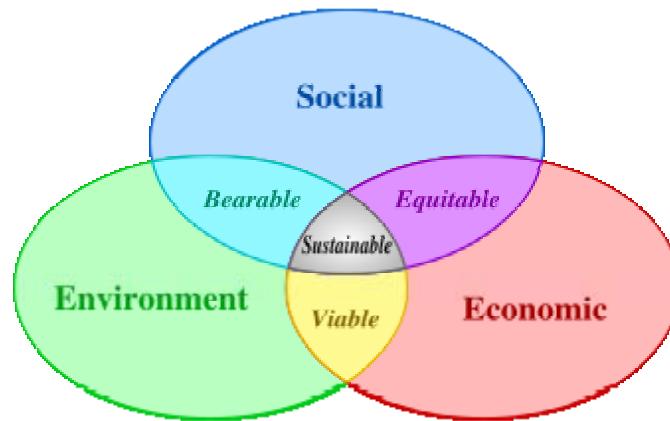


A SUSTAINABLE COMMUNITY ECONOMIC DEVELOPMENT STRATEGY FOR DENMAN AND HORNBY ISLANDS



Final Report

Prepared for Comox-Strathcona Regional District
Courtenay, B.C.

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Economic Development Strategy
For Denman and Hornby Islands**

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Executive Summary

Environmental and social sustainability are not among traditional economic goals for communities. The result is that economic development too often mistreats and diminishes the environment (natural capital) and social welfare (human capital). Sustainable Community Economic Development (SCED) aims to integrate economic, social and environmental objectives, and is based on a consideration of the relationship between economic factors and other community elements such as housing, education, the natural environment, health, accessibility and the arts. SCED is a compelling alternative to conventional approaches to development, encompassing a participatory, holistic and inclusive process that leads to positive, concrete changes in communities by creating employment, reducing poverty, protecting the health of the natural environment, stabilizing local economies, and increasing community control.

A sustainable community resembles a living system in which human, natural and economic elements are interdependent and draw strength from each other. Resources are used to meet current needs while ensuring that adequate resources are available for future generations. A better quality of life for all its residents is sought, while nature's ability to function over time is maintained by minimizing waste, preventing pollution, promoting efficiency and developing local resources to revitalize the local economy. Decision-making stems from a rich civic life and shared information among community members.

This report outlines a Sustainable Community Economic Development strategy, and creates a roadmap with which the communities of Denman Island and Hornby Island can move towards the goal of ensuring a healthy climate for business.

After reviewing the work to date on Denman and Hornby Islands, the following influencing factors were assessed: land uses and community growth patterns, economic development, human capital, health care, energy usage and future needs, water and air quality, solid waste disposal, affordable housing, transportation, communications, and policing. A proposed financial plan was developed, and quarterly standard performance measurements were suggested. Further, it was suggested that CSR funding be utilized to provide core funding for Economic Development activities to each Island; this core funding would be supplemented/leveraged with funding from alternate sources for specific projects.

In the short term, it is recommended that one organization on each Island – HICEEC (Hornby Island Community Economic Enhancement Corporation) on Hornby Island and DICES (Denman Island Community Education Society) on Denman Island – act as the Service Delivery Organization for CSR Economic Development funding, and that a Sustainable Community Economic Development (SCED) Facilitator be hired on each Island to:

- Facilitate community and economic development planning in order to identify and establish opportunities for sustainable economic development
- Identify opportunities for SCED in order to develop sectors, projects and initiatives
- Secure funding for SCED activities and programs
- Assist local organizations, businesses and individuals with establishing SCED plans, businesses and projects
- Promote the community in order to expand SCED opportunities

In the longer term, it is recommended that a Business Resource Centre, which would provide resources, support and enterprise facilitation, as well as encourage business retention, enhancement and expansion within current guidelines, be established on each island

1. Background

Used seasonally for food gathering by First Nations people for hundreds, if not thousands of years, European settlement of the islands began in the 1860's. By 1894 Hornby Island boasted a school, post office, and church and a total population of 100. Early industries included whaling, and a sandstone quarry which at its height employed 30 men but closed in 1915, the year the Farmer's Institute was formed. Logging, agriculture and fishing were also important industries. In 1930, the present ferry service to Denman Island from Buckley Bay began.

The population of Hornby Island grew more slowly than many of the other Gulf Islands, probably due to Hornby's more remote location. By 1900, most of the land had been claimed, but by 1905 the population was still only 32. Hornby experienced its' period of greatest growth in the 1920's. Between 1920 and 1930 a one-room schoolhouse, community hall and the first tourist accommodation, Hornby Island Lodge at Tribune Bay were built.

In the 1890s CPR and Union Steamships began serving the island with a few sailings per week to Vancouver or Victoria. A frequent connection to Courtenay was the most pressing transportation requirement for the island until 1923, when regular runs began from the northwest side of the island. The 1950's brought the establishment of a regular car ferry and B.C. Hydro electrical service. A co-op was established shortly afterwards.

Isolated from Vancouver Island and the Comox Valley, Hornby developed a strong tradition of 'volunteerism', with a volunteer fire department, community hall, community school, and numerous other organizations which provide Islanders an avenue for self-governance.

By 1960 the 150 people on Hornby Island were fishermen, subsistence farmers, resort owners, their children and a few retired intellectuals. Towards the end of the 1960's developers discovered the Island and three farms were turned into residential subdivisions. To avoid more indiscriminate carving up of the Island, a policy restricting subdivision to a ten-acre minimum lot size was introduced. In 1974 the Islands Trust was formed to preserve and protect the Gulf Islands, including Denman and Hornby, against inappropriate use and development.

On Denman Island economic activity is currently a mixture of service industries, art, tourism, fisheries, and forestry; the "commuter economy" of individuals who live on the island but are employed in urban centres such as Comox and Courtenay, and seasonal residents of the island who earn their income elsewhere. A number of craft workers and artists work on the island. Recently many of the people moving to the island have been relatively affluent retirees. Building houses for these newcomers is a small local industry.

Denman's current situation may be summed up as follows:

Assets

- Natural beauty
- Island lifestyle
- Proximity to Vancouver Island
- Economic diversity
- Range of activities
- Arts/culture
- Environmental stewardship

Challenges:

- Lack of affordable housing
- Rising ferry costs
- No consistent community vision
- NIMBY attitudes
- Accessibility
- Seasonality

The Hornby Island community has adopted a holistic, sustainable approach to community development. Hornby Island Community Economic Enhancement Corporation plays a key role in concert with other community entities to ensure a high degree of collaboration and connectivity to maintain a whole-system approach.

Hornby Island is at a critical point with respect to its economic and social development. In recent years, its economy has been largely based upon an annual boom-bust cycle: a few weeks of intense summer tourism activity followed by nine or ten months of 'normalcy'. Real estate and other costs have been increasing at a much faster rate than locally-derived incomes which is affecting community diversity (including the availability of labour and succession in key occupations). The number of seniors is growing as a result of residents aging and retirees moving to Hornby. The majority of property owners are non residents.

Conventional economic development solutions are constrained by the limitations and location of the island, the values of the community and the mandate of the Islands Trust. On the other hand, Hornby has key natural and cultural assets that can help provide the basis for a healthy economy.

Briefly, Hornby Islands' situation can be summed up as follows:

Assets

- Natural Beauty
- Unique Draw of Community
- Range of Activities
- Empowered/Educated Local Population
- Arts Culture
- Environmental Stewardship
- Helpful Local Organizations

Challenges:

- Living Costs/Real Estate
- Summer Rental Units/Peak Season Housing Shortages
- Hours of Operation for Businesses/Quality of Services offered
- Visitor's perceptions/Resident reactions
- Accessibility
- Water Supply during peak months
- Declining youth population
- Seasonality

Denman and Hornby are served by the Comox-Strathcona Regional District, Community Futures Strathcona, and several island-specific community economic development oriented organizations.

2. Aims and Objectives

This report was commissioned by the Comox-Strathcona Regional District to provide an independent assessment and recommendations that may be used as a guide to identifying economic development priorities and developing a financial plan for the period 2008 to 2012.

Deliverables:

1. Review and report on the work done to date including strategic plans and workshops with representatives from Denman Island Community Economic Enhancement Committee (DICEEC) and the Hornby Island Community Economic Enhancement Corporation (HICEEC).
2. Research and consultation with Electoral Area Director Carol Quin (Area K – Denman/Hornby Islands), Denman Island Residents Association (DIRA), Hornby Island Resident and Ratepayers Association (HIRRA), Comox Valley Tourism, Ministry of Economic Development and other related agencies/sources as required.
3. Invite public comments and foster community consultation.
4. Research and identify short and long term social impact as a result of specific economic development activities.
5. Identify economic development activities relevant to Area K as a whole; Denman Island and Hornby Island specifically.
6. Recommend top three priorities for each area above based on the research and consultation process undertaken.
7. Identify service delivery options for each priority and recommend optimum method for each priority.
8. Develop performance measures for each priority.
9. Develop a proposed five-year financial plan for 2008 -2012 for each priority.
10. Develop and recommend a standard performance measurement report to be submitted on a quarterly basis to the CSRD Board of Directors and the public.

NOTE:

Due to the lack of preparedness for formal economic development activities on Denman Island relative to Hornby, which appears to have an approximate ten-year head start, it was impossible to fulfill deliverables 3 through 6 for Denman Island at this time. Please see further information under Recommendations, Section 6.

