simultaneously the HIRRA Housing Committee, Elder Housing, and ISLA amalgamated to form a housing umbrella organization, the Hornby Island Housing Society. Unfortunately, a neighbour initiated a lawsuit, which stalled the development. The Judge's ruling was delivered on November 27, 2019 that found in favour of Hornby Island Housing Society

In 2019, the Housing Society did not need financial, nor administrative, support from HICEEC. Nor is the need for support anticipated for 2020.

Construction on the 26-unit development will now commence, under the supervision of M'akola Development Services, and the project will come on stream in 2021.

This project, however, will not meet all the rental housing needs. We will continue to seek other ways to support new affordable housing initiatives, including initiating the MRDT taxation function (Municipal Regional District Tax on transient rentals). Perhaps a sub-committee of the Housing Society will be the avenue for sourcing new residential projects and affordable housing options, with the emphasis on workforce housing.

2. 2020 Activities

- a. Support the H.I.H.S. in growing affordable rental supply on island.

- b. More options identified should be identified, with an emphasis on workforce transient housing.
- c. Consider the potential of having some MRDT money going into new local affordable housing projects.
- d. To bring together a group of people to form a committee to work with HIHS
- e. Review opportunities around increased density for residential use on ALR lands.
- f. Liaise with Island Trust regarding increased density, especially on larger parcels.

3. Measure of Success/Target:

- Year-round rental units: goal of having a community year-round rental stock of 33% of homes. 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 ratio: 21%
- Number of additional rentals needed to meet 33% target: 68

4. Intended Outcomes (base year 2015):

Outcomes	Expect to see	Like to see	Love to see
Immediate (1 year)	Review of strategies to increase rental stock.	Identify avenues that enable additional new rental stock.	Identify specific opportunities being developed or made available.
Intermediate (2-5 years)	A clear plan to provide seasonal workforce housing and identify new full-time rental options.	New year-round rental stock being developed or made available.	A seasonal solution for up to 30 workers, and 15 new permanent year-round rental units
Long term (5 years +)	A seasonal solution for up to 30 workers.	A seasonal solution for up to 30 workers, and 15 new permanent year-round rental units	A plan to grow year-round available rentals to 33% ratio of community size. A seasonal worker facility, for up to 30 workers.

5. Budget (2020)

	Cash	Partner Cash	Total
Project Contributors			
Comox Valley Regional District	3,000	0	3,000
Total:	3,000	0	3,000
Project Expenditures			
	3,000		3,000
Total:	3,000	0	3,000

6. List of Partners

- Ministry of Finance; Ministry of Tourism, Arts and Culture; and Destination BC.
- MRDT Steering Committee – Board Lead, Carlyn Bishop
- Hornby Business sector – Commercial accommodation & retail
- HI Housing Society
- Islands Trust
- CVRD
- Hornby island Short Term Rentals Association



PROJECT 3: Visitor Shoulder Season Development	
THEMATIC 1: EXPAND THE ECONOMY	
Year Initiated: 2014	Expected Completion: Ongoing
Board Lead: Carlyn Bishop & Jeff Zamluk	
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 150 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 2020, the project's goal will be to continue to make investments in targeted outreach and marketing tactics for shoulder season development.

2. 2020 Activities:

- a. Continue moving to a user-pay model for this work, with public dollars used as seeding leverage.
- b. Continue to produce the Seaside Consortium Visitor Guide, and expand our relationships with the Seaside Consortium communities in our area.
- c. Continue to develop and manage hornbyisland.com in partnership with Jake Berman, and associated social media accounts, with consideration of site rebuild planning.
- d. Develop a content calendar across all platforms, with paid social media advertising, with metrics for review.
- e. Develop a brand standards document for Hornby Island, and share a "brand" .pdf
- f. Leverage marketing opportunities through Destination BC in line with the Shoulder Season development plan.
- g. Identify targets for MRDT monies, with the Steering Committee.
- h. Further develop a front-line workers Ambassador program directed to visitors and residents.

3. 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 shoulder season marketing efforts
- Increased number of spring and fall visits as per ferry figures
- Number of weddings on the island
- Increased revenues from hornbyisland.com
- Front-line staff participate in Ambassador training

4. Intended Outcomes (base year 2015):

Outcomes	Expect to see	Like to see	Love to see
Immediate (1 year)	- 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.