3. Methodology

Employing a community based research approach, over a period of four weeks Life Skills Unlimited met with representatives of CSRD, DICES (Denman Island Community Education Society), Denman Island Community Economic Enhancement Committee (DICEEC), Hornby Island Community Economic Enhancement Corporation (HICEEC), Electoral Area Director Carol Quin (Area K – Denman/Hornby Islands), Denman Island Residents Association (DIRA), Hornby Island Resident and Ratepayers Association (HIRRA), Comox Valley Tourism, the Islands Trust, island business owners/entrepreneurs, island residents and other stakeholders.

4. Work to Date

4.1 HORNBY ISLAND:

Official Community Plan (1991, 2004)

Hornby Island's Official Community Plan (first adopted in 1991 and re-affirmed in a new plan adopted in 2004) includes the following broad community objectives with respect to development:

- *gradual change, growth and development to support community sustainability;*
- *self-reliance, based on sustainable agriculture, low-impact businesses, home occupations;*
- *limitation of stresses, including seasonal, upon natural and community resources;*
- *protection of resources, ecosystems, neighbourhoods, rural scale and character;*
- *minimization of pollution;*
- *preservation of natural and social values;*
- *maintenance of community unity;*
- *achievement of energy efficiency in buildings and lifestyles*

The OCP contains specific objectives and policies for various aspects of land use.

Community Vision (2002)

Following broad community participation in a visioning process facilitated by HICEEC begun in 2002, the Community Vision was adopted by the Hornby Island Residents' and Ratepayers' Association in 2003. The Community Vision Statements constitute an articulation by the majority of the community of the "ideal Hornby Island in the year 2020", including:

Summary:

"Hornby Islanders have envisioned a future based on our community strengths and our desire to remain a diverse, sustainable and viable community. Central to this vision are the values we share as a community – creating a balance with the natural world, working together co-operatively and peacefully, taking personal and collective responsibility for the well-being of the community, and celebrating the special spirit and energy of this unique island and its people."

Living sustainably:

"Hornby Islanders understand that living in balance with nature is essential. We are dedicated to improving our transportation systems, incorporating renewable energy source, utilizing more sustainable business practices, recycling our resources and respecting the limits of our water supply."

Strengthening our community:

"We will build a healthy and diverse community by pooling our resources, sharing our skills and working co-operatively: a community where everyone is respected, well-nourished and adequately housed, where our education systems thrive and healthcare is available for everyone."

Building a thriving economy:

"Hornby Island will diversify its economy by building on the strengths within the community such as our vibrant arts scene, sustainable agricultural practices, diverse healing arts and our capacity to live in harmony with nature. Tourism is a valued part of our economy, and to be more sustainable it will become more integrated into the values and lifestyles that Islanders' cherish."

Statements envision how various sectors of the community will be in the year 2020. The statement for the economy is as follows:

“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, healthcare, 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 global economic structures are based in just and fair trade practices and do not contribute to the exploitation of people or the planet.”

Quality of Life Report (2003)

The Hornby Island Quality of Life Report highlights a number of measurable indicators that can be monitored over time for changes that affect the quality of life on Hornby Island. The report provides benchmark information on demographics, attitudes, values, and other indicators of community health as a tool for assessing the community’s successes and failures at improving overall quality of life on Hornby Island. This process can be repeated so that the community can gauge how well it is doing in reducing poverty, creating affordable housing, slowing the impacts of development, creating employment and other areas that help create a high quality of life. The report is based upon both census data and information gained through surveys.

Community Economic Renewal Project (2004)

In 2004, HICEEC carried out a Community Economic Renewal Project, with active community participation, to identify, evaluate and prioritize potential economic renewal activities. Over 120 ideas were generated and from these 11 concepts were selected to be developed for evaluation. This evaluation lead to the proposal for more focused attention to be given to three business areas: value-added agriculture, arts marketing and workshop/retreat packages.

Labour Market Growth and Development Project (2005)

In 2005, HICEEC undertook a project to identify the potential for diversification of the economy and labour market as a whole, in order to improve the community’s capacity to meet labour force needs. The sub-objectives of this project were to research and examine the potential for creating three new community-based ventures: a Marketing Co-op, a Life Long Learning Program and a Shared-Use Commercial Kitchen. While there was strong participation at the beginning of this project, following a needs assessment, a SWOT analysis and other processes it emerged that there was not sufficient momentum to establish the ventures as originally envisioned. It was concluded that the objectives could best be supported through a community marketing initiative and the acquisition of community infrastructure. (The latter was addressed through community acquisition of the Hornby Island Resort, which was curtailed through unanticipated circumstances.)

Community Marketing Initiative (2006)

In 2006, HICEEC administered a job creation program to provide work experience in the fields of small business development and marketing to three participants. Other objectives were to create a marketing and branding strategy and a business plan to carry it out and to provide assistance to a minimum of thirty small businesses, including through creating strategies for each of three identified sectors.

As an outcome of this project, a community marketing agency was established and is now being incubated by HICEEC. A great deal was learned about on-island and off-island markets, the arts/crafts, agriculture/food, and workshops/retreats sectors.

This initiative also brought into focus three issues that need further attention: housing needs for workforce participants and entrepreneurs, planning for tourism (a major community economic driver) and the future of agriculture and food security.

Current CED Programs (2006-7)

The current HICEEC work program is focused upon these projects:

- **Community marketing:** ICEEC is incubating the Real Hornby community marketing service.
- **Workforce housing:** HICEEC has been addressing housing through facilitating a Community Round Table on Housing and through organizing a regional conference on Housing Solutions for Small Communities.
- **Tourism planning:** HICEEC, in partnership with the Recreation and Tourism Research Institute has engaged in a research and community consultation process to develop a tourism strategy, which HICEEC is now beginning to implement.

Strategic planning processes (2005-2007)

In 2005, HICEEC directors participated in strategic planning sessions. In June 2007, the directors reviewed the outcomes of those sessions and took part in a strategic planning workshop in which they identified a number of community economic development issues, summarized as follows:

Retaining the community

<ul style="list-style-type: none"> • Diversity and connectedness • Succession of artists, trades, farmers • Year-round social / economic vitality 	<ul style="list-style-type: none"> - <i>access to land and housing</i> - <i>consensus building</i> - <i>collaborative planning and actions</i> - <i>addressing regulations, bureaucracy</i> - <i>advocacy</i> - <i>apprenticeships, mentoring</i> - <i>supporting year-round businesses/services</i>
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Building upon our assets

<ul style="list-style-type: none"> • Promoting Hornby's unique qualities • Getting products to market • Modelling creativity and sustainability 	<ul style="list-style-type: none"> - <i>community marketing</i> - <i>facilitating partnerships</i> - <i>supporting arts/healing/green resources</i>
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Pursuing new opportunities

<ul style="list-style-type: none"> • Off-season tourism • Web-based operations • New businesses with small footprint 	<ul style="list-style-type: none"> - <i>workshops, retreats, events, activities</i> - <i>reaching out to specific "visitor" markets</i> - <i>infrastructure/services for small businesses</i> - <i>support for small business development</i>
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Meeting the future

<ul style="list-style-type: none"> • Seniors surge • Self-sufficiency and food security • Fossil-fuel crunch 	<ul style="list-style-type: none"> - <i>ensuring services for seniors</i> - <i>promoting buy local</i> - <i>securing agricultural land for growing food</i> - <i>alternative transportation</i> - <i>alternative tourism</i>
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In October 2007, the HICEEC Board identified priority areas for focus in a strategic plan. The Board supports HICEEC continuing to provide community marketing through Real Hornby, though this service should become increasingly self-financing over the next five years. The Board supports the continuation of the current projects around work-force housing and tourism. Other issues identified as priorities are agriculture and the surge in the population of seniors. Transportation was also identified as an area to be addressed.

A priority of the Board is supporting the existing business community rather than attracting new business. Among recommendations currently being considered by the Board is a study to identify the needs of all elements: commercial enterprises, home-based businesses and contract labour.

4.2 DENMAN ISLAND

Denman Island Community Economic Enhancement Committee (DICEEC)

DICEEC was formed as a three-member sub-committee of the Denman Island Residents Association (DIRA) in late 2005, to prepare for the transfer of economic development funds from CVEDS to Area K. Since that time, DICEEC has created an Advisory Committee, formulated Terms of Reference, met with island organizations and stakeholders, taken part in the Hornby Island Housing Conference, received grants from ReMax Realty and Comox Valley Tourism, prepared a list of potential economic enhancement projects, and submitted regular reports to DIRA. As the result of internal instability, DIRA dissolved DICEEC in early November, 2007.

Denman Island Community School/Denman Island Community Education Society

The Denman Island Community School and the Denman Island Community Education Society (DICES) provide a variety of educational, support, and recreational services to children, youth, families, and adults in the community. Programs include: employment counseling, community Internet access, distance education, health and wellness education, continuing education for life-long learning, literacy and early intervention programs for pre-school and primary children, support for teens commuting to high school, recreational programs and a food bank.

The board of DICES is comprised of community leaders with a wide range of expertise, including education, recreation, transportation, maritime stewardship, recycling, environmental issues, economic development, business, land issues and community activism. DICES was chosen as an alternative service provider for economic development activities on Denman Island shortly after the dissolution of DICEEC by DIRA in early November, 2007. DICES has held numerous contracts with Federal and Provincial governments, and has successfully completed several community economic development projects and programs.

5. Current Situation

Population:

	2006	2001	# change	% change
Hornby Island	1074	966	108	11.18%
Denman Island	1095	1016	79	7.78%

***Average Income:** Hornby: \$21,667
(2001) Denman: \$25,169

* Most recent statistics available for figures regarding income and housing are from the 2001 census. 2006 income and housing figures are scheduled to be released in early 2008.