5. Budget (2020)

	Cash	Partner Cash	Total
Project Revenue			
Comox Valley Regional District	\$ 4,000		\$ 4,000
Hornbyisland.com revenue		10,000	10,000
Visitor Guide and Map		26,000	26,000
Total:	\$4,000	36,000	\$40,000
Project Expenditures			
Hornby/Denman Visitor's Guide		26,000	26,000
HI.com		10,000	10,000
Shoulder season development	4,000		4,000
Total:	\$4,000	36,000	\$40,000

6. List of Partners

- Denman WORKS
- Tourism Vancouver Island
- Destination BC
- Seaside Consortium
- HIAC
- Jake Berman, hornbyisland.com
- HIMBA
- CHI
- The Wrong Bus.ca
- HIMBA
- Local businesses and industry sectors
- Ford Cove Harbour Authority



PROJECT 4: Support New Businesses and Collaborations	
THEMATIC 1: EXPAND THE ECONOMY	
Year Initiated: 2014	Expected Completion: Ongoing
Board Lead: John Grayson	
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. In the absence of major hotel or resort development, short-term rentals provide the majority of the fixed roof transient accommodation, and are an important economic driver on the Island. Work will include helping establish best-practices for short term rentals to raise the standard of professionalism in this important sector. Additionally, for support of the home owners so engaged, education regarding new taxation and regulations, will be delivered.

2. 2020 Activities:

- a. Hold 3 Business Forums / Mixers.
- b. Be responsive to requests from the community to provide economic and feasibility analysis as needs arise.
- c. Support the Hornby Island micro-lending fund, and consider creating an RRSP eligible investment vehicle.
- d. Support new commercial spaces.
- e. Business development oriented workshops or trainings.
- f. Help secure sponsorships for both the Hornby, and Denman, community buses.
- g. Offer financial and administrative support for the formation of a short-term rentals association, and support for individual operators in complying with changing taxation and regulations.
- h. Support to establish an Ambassador program.

3. Measure of Success/Target

- Hornby bus will continue to operate.
- A new cross-Denman bus connector established.
- Other activities are carried out and well-attended.
- Business community engaged in prioritization of opportunities beyond “mixers”.
- A plan for improvement, island wide, for internet services.
- Micro loan program is default free. Note: 3 loans paid off in 2019. Only one loan remaining.
- The Spark project is operating.

4. Intended Outcomes (base year 2019):

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. Summer bus service on

		Ambassador program developed.	both Hornby & Denman. Formation of a short-term rental association.
Intermediate (2-5 years)	Regular/well-attended business development mixers and workshops	HICEEC recognized as a business supportive organization. Bus service taken over by the CVRD.	Cross-sector business collaborations on key gaps and needs Year round bus service. Ambassador program established.
Long term (5 years +)	HICEEC recognized as a business supportive organization. Bus service taken over by the CVRD.	Cross-sector business collaborations on key gaps and needs	Emergence of new business and community ventures and investments

5. Budget (2020)

	Cash	Partner Cash	Total
Project Contributors			
CVRD	\$7,000		\$7,000
Hornby Businesses			
Total:	\$7,000		\$7,000
Project Expenditures			
Staff	\$3,000		\$3,000
Two Business mixers + ambassador	1,500		1,500
HISTRA	1,500		1,500
Ambassador program	1,000		1,000
Total:	\$7,000		\$7,000

NOTE: Eagles Nest Loans (This is a facilitated fund with no public \$ - solely private contributions. As of January, 2020 the face value of outstanding micro-loans is approximately \$20,000.)

6. List of Partners

- Hornby Island businesses (over 200)
- Hornby Island private investors
- School District 71
- Tribune Bay Outdoor Education Society
- Ford Cove Harbour Authority
- The Spark
- CVRD
- Denman WORKS

- Hornby Island Short Term Rentals Association



PROJECT 5: Support for the Arts Sector	
THEMATIC 1: EXPAND THE ECONOMY	
Year Initiated: 2014	Expected Completion: 2020
Board Lead: Jim Bulmer	
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 and performances
- Financing for businesses and start-ups
- Increase size of the economy
- Make bylaws and policies friendly to business and investment
- In 2019, a strong voice came forward from the Art Community for improved internet

2. 2020 Activities:

- Continue support to the HIAC building of an Arts Centre
- Support Arts & Festival Events and promotions, shoulder season.
- Demonstrate civic support for the arts sector on Hornby.
- Collaborative marketing throughout the Arts Sector. (HIAC, Festival Society, Blues Camp, No Horses, Film Festival, recording artists, authors, craftspeople, etc.)