Agrifood:**Aquaculture:**

Baynes Sound, located between Denman Island and Vancouver Island just south of Courtenay, is considered the best area for shellfish aquaculture in British Columbia. The BC industry now accounts for more than half of total aquaculture production in Canada. Baynes Sound has just 30 km of coastline, but produces over half of all cultured shellfish by value in the province. The combination of water quality, salinity, and temperature is ideal for shellfish growth. Baynes Sound conditions are not good for salmon aquaculture, which is better suited to conditions further north on Vancouver Island.

In 2001 (the latest year for which sub-provincial figures are available), the reported farmgate value of shellfish aquaculture products in the Baynes Sound area was over \$8 million, accounting for 52% of the British Columbia total. By 2002, of the 552 direct jobs in the shellfish industry at that time, 42% were in Baynes Sound. The area has the highest number of tenures (135) in the province, with 624 hectares in production and a total value of \$19.7 million.

Not only does Baynes Sound have more shellfish aquaculture tenures and more production area than anywhere else in BC, but each hectare of tenured area produces 77% more value than the BC average. This is likely due to a combination of more intensive use of the land base and the production of higher value products, such as geoduck. Baynes Sound accounts for 28% of shellfish aquaculture tenures, 30% of the land under tenure, and 52% of the total farmgate value of shellfish products. Based on their 2002 survey of the industry, the provincial Ministry of Agriculture, Food and Fisheries estimated that Baynes Sound produced 43% of all farmed shellfish in BC by value, including 35% of oysters and 52% of clams.

Coopers & Lybrand estimated in 1998 that the BC shellfish aquaculture industry had the potential to reach \$100 million per year for sales of oysters and clams alone, an increase greater than five times its current production levels. The reasons for such a positive growth scenario include the increase in trade of shellfish products, rising demand in the United States and the Pacific Rim, rising incomes in developing countries, population growth, and a loss of productive shellfish ground around the world due to pollution and urban encroachment.

On Hornby Island, commercial fishing, once a key activity, is now a part-time occupation for only a few. Small-scale oyster farming takes place on the west side of the island, with two locally operated leases. There is little if any opportunity for expansion due to physical and zoning constraints.

The provincial government's Baynes Sound Coastal Plan for Shellfish Aquaculture has designated the east coast of Denman Island for that purpose. A recent application for expansion to the Islands Trust by Island Scallops Ltd. has met with opposition from the Denman Island Marine Stewardship Group, primarily because of the aquaculture-related debris that accumulates on island beaches in the wake of winter storms. An attempt to limit aquaculture on Denman was quashed when the BC government disapproved Denman's 2001 Official Community Plan revisions dealing with aquaculture regulations. Island Scallops application will now go to public hearings on Denman for community approval.

Agriculture:

Although agriculture was a major activity on Hornby Island in the past, active farming is currently restricted to about two dozen properties. There are only a handful of farms operating at a commercial level, to provide the community with food products. Most of these are operated by people in their later years. There are also a few small scale livestock operations and nurseries.

The future of farming on Hornby is challenged by the high price of land, the regulatory framework, transportation costs and the lack of new generation farmers. Water availability can also be a constraint.

Apart from the bakery, at which bread and other food products are produced, most food processing takes place in commercial kitchens on private lots as a home occupation. There is a small coffee roasting company and three wineries. Regulations are becoming a significant challenge for food processing. Most manufacturing is small scale, conducted through home occupations and generally craft-related.

In 2001 the Comox-Strathcona Regional District formally initiated the process of preparing an agricultural plan for the Comox Valley. The planning area did not include Area K.

Arts:

On both islands culture and the arts are exceptionally well-represented, with numerous organizations supporting the arts, including The Hornby Island Blues Society, Hornby Festival Society, Hornby Island Theatre Society, The GroundWater Institute of Contemporary Art & Culture, The Readers' and Writers Festival, Concerts Denman, Arts Denman Studio Tours, The Denman Island Film Festival, Denman Island Home & Garden Tour, Hornby Island Home, Garden & Studio Tour, Hornby Island Arts Council, and others too numerous to mention here.

Manufacturing:

Manufacturing on both islands is generally cottage-based, with many artists, craftspeople and artisans selling their product from home. There are strict by-laws governing the number of people who may be employed, signage, parking and screening designed to minimize the impact of these activities on the environment and other residents. Many products are marketed and sold via the Internet.

Services:

Both islands have most necessary services including: gas, general store, hardware store, restaurants, bakeries, bookstores, business services, health and beauty services, a medical clinic, dental clinic, banking, liquor agency and post office. Essential Islands' services include doctors, dentists, volunteer fire departments and ambulance services. Of note is the fact there is no ATM machine on Denman Island. 'Healing arts' practitioners of all kinds abound on both islands, as well as small food processing businesses, orchards, plant nurseries, wineries, chocolate makers, essential oil distillers, potters, weavers, carvers, bed & breakfast operations, spiritual retreats, and holiday rentals.

Both Hornby and Denman have their own elementary schools, on Denman Island up to Grade 6 and on Hornby Island up to Grade 7. High school is provided in Courtenay with school bus transportation for students attending schools both on the Islands and in Courtenay.

Community life on both islands seems to centre around the grocery stores: the Denman Store close by the ferry terminal (downtown Denman Island), and the Co-op on Hornby. Also important to the residents of Hornby is the Recycling Depot and Free Store, where islanders bring their unwanted items for others to re-use. Since opening the Recycling Depot in 1978, Hornby Island has played a leadership role in implementing reduction, reuse, and recycling services and community education programs in its community. Hornby Island residents now generate less than half a kilogram of garbage per person per day, much lower than the provincial average.

Tourism:

Tourism plays a significant role in the economy of both islands. Summer visitors add approximately 5000 people to the population, with resulting strain on the infrastructure and resources of the communities. A recent study by Malaspina College shows most visitors to the islands are from BC, and that most are repeat visitors, coming back year after year. People come for the island lifestyle, for the arts and culture, and for recreation: sandy beaches, cycling, hiking, fishing, horseback riding, kayaking and diving.

Informal Economies:

Many residents of both islands rely heavily on the 'underground' economies of on-line businesses, barter, recycled free goods, and illegal activities such as the cultivation and sale of marijuana and other illicit substances ('magic' mushrooms, etc). The on-line sector in particular is a significant source of revenue for Island producers of products ranging from wine to chocolate, roasted coffee beans to essential oils, arts and crafts to organic produce.

5.1 Influencing Factors:

5.1a Community Attitudes:

Much can be said for the merits of self-reliance. A unique aspect of island living is this relative autonomy, where the residents of the islands enjoy freedom of self-determination more than dependence on outside authority.

Residents of Hornby Island believe firmly in having a voice in the local decision making process. Although not an organized community in the legal sense, residents operate many of the facilities normally the responsibility of municipal governments, such as fire protection and waste disposal, often on a volunteer basis. Hornby residents have established long-term visions of what they want the community to focus on in the years to come. These are key elements that tie directly into the decisions they make as a community, ensuring that residents feel they have control of the decisions made within their community.

Unfortunately, this ideal can sometimes backfire, as in the case of the attempted community purchase of "The Thatch". Many local residents invested heavily in this failed community enterprise, with at least one person losing their entire life savings, resulting in some distrust of HICEEC and the whole concept of community economic development. This attitude of distrust persists to this day.

On an island, serious conflicts can affect and undermine the whole community. There is considerable dissension on both islands regarding short and long-term future development and the promotion of tourism as an economic development strategy. Community attitudes appear polarized at both extremes, pro vs.con, with little agreement on the issues or the direction the community should take. The rift appears to be particularly contentious on Denman Island, where the proposed Northland development and the aquaculture issue have resulted in conflict and disagreement.

5.1b Commuting Patterns:

Statistics Canada (Stats Can) reports that in 2001, of 895 Area K residents who reported they were employed in that year, 580 (65%) were employed in their home municipality or Electoral Area, 105 (12%) were employed in other areas of the Comox Valley, 155 (17%) reported no fixed workplace, and 60 (7%) worked outside the Comox Valley. The majority of working island residents are employed on the islands. The percentage of Area K residents employed in their home jurisdiction is higher than any other area of the Comox Valley, a clear indication that the economy of the islands is distinct and separate from the rest of the Comox Valley.

5.1c Comox Valley Tourism:

In the past, a portion of taxes collected in Area K was allocated to Comox Valley Tourism through Comox Valley Economic Development Commission. Currently Hornby Island Community Economic Enhancement Corporation is a member of Comox Valley Tourism.

5.1d Arts Councils:

Denman and Hornby each have their own independent arts councils which serve as umbrella organizations for the island arts communities. Each is recognized by both the regional (Pacific Region Arts Council) and provincial (BC Arts Council) arts councils.

The mandate of the Hornby Island Arts Council (HIAC) is to serve as an umbrella organization for the Hornby Island arts community. HIAC encourages membership of local artists and supporters of the arts, holds regular meetings and disseminates information concerning arts events and funding opportunities. HIAC has recently created the Hornby Island Arts Resource Centre with a gallery and studios for exhibitions and workshops. This year the facility hosted the successful Artist Trek, which brought artists and visitors to the island, with spin-off economic benefits to the community.

The Denman Island Arts Centre is situated in the heart of 'downtown' Denman Island, within walking distance of the ferry terminal, close to shops and cafes. Arts Denman strives to bring quality arts programming to the Denman Island community and the surrounding areas.

Arts Denman events include the Summer Gallery, Concerts Denman series, Denman Island Reader's and Writer's Festival, Arts Denman Studio Tour, The Denman Island Film Festival, and Islands of British Columbia Conference, 2004. In addition a variety of arts related workshops, seminars and lessons are offered in the Arts Centre.