3. Measure of Success/Target

- Sector ranking for employment: third or higher in 2020

4. Intended Outcomes (base year 2019):

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. New Arts Centre
Long term (5 years +)	Regular funding for arts initiatives.	Strengthened arts sector.	Island reputation for creativity. Strong collaborations in the Arts Sector

5. Budget (2020)

	Cash	Partner Cash	Total
Project Contributors			
CVRD	\$5,000		\$5,000
Destination B.C. (to March 31/20)		9,000	9,000
Hornbyisland.com		1,325	1,325
Total:	\$5,000	\$10,325	\$15,325
Project Expenditures			
Support to Art organizations	\$5,000	\$10,325	\$15,325
Total:	\$5,000	\$10,325	\$15,325

6. List of Partners

- Hornby Island Arts Council
- Hornby Festival
- Hornby Island Blues
- Hornby island Radio Society
- Other artist-related non-profits
- Destination B.C
- Hornbyisland.com

- CVRD
- Hornby Film Festival
- Herring Festival/CHI



PROJECT 6: MRDT Implementation	
THEMATIC 1: EXPAND THE ECONOMY	
Year Initiated: 2019	Expected Completion: 2025
Board Lead: Carlyn Bishop	
Staff Lead: Karen Ross	

1. Purpose:

Implementation of the Municipal and Regional District Taxation is supported. This tax on transient accommodations is seen as a way for visitors to contribute to the added community costs incurred by Hornby Island being a Tourist Destination. Projects to be funded are envisioned that will be of benefit both to those Visitors as well as the year-round residents. Specifically, these projects will include infrastructure, programs, workforce housing, and targeted marketing to attract an environmentally conscious, nature loving, visitor target market.

2. 2020 Activities:

- j. Facilitate establishing a Steering Committee to solicit a wide range of views, within the Tourist Sector, on ways in which the tax monies will be spent.
- k. Work with Destination B.C., Minister of Finance, Comox Valley Regional District, Hornby Island Residents and Ratepayers Association, the Hornby Island Short Term Rentals Association, and other organizations that are stakeholders in this process.
- l. Coordinate with the HICEEC Marketing Committee to establish a cohesive destination marketing message.
- m. Support Arts & Festival Events and promotions, held during the shoulder seasons.
- n. Support front-line staff training, for the benefit of staff, residents and visitors alike.
- o. Support development of seasonal workforce housing and new year-round rental opportunities.

3. Measure of Success/Target

- Implementation of the tax
- Community satisfaction with the choices for spending, within the confines of the legislation governing this program.

4. Intended Outcomes (base year 2019):

Outcomes	Expect to see	Like to see	Love to see
Immediate (1 year)	Discussion with legislators on opportunities.	Prioritization of opportunities.	Formation of a local Steering Committee
Intermediate (2-5 years)	Prioritization of opportunities.	Acceptance of the 5 year strategic plan and a one year implementation plan.	Funding flowing into the designated projects. High level of compliance with the accommodation providers.
Long term (5 years +)	Regular funding established	Excluded accommodation sector voluntarily joining the program.	Local acceptance of the program, and the value of tourism.

5. Budget (2020)

	Cash	Partner Cash	Total
Project Contributors			
CVRD	\$6,000		\$6,000
Minister of Finance		\$5,000	5,000
Total:	\$6,000	\$5,000	\$11,000
Project Expenditures			
Administration & Distribution	6,000	\$5,000	\$11,000
Total:	\$6,000	\$5,000	\$11,000

6. List of Partners

- Destination B.C.
- Tourism Vancouver Island
- Minister of Finance
- Comox Valley Regional District
- Hornby Island Short Term Rentals Association
- Businesses in the “tourist sector”



THEMATIC 2: Improve Affordability

PROJECT 7: General Community Grants	
THEMATIC 2: IMPROVE AFFORDABILITY	
Year Initiated: 2012	Expected Completion: 2020
Board Lead: Jason Griggs	
Staff Lead: Caroline Sneath	

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.

2. 2020 Activities

- One granting call, one application/organization/year.
- One callout for sharing of the DBC grant
- Grant impacts monitored and reviewed annually.
- Host a grant writing skills development workshop. www.sparc.bc.ca

3. 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
- At least 12 organizations participating in the grant writing workshop

4. Intended Outcomes (base year 2015):

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.