5.1e Chamber of Commerce:

Only 5 out of 566 member businesses currently listed on the Comox Valley Chamber of Commerce website are based on Denman or Hornby Island. There is no chamber office on either island.

5.1f Comox Valley Economic Development Commission:

The Comox Valley Economic Development Commission (CVEDS) was formed in 1988 as a non-profit society with annual funding from the City of Courtenay, Town of Comox, Village of Cumberland, and Comox-Strathcona Regional District, areas A, B, C and K. In 2004, CVEDS completed the Comox Valley Economic Development Strategy Study, which included Area K.

In 2005, Carol Quin, CSRD Director for Area K, initiated the withdrawal of Area K funding to CVEDS in favour of local decision-making in the economic development process. As explained in 5.1g, the years 2007 and 2008 are considered a period of transition, during which the amount of CSRD funding allocated to CVEDS is reduced to \$20,000 per year. In 2009, CSRD funding will no longer be allocated to CVEDS on behalf of Area K.

5.1g Comox-Strathcona Regional District (CSR D):

The CSR D was established in August of 1965, and covers an area of approximately 20,292 square kilometres from Cook Creek in the south, and north and west to include Gold River, Sayward, Tahsis and Kyuquot. A partnership of nine electoral areas and eight municipalities, CSR D provides more than 140 services, ranging from parks and full-service sports facilities to solid waste management, to approximately 110,000 residents.

Services and programs provided by the CSR D include: garbage disposal and recycling depots, fire protection, Community Hall operation and maintenance, public outhouses, grants-in-aid, Victim Services, Comox Valley Community Justice Service, Search and Rescue, CV Emergency Program, 911 Service, noise control, Pesticide Awareness, Regional/Community Parks, economic development, recreation services, Regional Library, CV Exhibition Grounds, public transit, and the CV Airport Service. Some of these services are provided in Area K through contracts between CSR D and local organizations such as HIRRA. The local Regional Director for Area K (Hornby and Denman) is Carol Quin. A resident of Hornby Island, Quin has served as Islands Trustee and as past president of HIRRA.

Direct funding for Island Pacific Economic Development activities began in the year 2000, at which time Hornby Island requisitioned and received its first \$5000 grant. In 2007, \$12,000 in direct funding was allocated to Hornby Island, and \$3500 to Denman Island. This apparent funding inequity is indicative of the fact that Hornby Island residents have been working on a community vision for economic development for at least ten years, while Denman Island is still in the very early stages of the process.

The Comox-Strathcona Regional District levies property taxes, which are collected by the Province of B.C., on both islands. In 2007, the amount allocated for Area K economic development was .07 cents per \$1000 of property assessment (\$54,335). Prior to 2007, all economic development activities for Area K were managed through the Comox Valley Economic Development Commission (CVEDS). The years 2007 and 2008 are seen as a transition period, during which CVEDS receives \$20,000 annually as Area K is currently in the process of taking over full responsibility for economic development activities, which is one of the precipitating factors for this study.

In 2005, Carol Quin, Area K Director, initiated the withdrawal of Area K funding to the Comox Valley Economic Development Society in favour of local decision-making in the economic development process. During the two year transition period, CSRD has provided \$20,000.00 per year to Area K for economic development. In 2007, the split between the two islands was \$3500.00 to Denman (DIRA), and \$12,000.00 to Hornby (HICEEC). The amount of \$20,000, out of a total of \$54335 allocated to Area K Economic Development, are payable to CVEDS during each of these years. In 2007, the Denman – Hornby Islands Economic Development service was established, and the Denman-Hornby Island Economic Assessment study was initiated.

In July 2007, the CSRD was notified by The Ministry of Community Services that changes will be made to its structure. "It has been evident in recent years that the current structure of the CSRD is an impediment to maximizing the effectiveness of the CSRD, particularly in the area of managing growth, protecting the environment and providing critical services to citizens and businesses on a collaborative and cost-effective basis. The high growth in the Comox Valley challenges the CSRD to make significant progress on the critical needs of growth management, environmental stewardship and joint services". At this time, the effects CSRD restructuring on Area K, if any, are unknown.

5.1h Islands Trust:

The Islands Trust mandate is to make land use decisions that will "preserve and protect" British Columbia's Gulf Islands, and includes a land trust that holds land and covenants for conservation. An International Joint Commission first recognized the need to protect BC's south coastal islands in 1973. In 1974, the Government of British Columbia enacted the *Islands Trust Act* to "preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations, and the government of British Columbia."

The Trust Area is a scenic archipelago of 13 major islands and more than 450 smaller islands. It covers the islands and waters between the British Columbia mainland and southern Vancouver Island, including Howe Sound and as far north as Comox (excluding Texada Island). The Trust Area is approximately 5200 square kilometres in size.

There are two Local Trustees, elected every three years, for each group of islands designated as a Local Trust Area. Together with an appointed Chair, Local Trustees form a Local Trust Committee, responsible for land use decisions within their Local Trust Area, excluding First Nation reserves. Its responsibilities include the preparation and adoption of Official Community Plans, land use bylaws, zoning and subdivision bylaws, the regulation of soil removal and deposit, and authorization of various permits under Part 26 of the *Local Government Act*. Official Community Plans in the Trust Area must also be approved by the Minister of Community Services.

The *Islands Trust Act* allows for incorporated municipalities within the Trust Area. To date, there is only one—Bowen Island Municipality, incorporated in 1999—which has a seven-member Council with broad municipal powers including land use planning. From the Municipal Council members, two Municipal Trustees are elected to Islands Trust Council for a three-year term.

The 24 Local Trustees and two Municipal Trustees form the Islands Trust Council, which makes decisions about overall policy, staff resources and budget. The Islands Trust has a Staff of more than thirty, with offices on Gabriola and Salt Spring islands and in Victoria. Staff includes land use and policy planners, researchers, mapping technicians and support staff. Property taxes, along with provincial grants and development application fees, fund the operations.

An Executive Committee, made up of the Chair and three Vice-Chairs elected by the Islands Trust Council, guides day-to-day operations and cooperative relations with other levels of government. It reviews the land use bylaws of Local Trust Committees and of Bowen Island Municipality to ensure consistency with the Islands Trust object. Executive Committee members serve as Chairs of Local Trust Committees.

The *Islands Trust Act* requires Trust Council to implement an *Islands Trust Policy Statement*, which outlines general positions and policies of the Islands Trust. It helps other jurisdictions and levels of governments with authority in the Trust Area to understand how their actions can best carry out the object of the Islands Trust. The *Policy Statement* also guides the land use plans of Local Trust Committees and Island Municipalities. It ensures these plans are consistent with broader policies for the overall Trust Area and with the Islands Trust's provincial object. The *Policy Statement* can set out different policies in different parts of the Trust Area.

Local trust committees and island municipalities often establish a variety of advisory groups made up of volunteers from the community such as Advisory Planning Commissions, Advisory Transportation Committees and Advisory Design Panels. Boards of Variance are autonomous bodies with authority under the *Local Government Act* to permit minor appeals to specific local bylaw regulations.

5.1i Hornby Island Residents and Ratepayers Association

HIRRA is a nonprofit society registered in the province of B.C. since 1973. Membership is open to island residents and property owners, giving them an opportunity to be self-governing. HIRRA administers Hornby's tax dollars, guided by a published Vision Statement, Constitution and Bylaws, Policies, and management contracts with the Regional District of Comox Strathcona (RDCS). HIRA has at least two members on the Board of the Hornby Island Community Economic Enhancement Corporation, and the two entities work closely together. HIRA is very supportive of, and helps keep the community informed about HICEEC activities.

HIRRA administers the following tax funded local services:

- Fire Protection/First Responders' Program including transportation for medical emergencies and summer beach fire patrols
- Recycling Program including a rural garbage transfer station
- Operating and maintaining the Community Hall
- Maintaining the comfort stations (privies) at beach accesses
- Stewarding Mount Geoffrey Regional Nature Park
- Organizing local recreation activities

5.1j Hornby Island Community Economic Enhancement Corporation

The Hornby Island Community Economic Enhancement Corporation (HICEEC) began as a committee of the Hornby Island Residents' and Ratepayers' Association (HIRRA) and was incorporated as a non-profit corporation in 1996. HIRRA nominates two members of the HICEEC Board. The Board also includes nominees from the Co-op, the Arts Council and members from the business sector and the community at large.

HICEEC has worked closely with the Comox Valley Economic Development Society and the Denman Island Community Economic Enhancement Committee. Other off-Island partners have included Comox Valley Tourism, Community Futures, VanCity Savings, Community Economic Development Technical Assistance Program Society (CEDTAPS), the Co-operators, the Real Estate Foundation of BC and the Recreation and Tourism Research Institute.

Major activities have included the creation of a Community Vision, preparation of a Quality of life Report, facilitation of an Economic Renewal Project and a Labour Market Growth and Development Project, administration of a Community Marketing Initiative, organization of a major conference on Housing and co-ordination of a Tourism Planning process. HICEEC was also involved in the unsuccessful attempt to acquire the Hornby Island Resort (The Thatch) as a community owned and managed asset.

HICEEC has provided direct support to entrepreneurs, collectives and non-profit organizations, has carried out advocacy on economic issues and provided information to the community.

5.1k Northlands Development

To the surprise and dismay of some islanders, the Denman Island's local Trustees voted to reject a bylaw amendment application that proposed to put aside 1191 acres of land on Denman for public ownership, without taking the proposal to the community for consideration and feedback.

The '4064 lands', as the property is known locally, consists of 2216-acres of recovering land clear-cut by a previous owner between 1997 and 2001. Of this, 1191 acres are proposed for parkland, community agriculture, community housing and environmental protection, while the 1025-acre balance of the parcel is slated for development into a total of 87 farms and rural residential lots for the marketplace.

Islands Trust has indicated that this project addresses the largest land area of any application to be received by the Trust in its 33-year history. The 483 hectares (1191 acres) proposed for public ownership constitutes 54% of the 4064 lands and includes riparian areas of high conservation value, as well as areas important to the community: pedestrian and riding trails, lake swimming and potentially ocean front access. Community groups have an interest in acquiring land to be held in trust for affordable housing, sustainable farming (possibly as a farmland trust) and potentially park land. About 498 hectares (1230 acres) are designated Agricultural Land Reserve: ensuring no net loss of land from the ALR.

The rejection of the bylaw amendment with no community consultation process has caused much dissatisfaction and disagreement within the Denman Island community.

5.2 Land Uses and Community Growth Patterns:

Siting and use permits from Islands Trust are required for all new construction more than a hundred square feet (9.6 square meters) and for additions to existing buildings. Permits are also required for sewage disposal. The regulations of the Home Owner Protection Office apply to building on Hornby, as elsewhere. Although there is no building inspection on Hornby, the B.C. Building Code still applies.

On Hornby the largest percentage of land is zoned for residential purposes. A significant amount of the remaining land is zoned unmanaged forest, recreation, or agriculture. By the end of 2001, 15% of land in the Hornby Island Local Trust Area (LTA) had protected status, compared with 12.1% in the Islands Trust area generally, and 11.6 % provincially. The percentage of sensitive ecosystems protected increased from 32.6% to 33.9% from 1996 to 2001. Hornby Island LTA had 75% vegetated land in 2000, the latest date for which figures are publicly available. 28 % of land on Hornby is in the Agricultural Land Reserve (ALR), while total farm acreage was 427 acres in 2001. The number of farms increased over 1996 figures from 11 to 17. Gross farm receipts for 2001 were \$178,677.00

There is only one area on Hornby zoned for industrial usage, while commercial usage accounts for less than 1% of the land. There is no commercial forestry activity on Hornby Island. The one property owned by a forestry company has now been sold. The forested vacant Crown land is within a groundwater recharge area and, while there have been community proposals for forest management; no appropriate tenure arrangements have been identified.

There is one parcel of vacant Crown land zoned light industrial (now designated for a community trades and services area). A proposal to create a business park developed by HICEEC in the mid-nineties stalled due to lack of interest from potential participants and concerns about pollution. These issues have been addressed through Development Permit requirements. Development of this land to accommodate businesses that are not appropriate as home occupations remains a possibility.

On Denman, by the end of 2001 6.8% of the land had protected status, with a percentage of sensitive ecosystems of 18.9%, an increase of 1.4% over 1996. Denman had 57% vegetated land in 2000, compared to an average of 69% in the Trust Area. Farm acreage increased from 920 acres in 1996 to 1577 acres in 2001, and the number of farms increased from 18 to 25. Gross farm receipts in the Denman Island LTA decreased over the same period from \$225,339.00 in 1996 to \$194,654 in 2001.

5.3 Economic Development:

Hornby and Denman Islands are less dependent on primary industry than most of the province, making them less vulnerable to cyclical changes in those industries. Together the islands have one of the more diversified economies (by Income source) in the Trust Area and in BC.

More and more people living on Hornby derive their income from off-island—such as pensions, retirement funds, and investments. Many people also spend much of their income off-island. In addition, there is a recent trend toward a rent-based economy on Hornby, with both resident and non-resident property owners deriving income from short-term vacation rentals. As land prices and taxes rise, it becomes increasingly difficult for local businesses to thrive. This in turn aggravates the trend away from local production and toward investment or rental economy.

Hornby has a broad mix of participants in the local economy including small businesses on commercially-zoned land, co-operative enterprises, home-based businesses, artist's studios and workshops, contract labour, schools, health care providers, the volunteer sector, and an active informal economy. There are a number of small building operations tackling everything from million dollar homes to repairs and maintenance. Although there are few undeveloped lots remaining, as properties change hands to more affluent buyers, dwellings are replaced or modified. With a large number of homes owned by part-time residents, property management is an important economic activity. Construction and home maintenance is challenged by increasing costs and difficulties in securing some trades and labour.

system. Hornby has long been a diving mecca and is now established as a mountain biking destination. Hiking, kayaking, skim-boarding, boating, sports fishing, wildlife viewing and photography are increasingly popular activities. A mild climate allows many of these activities to take place most of the year. There is a diving lodge, a bike shop, two kayak rental operations, a boat charter service and an electric scooter service. Other fee-based recreation services are offered on an ad hoc basis or through the auspices of the Recreation Committee.

Arts and culture

There are about 100 practicing artists on Hornby Island. Together Hornby and Denman have the third highest concentration of working artists in Canada. There are also a significant number of musicians and performance artists. However, incomes in this sector are generally low. Hornby is known for the annual Hornby Festival in August and the Blues Festival in May. Art is marketed locally through galleries, art shows and studios, with individual artists selling through various external channels. Collective marketing is starting to be carried out. A number of artists offer classes and workshops. The Island Gallery provides a collective retail outlet for local products.

The Hornby Island Arts Council provides support and promotion for local artists and a showcase for their work.

A major challenge for the arts and culture sector is to establish new markets.

Education

Enrolment in the Hornby Island Community School K-7 program has decreased from a high of 148 in 1990 to fewer than 45 in 2007. Staffing levels have been reduced accordingly. Enrolment in the pre-school has ebbed and flowed; it has sometimes been a struggle to keep it open. Funding for the Community School's other programs has been cut drastically, resulting in the loss of its co-ordinator. The Outdoor Education Centre at Tribune Bay maintains an active program with staff and interns generally hired from off-island. A number of individuals provide small scale classes, workshops and retreats.

Home occupations

Home-based businesses form a significant component of the Hornby economy. Many are arts and crafts related. Others include personal, professional and technical services and trades. Availability of high speed internet enables many people to conduct a large proportion of their work from home.

Challenges in maintaining the range of home occupations includes the cost of buying or renting a home, the threat of power outages, rising transportation costs and the restrictions placed on home businesses by Islands Trust by-laws.

Constraints

Hornby Island has two key constraints: restrictions on development and its' physical remoteness from both Vancouver Island and the mainland.

The mandate of the Islands Trust, the Official Community Plan and the Land Use Bylaw all restrict the size and type of development that may occur in order to preserve and protect the amenities and environment. These constraints are generally supported by the community and serve to maintain the quality of life and natural values prized by residents and visitors alike. The relative remoteness of Hornby and the costs and time to bring people, goods and services to and from the island, hinders most aspects of economic activity.

Community economic development on Hornby Island is faced by a number of on-going challenges:

- **Isolation:** The isolation of Hornby Island reduces the potential for cross-fertilization, training, education and support for up scaling that might exist in larger centres.
- **Life-style choices:** Many entrepreneurs are resistant to up-scaling and commercialization of their operations as a result of life-style choices.
- **Seasonality:** The annual boom-and-bust cycle of Hornby's economy, based upon peak-season tourism, presents challenges for establishing balanced year-round economic activity.

Hornby also faces some immediate challenges:

- **Labour and housing shortages:** A shortage of labour is presenting challenges in a number of sectors. A key factor is the lack of available housing for service workers and other low-income participants in the economy. Lack of available homes is impacting the start-up of new home businesses.
- **Escalating ferry costs:** Continuing increases in ferry tariffs are impacting several aspects of Hornby's economy.

Emerging challenges include:

- **Surge in senior population:** The increasing proportion of the population of senior age has implications for the general workforce and for meeting the specific needs of seniors.
- **Succession:** The combination of an aging population and increased housing costs gives cause for concern about the capacity to ensure succession in needed trades and services, in particular sectors (e.g., arts and crafts), in leadership, in volunteer capacity and with respect to the viability and particular qualities of the community

Future challenges identified by HICEEC include:

- **Food and farming:** Hornby's agricultural sector has been vibrant, but is now challenged by high land costs and the aging of active farmers. Concerns about this trend are heightened by anticipated future needs for increased local food security.
- **Energy costs and availability:** Energy costs and availability are of particular concern to an isolated community dependent upon transportation and remote fuel sources.

Competitiveness

- **Locally:** Local operations are at a disadvantage due to the cost of transporting materials to the island, the ability and willingness of residents with sufficient means to shop off-island and the availability of discount outlets in nearby centres. Despite these circumstances, many local businesses retain a degree of competitiveness based on quality of service and community loyalty.

Increased ferry costs, inhibiting off-island travel, could increase competitiveness, but this could be eroded by the increased cost and non-availability of labour. Good service and building customer loyalty will likely remain the keys to local competitiveness.

- **Regionally and beyond:** Hornby's primary products face stiff competition. Achieving required quality and quantity are particular challenges, especially when producers do not have the interest in or capacity for up-scaling. Competitiveness is pursued through community branding whereby the association of products with the particular attributes of Hornby Island add value. Establishing connectivity with Hornby and with the individual stories of producers is key to this approach.
- **As a destination:** Hornby has a loyal core of returning visitors. Even without active promotion, Hornby is a regular subject of travel articles in major media. The market for long-stay summer vacations can likely be retained.

More challenging is increasing short-term stays (decreased dramatically since ferry fares started escalating) and establishing off-season visits. Regional competition is increasing as more communities are moving from resource-based to tourism-based economies and are up-grading their attractions.