5. Budget (2020)

	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

6. List of Partners: (organizations that have received grants, which total approx.. \$85k, 2012-2019)

- Athletic Assoc./Joe King
- Blues Society
- C.H.I. (conservancy)
- Earth Art Architectural Soc.
- Elder Housing Soc.
- Farmer's Market
- Farmland Trust (community garden)
- First Ed. (local paper)
- Growers Producers Alliance
- Heron Rocks - Leaf House/Orchard
- HIAC (Arts Council)
- HIMBA (Mtn. Bike Assoc.)
- HIRRA Housing
- HIRRA Emerg. Prep.
- HITS (summer theatre)
- Hornby Denman Health Soc.
- Hornby Festival
- Hornby Recreation
- ISLA (housing)
- Island Gallery
- Natural History
- New Horizons (seniors)
- Pre-School
- Radio Soc.
- The Spark (Maker's space)
- Visitor Guide
- Water Stewardship- website

WWW.SPARC.BC.CA

<https://hornbydenmanhealth.com>



PROJECT 8: Public Transportation	
THEMATIC 2: IMPROVE AFFORDABILITY	
Year Initiated: 2017	Expected Completion: 2022
Board Lead: John Heinegg	
Staff Lead: Karen Ross	

1. 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 expanded this trial to two months, while working with the CVRD to complete a feasibility study for a more permanent service. The completed study recommends a continuation of the pilot project, and the CVRD has contributed to operations for 2019 and 2020. About half the funding, for the 2-month service, comes from local sponsors and HICEEC.

2. 2020 Activities

- Partner with local businesses and the CVRD to continue operating public transportation on Hornby in the summer of 2020.
- Lobby the School District for sharing of resources and service.
- The ownership of the bus will need to be ascertained. The TBOE agreement has expired.
- Continue working with the Bus Steering Committee to deliver summer bus service.
- Lobby for gas tax money from CVRD Area A Regional Director, Daniel Arbour, towards an electric bus!
- Liaise the cross Denman connector to provide funding and service.
- Find a permanent home for the bus, with room for expansion.
- Maintain the business seat on the Hornby/Denman Ferry Advisory Committee.
- Lobby with B.C. Ferries, and the Minister of Transportation, for improvements to service.

3. Measure of Success/Target:

- Regular, affordable bus service
- Reduced GHG emissions
- Fewer drinking-and-driving occurrences
- Bus average daily ridership increases
- Improved ferry service evidenced by smaller line-ups
- Improved movement of the public, reduced pressure on parking areas
- Home for the Community Bus is found and developed
- Establish a cross-Denman connector bus

4. Intended Outcomes (base year 2017):

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. Year-round service.
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5. Budget (2020)

	Cash	Partner Cash/In-kind	Total
Project Contributors			
CVRD – billed	1,500	\$20,000	\$21,500
CVRD - HICEEC	10,000		10,000
Hornby Businesses		12,000	12,000
Total:	\$11,500	\$32,000	\$43,500
Project Expenditures			
Bus Operations	\$39,500		\$39,500
Staff	\$4,000		\$4,000
Total:	\$43,500		\$43,500

Note: Possible use of CVRD reserve funds in order to establish a bus home, with room for future expansion.

6. List of Partners

- CVRD
- Tribune Bay Outdoor Education Society
- School District 71
- HIRRA
- Hornby Coop
- Ford Cove Harbour Authority
- Jeffrey Rubinoff Sculpture Park
- Lerena Vineyard and Hornby Island Bakery & Pizzeria
- Bradsdadsland Campground
- Ford Cove Store & Cottages
- Donna Tuele/Royal LePage Real Estate
- Union Bay Credit Union
- Thatch Pub

THEMATIC 3: Enhance Self-Sufficiency

PROJECT 9: Promote and Invest in Green Energy	
THEMATIC 4: ENHANCE SELF-SUFFICIENCY	
Year Initiated: 2014	Expected Completion: 2020
Board Lead: John Heinegg	
Staff Lead: Caroline Sneath	

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.

2. 2020 Activities:

- Investigate, with HIES and Hornby School, towards a solar project on school grounds. -on hold.
- Investigate installing a Level 3 Electric Vehicle charging station, with an eye towards servicing the community electric bus.
- Identify projects that will help mitigate the effects of climate change.
- Maintain the current E.V. charging station.
- Carbon credit opportunities on Hornby?
- Bio-char opportunities.

3. Measure of Success/Target:

- At least one of the three projects above move ahead by 2020.
- Reconvene the Energy and Transportation steering group.
- Get a Carbon Credit business model for H.I.

4. Intended Outcomes (base year 2015):

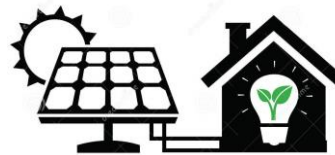
Outcomes	Expect to see	Like to see	Love to see
Immediate (1 year)	Emergence of an Energy and Transportation Steering Group	Prioritization of potential actions and ideas worth investigating.	A multi-year energy and transportation plan.
Intermediate (2-5 years)	Prioritization of potential actions and ideas 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.

5. Budget (2020)

	Cash	Partner Cash	Total
Project Contributors			
CVRD	\$5,000		\$5,000
Total:	\$5,000		\$5,000
Project Expenditures			
Staff	\$5,000		\$5,000
Total:	\$5,000		\$5,000

6. List of Partners

- SD71
- HIES
- Comox Valley Regional District
- The Spark
- Business sponsors of the Bus
- HIRRA
- Farris Farmland Trust



PROJECT 10: Promote and Invest in Food and Water Sustainability	
THEMATIC 4: ENHANCE SELF-SUFFICIENCY	
Year Initiated: 2016	Expected Completion: 2021
Board Lead: John Grayson and Jim Bulmer	
Staff Lead: Caroline Sneath	

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. Quality of the groundwater, especially as affected by septic and outhouses, will be part of the initiative. This project will also include consideration of the importance of a pristine marine and foreshore environment.

2. 2020 Activities

- Continue support to Hornby Water Stewardship in implementation of the 2016 Hornby Water Plan, including: awareness and education. Support initiatives for water storage/retention incentives and projects. Rainwater regulations – VIHA, Islands Trust, with the goal to reduce the demand on the aquifer. Ken Netwig – Jim Bulmer contact. April workshop? Rudy de Best has installed a rainwater harvesting system for his home. Ed Hoepfner?
- Invite the CVRD to put on their newly developed septic maintenance workshop, in early summer when the most residents could be reached. Please repeat.
- Support Conservancy Hornby Island's efforts around water quality in the adjacent ocean waters, especially regarding education and lobbying.
- Support off-grid initiatives. E.g. solar panels, rainwater collection, energy generation, etc.
- Denman Island person has a supply of low-cost solar panels.
- Source out the educational component of the Depot Solar Panels. Stani? Helen? Sarah Gifford?
- Hydro position – anti off the grid?
- Write Jan Kennedy and ask for a collaboration.
- Support sustainable food production and processing.

3. Measure of Success/Target:

- At least two of the activities are being pursued and implemented.

4. Intended Outcomes (base year 2016):

Outcomes	Expect to see	Like to see	Love to see
Immediate (1 year)	Plan for how HICEEC can support water conservation goals & food sustainability	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 and food sustainability	Critical mass of homeowners invests in water storage and filtration. Support for local farming initiatives and distribution

Long term (5 years +)	Incentive program for water storage and management. Farris Farmland Trust community garden expands.	Critical mass of homeowners invests in water storage and filtration. The Farris Farmland Trust is thriving.	There is enough community water storage to support the island's use year-round. Food sustainability is viable.
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5. Budget (2020)

	Cash	In-Kind	Total
Project Contributors			
Comox Valley Regional District	\$3,000		\$3,000
Total:	\$3,000		\$3,000
Project Expenditures			
Water projects	\$1,000		\$1,000
Other projects	\$2,000		\$2,000
Total:	\$3,000		\$3,000

6. List of Partners

- Heron Rocks Friendship Centre (Water Stewardship Project)
- Conservancy Hornby Island
- Islands Trust
- Forests, Lands and Natural Resources Operations
- Island Health
- Farris Farmland Trust
- CVRD
- www.hornbywater.org



THEMATIC 5: PROVIDE EXCELLENT PUBLIC ADMINISTRATION

PROJECT 11: Collect Hornby Statistics	
THEMATIC 5: PROVIDE EXCELLENT PUBLIC ADMINISTRATION	
Year Initiated: 2015	Expected Completion: ongoing
Board Lead: Jason Griggs	
Staff Lead: Karen Ross	

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.