- Hornby does not have the kind of facilities offered elsewhere (high-end resorts, retreat centres, etc). Moreover, there is little potential to establish such facilities here.
- One key to competitiveness is building upon the assets of Hornby Island and the distinctive character of its community. Another is to ensure that the necessary range of services and activities are available. A third is to reach out to particular segments of the market to which Hornby's attributes would appeal.

5.4 Human Capital:

According to the 2006 census the population of Hornby Island is 1,074 people. The winter population is likely somewhat less than this number and the summer population is estimated to be at least three times this number, as 65% of residential properties are owned by non-residents. Over 50% of the population is over 50 years of age.

There are specific opportunities associated with demographic changes: an aging population as Hornby becomes more of a retirement community and an increasing number of affluent property owners as real estate changes hands at high prices. Changes – and anticipation of changes – in costs and availability of necessities can create increased economic opportunities that support self-sufficiency.

In 2001, 62% of the population participated in the workforce and 92% of these participants were employed. Two thirds of the workforce is employed in the following sectors:

- Construction (14%),
- Healthcare and Social Services (13%),
- Retail (10%)
- Arts, Entertainment and Recreation (9%)
- Manufacturing (8%)
- Accommodation, Food and Beverage Services (7%)
- Education Service (7%)

Only 22% of the workforce was employed full-time year-round, with an average income of \$25,739. 78% were employed part-year or part-time, with an average income of \$15,768. Many people work at more than one activity, such as a part-time job plus creating art or crafts. Only a handful of people commute off-island. More work off island for regular or occasional periods.

In 2001, 24.4% of the Hornby Island population held a bachelor's or advanced university degree, compared to 26% in the Trust Area. Residents with a high school graduation certificate as the highest level of educational attainment was 11.5% compared to 8.8% in the Trust Area. Participation in the 2002 elections was 66%. Crime rates in the Trust Area include some of the lowest in the province and all islands have crime rates well below the provincial average. Data for crime rates on Hornby specifically are not available, but are expected to be low.

On Denman, 25.5% of residents attained a Bachelor's or advanced university degree. A college certificate was attained by 20.5% of the population. Participation in local elections was 62% in 2002, while crime rates are comparable with Hornby and the other Gulf Islands.

5.5 Health Care:

On Hornby Island the formal health care program includes a small number of professionals plus a larger number of home support workers (usually part-time). There are a significant number of practitioners providing health and related services (massage, acupuncture, body work, yoga classes, etc). Over the years there have been unsuccessful attempts to set up a collaborative healing centre.

Emergency Social Services on Hornby Island (ESS).

Community-based Emergency Social Services teams are trained and encouraged to be self-sufficient in local disasters, ranging from house fires to forest fires, plane crashes to chemical spills, and even epidemics. One portion of a community's emergency response plan must address small-scale disasters, where services are provided for 1 or 2 families, as well as more extensive ESS events. ESS provides services required to preserve the health and well being of people affected by disasters, including responders. The services provided by ESS are emergency food, clothing, and lodging; family reunification; emotional support and other specialized services as required. The latest provincial emergency plan assumes that it could be up to eight days before off-island assistance would be available.

The ESS program operates through a Provincial and area chain of command, coordinated through the Fire Department. Volunteers are trained in skills such as registration services in a caring and nurturing manner. They are ready to be mobilized by an established and practiced communication network and willing to give of their time to assist their community. They are

familiar with the available facilities in the Hornby Island community and involved in established networks with local businesses able to supply goods and services for people affected by a disaster or emergency.

Hornby and Denman Community Health Care Society was formed in 1979 to provide home support services to community members “to maintain their optimum function, socially, emotionally and physically, minimizing complications in illness, stress in crisis, and physical and emotional deterioration in the aging.” It owns and maintains a Centre on Hornby on land leased from the Province. In association with the Vancouver Island Health Authority, it manages the Doris Savoie Medical Clinic. A Denman Centre has been operating since 1998. The HDCHCS is funded through contracts with various agencies, as well as grants, fundraising, donations and memberships (\$5 per year). It employs about 25 persons, mostly part time, and draws upon some 20 volunteers, providing the following services:

Home support and home assist services: : to enable ill or disabled persons to remain at home, reduce the length of stay in hospital, provide physical and psychological support, help keep families together.

Equipment Loan: short-term loans of home care equipment are free of charge to residents of both islands. Inventory includes canes, crutches, walkers, wheelchairs, hospital beds, commodes, bedpans and urinals, bath benches and more.

Lending Library of pamphlets, books, audio and video tapes.

Counselling Services are provided at the Centres by Vancouver Island Health Authority, Mental Health and Addictions Services. Confidential counselling is available for individuals, couples and families coping with stress, depression, grief, addictions, interpersonal conflict, and other mental health concerns. The counsellor may also facilitate access to information, diagnosis, referrals, rehab services, self-help and support groups, and other services.

Youth and Family Program is funded by the Ministry of Children and Family Development. A Counsellor provides help and referrals to teens, children and families experiencing parent-child conflict or other distress. Sponsors workshops in parenting and communication skills.

Food Security Programs - The Society supports community initiatives to address the social and broader determinants of health and well-being—such as housing, food security, employment and education. It works with the Community Schools to provide Christmas hampers and Food Bank programs and to support Hornby’s HOPE Kitchen.

Volunteer Services are coordinated from the Centre on Hornby by the Administrator. A network of volunteers provide rides, friendly visits, meals, and information, as well as planning workshops and community programs such as hospice, palliative care, and grief support.

5.6 Energy Usage and Future Needs:

Hydro and telephone are available throughout the Islands, although service can prove unreliable during periods of severe weather. For instance, Hornby Island went over 30 days without power just last winter. Residents complain they are always the last place in the area to have services restored after a widespread outage, with resulting negative impacts on tourism, retail operations and other local enterprises.

5.7 Water/Air Quality

In many locations on Hornby the quantity or quality of groundwater water supply is doubtful. Rainwater collection systems are encouraged. Water is generally obtained on-site, mainly through groundwater wells, which are often supplemented by water purchases (bottled or bulk) and/or rainwater collection and storage.

Most recent figures available are from 2001. At that time on Hornby Island Local Trust Area two groundwater observation wells had declining water levels. Of the three provincially monitored

wells on Hornby, one showed increasing levels, one showed declining levels and one showed no change. In 2001, Hornby Island had no streams protected by Development Permit Area and no shoreline closed to shellfish harvesting.

There appears to be considerable demand for potable water on Hornby Island, a situation which has created an opportunity for entrepreneurs to supply water delivery. And while Hornby's official community plan appears to encourage sustainable tourism and economic development, there is considerable difference of opinion on the island as to whether the existing water supply can satisfy any further demand.

On Denman, two groundwater observation wells had declining water levels, while the one provincially monitored well showed no changes. Again, there were no shoreline closures for Denman Island.

5.8 Solid Waste Disposal:

The Hornby Island Waste Management Centre (WCM), formerly the Recycling Depot, operates as a waste transfer facility, primarily involved in separating recyclable material from general waste. The facility includes several structures and operating areas including a main receiving and sorting area, 'Free Store' and manager's office; composting area; areas for garbage disposal and metals recycling; and a composting toilet for the use of the public and employees.

The Waste Management Centre opened its doors in 1978 and is one of the largest services contracted by RDCS to HIRRA, with a budget of over \$150,000 annually. Although there is some paid staff, it is mainly a volunteer effort, with a dozen volunteer workers and the ongoing cooperation of the public to sort their refuse beforehand and on site. The WCM has played a leadership role in implementing reduction, reuse, and recycling services and community education programs. Hornby residents now generate less than half a kilogram of garbage per person per day, much lower than the provincial average.

Most homes and businesses on Hornby rely on septic systems, cesspits and privies for sewage disposal. According to a recent study by CH2M Hill for the Regional District, a treatment facility for the island does not appear feasible at this time.

On Denman, septic waste is pumped out by private contractors, and transported to the Comox Valley Water Pollution Control Centre for disposal.

5.9 Affordable Housing:

There has long been a crisis for long-term renters on Hornby Island, many of whom are effectively homeless during summer months, when owners reoccupy their properties or rent them to vacationers. The problem is worsened by winter rental houses that have been converted to short-term vacation rentals, with some properties purchased for that express purpose. Prohibiting or limiting vacation rentals has not been a popular idea here, though it has been pursued in other communities. Other approaches may be more workable, such as creating some form of low-cost community housing, dedicating Land trusts to this use, or establishing (with Islands Trust) special covenants allowing denser zoning. In any case, housing remains an important issue for a well-balanced and vital community.

Local business opportunities similarly depend on housing availability as well as on zoning. Careful thought must be given to the question of how to encourage and support a local economy without endangering island habitat and culture.

In 2001, 22.4% of household in the Hornby Island LTA paid more than 30% of their income for housing, compared to 24.4% in the entire Trust Area and an average of 28.6% over all of BC. The average gross rent of rented homes was \$435.00 per month compared to \$545.00 in the Trust Area.

Home ownership is out of the reach of most members of the workforce because land prices have increased far more rapidly than local incomes. 48% of renters are in core-housing need. Year-

round rental accommodation is scarce because most non-resident owners occupy the dwellings seasonally and/or rent them to visitors.

On Denman, 19.4% of households paid more than 30% of their income for housing, with an average gross rent of \$590.00

Hornby Island Elder Housing Society was established in early 1992 to address concerns that, because of the escalating economics of the housing market, Hornby seniors would be hard pressed to remain on the Island when looking for accommodation that was both affordable and suited to their needs later in life.

Hornby Island Elder Housing Society is a registered non-profit society whose mandate is to provide “affordable, safe and pleasant collective housing in a ‘village’ setting for elders who are experiencing increasing difficulty managing their daily lives for a variety of reasons including diminishing physical vitality and mobility, loss of spousal support or economic factors.”

The Village site is a 5 acre property on Central Road close to the Co-op Store. At present the site has 7 compact residences, each housing a Hornby senior. Two of them could be suited to couples. The facilities are owned by the Society and rented to each party. Under current Island Trust Bylaws an additional 5 units can be built at the site as need arises and as construction costs allow. Prospective residents must be at least 55 years old, with Canadian citizenship or landed immigrant status, and must either have lived on Hornby, or have an established connection with Hornby for at least two years. New residents are selected by the Residency Selection Committee appointed by the Elder Housing Board of Directors.

5.10 Transportation

The life of both islands is defined by transportation challenges. Almost all transportation to and from the islands utilizes the BC Ferry Service. There are no facilities in place for air transportation and there is no public transport on Hornby or Denman Island. Private bus and taxi operations proved to be unsustainable. From Buckley Bay there is transit service to Courtenay, a private bus service to Departure Bay plus infrequent coach and train service. Regular flights from Comox to Edmonton and Calgary have opened up increased access for Alberta residents, while the Inland Highway has reduced travelling time from Vancouver and Victoria.

There are no car rental operations on Hornby, Denman or at Buckley Bay. Electric scooters (seasonal) and bicycles can be rented on Hornby Island.

There is a daily mail service, a daily freight service, a weekly courier service and a local trucking service and high speed internet is now available.

Transportation and communication challenges include rapidly increasing ferry fares, lack of public transport and frequent power disruptions.

5.10a Public Roads:

The maximum speed limit on Hornby is 60 kilometres per hour, except where a lower limit is posted. A 30 km/hour speed zone surrounds the school and is posted. A system of "motor less traffic trails" is in place alongside the roadway, from the Cardboard House Bakery to the Coop, and along a segment of St John's Point Road. These trails are for the safety of pedestrians, cyclists and equestrians.

The length of public roads in the Hornby Island LTA increased from 51 km to 56 km between 1992 and 2002. Public roads on Denman increased from 75km to 95 km between 1996 and 2002. Compared to the rest of the province, road density on Hornby and Denman is relatively low and road length per capita is very high.

5.10b BC Ferries:

The first government ferry between Denman Island and Vancouver Island was the "Catherine Graham" in 1954. This ship replaced the "Moniker" that had been operating since 1935 by independent contractors. There are 17 trips to and from Denman Island daily. The first ferry leaves Denman Island at 6:40am; last ferry off Denman Island is 10:40 pm. One trip per week in each direction is classified as 'Dangerous Cargo', with no other passengers permitted.

There are 12 trips from Denman to Hornby on weekdays, with 3 extra sailings on Fridays and Saturdays. One trip per week in each direction is classified as 'Dangerous Cargo', with no other passengers permitted. There is no service to Hornby on Christmas Day and New Years Day. Both ferries tie up on the island side to be available in case of emergency.

The Hornby Island ferry's crew collects fares, in cash or travelers' cheques only. Credit cards and debit cards are not accepted. Fares for both islands may be paid at Buckley Bay, where credit cards are accepted.

A Harbour Authority operates a marina at Fords Cove, the only year-round protected wharfage. A small but increasing number of residents and part-time residents are using private boats for off-island transportation. A water taxi service is in operation.

The Gulf Islands served by BC Ferries Corporation have Ferry Advisory Committees (FAC), appointed in co-operation with local government. These represent the communities served by BC Ferries. The Denman/Hornby Ferry Advisory Committee meets to discuss matters of concern to Islanders regarding ferry service, primarily the impact of continually rising fares on both residents and tourists. They work with BC Ferries to identify local issues and improve communications with their communities about service changes and projects.

For instance, accommodations operators report short-term stays have decreased dramatically since ferry fares started escalating. Local producers and suppliers have been put at a competitive disadvantage due to the cost of transporting materials to the islands.

Denman and Hornby Island are served by one committee, comprised of 13 appointed members, including the Chairperson, with balanced representation from each island. The members are selected from various parts of the community:

- Residents and Ratepayers Association
- Education Society
- Seniors
- Commercial interests
- Emergency & health services (Fire Dept/Community Health Care)

The committee meets a minimum of twice per year and meetings are open to the public. The meetings are attended by BC Ferry personnel such as the Superintendent for the region and the Senior Captains of each route, the Terminal Manager, and the Communication Coordinator. As needed, others from the Ferry Corporation will attend, such as representatives from the Planning Department and Senior Management.

During 2004 and 2005, the FAC organized and conducted, through a subcommittee, a public survey resulting in a report submitted to BC Ferries entitled "Community Survey of Ferry Use and Service for Denman and Hornby Islands". The second term of the service contract between BC Ferries and the BC Government will be coming up for negotiation in the near future and this report provides information to the parties prior to their negotiations.

5.10c BC Transit:

Although BC Transit has provided bus service in the Comox Valley since 1990 it is only in the past few years that limited service has been available to and from the ferry terminal at Buckley Bay. There are four trips per day from downtown Courtenay at 7:15 am, 9:15 am 1:15 pm, and 5:15 pm; returning at 8:20 am, 10:00 am, 2:00 pm and 6:00pm. On Friday and Saturday nights there is a late bus leaving town at 9:20 pm, returning from Buckley Bay at 10:00 pm. Sunday service consists of two trips at 10:15 am and 4:45 pm. There is no public transit on either of the islands. Residents without access to a vehicle rely on bicycles and hitchhiking to get around the islands or to and from the ferry terminals.

5.10d VIA Rail:

Limited service is provided by the E&N Dayliner between Courtenay and Victoria, with an on-demand stop at Buckley Bay, a few hundred metres from the ferry terminal. There are two stops per day: one going north at approximately noon, one going south at approximately 1:30 pm. Times are approximate as the Dayliner is notoriously unreliable due to aging equipment, breakdowns and deteriorating roadbed. Top speed of the Dayliner is approximately 40 to 50 kmh – the trip from Courtenay to Victoria takes approximately 5 hours, barring breakdowns and other incidents on route. There are no facilities or shelter for embarking or disembarking passengers, who must stand on the side of the track. Although the scenic Vancouver Island route is heavily marketed to tourists, the service is hampered with an inconvenient schedule, aging infrastructure, inadequate passenger facilities, no food or refreshment service aboard the train, and no information available about the areas traveled through.

5.10e Greyhound:

Greyhound Canada provides limited (2 trips per day) service north and south. Island residents wishing to take the bus must flag it down on the highway. Again there is no shelter for passengers getting on or off the coach.

5.11 Communications

The Comox Valley has several communications firms serving the local market. These include the local radio stations, Jet FM 98.9 in Courtenay and EAGLE FM 97.3, also in Courtenay. Local cable television is provided by Shaw and Gulf Island Cable, which services Denman and Hornby Islands and Black Creek. All major telephone companies have representation in the Comox Valley, along with Canada Post and major courier firms. Internet service is available through local firms and the major telecom and cable companies.

Hornby Community Radio Society 96.5 CHFR-FM is a non-profit society whose purpose is to operate a licensed community-based, volunteer-run radio facility on Hornby Island, which will provide Hornby Island (and eventually Denman, Texada, Lasqueti, and Vancouver Islands with music and entertainment, up-to-date information and events, and education on selected topics. CHFR-FM has a license to operate a 5-watt community radio station, with antenna and studio site located at the Joe King Ball Park.

Hornby's Computer Access Program (CAP), located in the Room to Grow building, offers public access to computers, printers, Internet, scanners, CD burners and a phone/fax machine. A donation of \$2 per hour is suggested, but all are welcome regardless of ability to pay. A skilled help desk person is available at times throughout the year, depending on funding and/or volunteer capacity. Computer Access Hours: Tuesday through Friday from 10 am to 5pm and

Saturdays from 11am to 2pm. The CAP site also offers a library of university and college calendars as well as employment related information and brochures from Comox Valley community resources. Those clients working on educational or employment activities have first priority.

There are two local newspapers, the Comox Valley Echo and the Comox Valley Record, both published twice weekly. The primary source of local information on both islands is "The Island Grapevine", a newsletter-style weekly publication.

5.12 Policing

On Hornby Island, police are present in the summer months only, when they often are overtaxed by tourists. The CSRD has noise control bylaws, but there is no enforcement officer resident on the island. The Islands Trust has zoning and land use bylaws, but again there is no resident enforcer, and the means and the willingness to prosecute offenders is limited. In conflict, as in other things, to a large extent islanders are thrown back upon their own resources as a community to manage their own affairs.

6. Recommendations

If Islanders value a unique island lifestyle and a sustainable and productive community, there must be a place within it for economic diversity, not just high end homes for those able to afford a comfortable retirement or annual island vacation. Many people have observed that, without jobs for enterprising (and fit!) young people and places for them to live, there will soon be no one for older more affluent people to call upon for help – no emergency responders, no trades people, no homecare workers or other hired help, let alone children and a school. Unless local enterprise is supported and encouraged, there may be fewer farmers or employers. Hornby in particular has long enjoyed a sense of self-reliance as a community, but this could be lost if islanders become passive and dependent on the outside world to supply their needs.

Based on these and other factors, our general recommendations are as follows:

- Adopt sustainable community economic development model for current and future economic development planning and implementation.
- Split CSRD Economic Development budget amount equally (50/50) between Denman Island and Hornby Island.
- Supplement/leverage core funding with alternate funding sources for specific projects: Comox Valley Community Foundation, Service Canada, Ministry of Economic Development, Real Estate Foundations, VanCity, as well as other government and private funders.
- Establish a business resource centre on each island to provide resources, support and enterprise facilitation and to encourage business retention, enhancement and expansion within current guidelines.
- Identify/develop affordable housing alternatives: housing co-operatives, secondary suites, garden homes, rooming houses, conversion of under-used buildings to housing, hostels, trailer parks, houseboat moorage, tree houses, and 'creative' housing utilizing found and recycled materials.
- Encourage improvements to transportation on and off the islands.