2. 2020 Activities

- a. Publish and maintain existing statistics
- b. 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

3. 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.
- For use in "using the facts" presentations

4. Intended Outcomes (base year 2015):

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

5. Budget (2020)

	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

6. List of Partners

- BC Ferries
- Islands Trust
- CVRD
- Province of BC
- Statistics Canada
- Real Estate sector
- Destination BC
- Comox Valley Community Foundation/Vital Statistics report 2018
- Local businesses & non-profits
- Hornby Denman Health Care Society

PROJECT 12: Office and Administration	
THEMATIC 5: PROVIDE EXCELLENT PUBLIC ADMINISTRATION	
Year Initiated: 2012	Expected Completion: ongoing
Board Lead: Jack Hornstein	
Staff Lead: Karen Ross	

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.

2. Activities:

- a. Provide administrative support to multiple initiatives
- b. Identify potential new board members
- c. Implement our strategic direction and create annual plans and budgets
- d. Develop multiplier effects for each project
- e. Communicate activities and results
- f. Infographic on the activities of HICEEC

3. 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

4. Intended Outcomes (base year 2015):

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.

5. Budget (2020)

	Cash	In-Kind	Total
Project Contributors			
Comox Valley Regional District	\$23,950		\$23,950
HICEEC Board members		\$3,000	\$3,000
HIRRA		\$2,000	\$2,000
Total:	\$21,000	\$5,000	\$26,000
Project Expenditures			
Board mtgs (excl. projects)		\$5,000	\$5,000
Staff/Administrator	\$12,000		12,000
Prof. Serv/Consult	100		100
Bookkeeping	1,500		1,500
Web/Technical	250		250
Audit/Legal	2,000		2,000
Travel	200		200
Conference/Wrksp	1,000		1,000
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	1,550		1,550
Tel/Internet	1,800		1,800
Total:	\$23,950	\$5,000	\$28,950

6. List of Partners

- Comox Valley Regional District
- Hornby Island Residents & Ratepayers Association
- HICEEC Board members



2020 Annual Budget Summary

Income and Expenditures	CVRD Funds	Partners Cash	Total
Thematic 1: Expand the Economy			
Project 1: Upgrade internet infrastructure	\$7,000	\$37,000	\$44,000
Project 2: Increase year-round and seasonal worker rentals	\$3,000		\$3,000
Project 3: Visitor shoulder season development	\$4,000	\$36,000	\$40,000
Project 4: Support businesses and collaborations	\$7,000		\$7,000
Project 5: Support the Arts	\$5,000	\$10,325	\$15,325
Project 6: MRDT implementation	\$6,000	\$5,000	\$11,000
Section Total	\$32,000	\$88,325	\$120,325
Thematic 2: Improve Affordability			
Project 7: Grants for community organizations	\$5,000		\$5,000
Project 8: Transportation	\$11,500	\$32,000	\$43,500
Section Total	\$16,500	\$32,000	\$48,500
Thematic 3: Enhance Self-Sufficiency			
Project 9: Promote and invest in green energy	\$5,000		\$5,000
Project 10: Promote water & food sustainability	\$3,000		\$3,000
Section Total	\$8,000		\$8,000.
Thematic 4: Provide excellent public administration			
Project 11: Collect / publish key island information and statistics	\$500		\$500
Project 12: Office & administration	\$23,950	\$5,000	\$28,950
Section Total	\$24,450	\$5000	\$29,450
TOTAL	\$80,950	\$125,325	\$206,275.

Five Years Financial Plan (2019-2023)

Revenue	2019	2020	2021	2022	2023
CVRD Levy	62,000	80,950	83,000	84,600	86,300
Other revenue (cash)	73,000	120,325	85,000	86,700	88,400
Other revenue (in kind)		5,000	5,000	5,000	5,000
Total Revenue	135,000	206,275	173,000	176,300	179,700
Expenses (tax funds only)					
Core Activities/ Administration	21,500	24,450	25,500	27,000	27,500
Thematic					
1. Expand the economy	18,250	32,000	34,300	34,400	35,000

2. Improve affordability	17,250	16,500	17,400	17,400	17,800
3. Enhance self-sufficiency	4,000	8,000	5,800	5,800	6,000
Total Expenses	62,000	80,950	83,000	84,600	86,300

Board, Staff, and Partners

HICEEC Board of Directors – 2019/2020

John Heinegg, Board Chair, HIRRA rep
 John Grayson, Vice-chair
 Jack Hornstein, Treasurer
 Katherine Ronan, Secretary
 Carlyn Bishop, Marketing & HR
 Jason Griggs
 Jim Bulmer
 Jeff Zamluk

HICEEC Governance Partners



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