Specific to Hornby Island:

- Hornby Island Community Economic Enhancement Corporation (HICEEC) is recommended as the Service Delivery Organization for economic development activities on Hornby Island.
- Provide core funding for HICEEC Executive Director/Sustainable Community Economic Development (SCED) Facilitator (See Appendix) and for overhead expenses.
- Focus on three priorities, as established in HICEEC's current work program:
 1. Community Marketing through the Real Hornby community marketing service;
 2. Workforce Housing through Community Round Table on Housing

3. Tourism Planning, through implementation of strategy created in partnership with the Recreation and Tourism Research Institute
 - Research and identify potential project funding sources.
 - Research options for providing support to agriculture and food production.
 - Invest in on-going board training and development for HICEEC through leveraged funding.

Specific to Denman Island:

- Denman Island Community Education Society (DICES) is the recommended Service Delivery organization for economic development activities on Denman Island.
- Through DICES, create Denman Island Community Economic Enhancement Committee
- Provide core funding for Sustainable Economic Development Facilitator (see Appendix) and for overhead expenses
- Year one, focus on community consultation and development of economic development strategy, to be carried out concurrently with Islands Trust community visioning process.
- Invest in on-going board training and development for DICES/DICEEC through leveraged funding
- Year two, supplement/leverage core funding with alternate sources of funding for specific projects, ie. Service Canada Job Creation Project (JCP), Ministry of Economic Development, other government and private funders.
- Follow process similar to Hornby in developing an Official Community Plan, Community Vision, Quality of Life benchmarking, and strategies for economic renewal, labour market growth and development, community marketing, housing, and tourism.
- Join Comox Valley Tourism as a non-profit organizational member (\$99/year).

7. Proposed Financial Plan

Based on the CSRD Financial Management Report, dated March 21, 2007, the following amounts are available for Area K Economic Development 'grant operational' (01-2-556-210):

- 2008 \$24,000
- 2009 \$44,000
- 2010 \$44,000
- 2011 \$44,000
- 2012 \$44,000

Split evenly between Denman and Hornby Islands, the following amounts are proposed annually for Economic Development activities on each island:

- 2008 \$12,000
- 2009 \$22,000
- 2010 \$22,000
- 2011 \$22,000
- 2012 \$22,000

Proposed Financial Plan for Hornby Island

	2008	2009	2010	2011	2012
Revenue:					
CSRD	12000	22000	22000	22000	22000
Expenses:					
SCED Facilitator (contract)*	10000	15000	15000	15000	15000
Overhead**	2000	7000	7000	7000	7000
Total:	12000	22000	22000	22000	22000

* Contract SCED Facilitator, \$20 per hour. 500 hours during first year, and 750 hours during years 2 - 5.

** Overhead may include travel, office supplies, facilities rental, advertising, promotion, etc. Amounts allocated during years 2 - 5 increased to allow for rental of space for business resource centre.

Proposed Financial Plan for Denman Island

	2008	2009	2010	2011	2012
Revenue:					
CSRD	12000	22000	22000	22000	22000
Expenses:					
SCED Facilitator (contract)*	10000	15000	15000	15000	15000
Overhead**	2000	7000	7000	7000	7000
Total:	12000	22000	22000	22000	22000

* Contract SCED Facilitator, \$20 per hour. 500 hours during first year, and 750 hours during years 2 - 5.

** Overhead may include travel, office supplies, facilities rental, advertising, promotion, etc. Amounts allocated during years 2 - 5 increased to allow for rental of space for business resource centre.

8. Proposed Quarterly Standard Performance Measurements

It is recommended that Service Delivery Organizations provide CSRD with quarterly performance reports that include:

- copies of all invoices paid during the previous quarter
- quantifiable outcome report (see below)
- unquantifiable outcome report

Proposed annual quantifiable outcomes for Hornby Island:

	2008	2009	2010	2011	2012
Funding proposals submitted	2	3	4	5	6
Leveraged grant revenue received	\$10000	\$12000	\$15000	\$20000	\$30000
Business visits made	12	15	18	21	24
# of calls/emails	50	75	100	125	150
New businesses developed	2	4	6	10	16
Business plans reviewed	2	4	6	10	16
Trade shows attended	1	1	2	2	2
Presentations made	4	6	8	10	12

Proposed annual quantifiable outcomes for Denman Island:

	2008	2009	2010	2011	2012
Funding proposals submitted	2	3	4	5	6
Leveraged grant revenue received	\$10000	\$12000	\$15000	\$20000	\$30000
Business visits made	12	15	18	21	24
# of calls/emails	50	75	100	125	150
New businesses developed	2	4	6	10	16
Business plans reviewed	2	4	6	10	16
Trade shows attended	1	1	2	2	2
Presentations made	4	6	8	10	12

It is recommended that unquantifiable outcomes are submitted to the CSRD on a quarterly basis in the form of a narrative report outlining activities undertaken during the period as well as intangible results. Examples of unquantifiable outcomes include: improvements in the quality of life through increasing per capita income, reduction in poverty, improved education, health and nutrition, richer cultural life, conservation of natural resources, establishment of community visions and plans for development and diversification, integration of community groups to increase local buy-in.

9. References

The following resources, among others, were consulted in the preparation of this report:

- | | |
|---|---|
| Comox Valley Economic Development Strategy Phase 1 | Vann Struth Consulting Group, 2004 |
| Shellfish Industry Economic Impact Analysis | Blair Salter, VIEDA New Marine Frontier Project Manager, 2004 |
| Comox Valley Agricultural Plan | George Penfold, MCIP, Gary Ralston, P.Ag, Paul Guiton, 2002 |
| Sustaining the Islands – Measuring Our Progress Report | Islands Trust, 2003 |
| A Community Economic Development Strategy for Hornby Island | HICEEC, 2007 |
| THE HORNBY WAY: an owners' and residents' guide | HIRA, 2006 |
| Hornby Community Services Study | CH2M Hill, 2007 |
| Comox Valley Record, 'Scallops Application Going to Public Hearing' | Colleen Dane, Nov. 30, 2007 |
- www.investcomoxvalley.com/businessresources/documents/2006CensusHighlights.pdf
- www.northdenman.ca
- <http://www.toronto.ca/affordablehousing/pdf/housingdesign.pdf>.

10. Appendix

10.1 Job Description: Sustainable Community Economic Development (SCED) Facilitator

The Sustainable Community Economic Development Facilitator is responsible for facilitating, promoting and ensuring community and economic development in order to secure opportunities for economic and business development, which will increase local employment, while taking sustainability issues into consideration. Reporting to the Board of Directors (HICEEC on Hornby, DICES on Denman), the SCED Officer is responsible for facilitating community and economic development planning and initiatives, identifying and fostering community economic development opportunities, securing funding for economic development activities and programs, assisting local organizations, businesses and individuals with establishing economic development plans and projects, and promoting the community in order to expand economic development activities. Activities performed by the SCED Officer will result in opportunities to increase the sustainable economic development of the island, and increase local business activity and local employment. Providing increased opportunities for economic development and local employment have a significant effect on the overall well-being of community residents.

Responsibilities

1. Facilitate community and economic development planning in order to identify and establish opportunities for sustainable economic development Main Activities

Facilitate the community and economic development planning process;
Establish and support a Sustainable Community Economic Development Committee;
Establish and support sub-committees (i.e. Sustainable Tourism Committees);
Develop an economic profile of the island;
Facilitate the development of a SCED plan, including vision, goals and objectives ;
Research and provide recommendations on SCED opportunities ;
Evaluate results of SCED studies and agreements and make recommendations.

2. Identify opportunities for SCED in order to develop sectors, projects and initiatives Main Activities

Identify sectoral opportunities for SCED (i.e. tourism, agriculture, arts and crafts, etc.);
Act as a liaison between local organizations, businesses and individuals and representatives of government, business and industry concerning SCED;
Develop partnerships to develop and promote opportunities;
Assist local organizations, businesses and individuals in participating in SCED opportunities and major projects;
Assist with the development of job creation projects;
Conduct surveys and research on market opportunities;
Identify capital development program opportunities;
Identify community training and development requirements.

3. Secure funding for SCED activities and programs Main Activities

Research private and public sector funding opportunities;
Research and establish eligibility requirements for funding;
Prepare proposals for funding to support SCED activities.

4. Assist local organizations, businesses and individuals with establishing SCED plans, businesses and projects Main Activities

Identify opportunities for joint ventures;

Assist with negotiations concerning joint ventures;

Provide assistance in preparing business plans;

Provide support and resources on market analysis and economic opportunities;

Provide support and resources on product development and identification of target markets;

Identify management capabilities and recommend training requirements;

Assist with marketing planning;

Conduct financial analysis on proposed business plans and opportunities;

Provide support and resources on licensing, taxation and business related requirements.

5. Promote the community in order to expand SCED opportunities Main Activities

When requested by the Board of Directors, represent the community at local, regional and national meetings, conferences and trade shows;

Assist in the development of community and regional networks;

Assist in the development of a communications strategy;

Assist in the development of strategies to promote various opportunities (tourism, arts and crafts, etc.);

Develop brochures and promotional materials;

Develop a SCED Web site;

Liaise with industry/government to promote local business and individuals.

6. Perform other related duties as required.