



TOWARD A MORE RESILIENT SALT SPRING

CEDC ECONOMIC DEVELOPMENT PLAN

October 2014



Making a difference...together

Salt Spring Island
CEDC
collaboration for sustainability

OUTLINE

- The Community Economic Development Commission (CEDC)
- CEDC Activities 2012-14
- SSI's Economy
- 2015 Action Plan
- Moving Forward



1 The CEDC



CEDC MANDATE

- **Established by CRD in 2011 to:**
 - Support the local economy and businesses
 - Create an economic development Plan
- **The Commission:**
 - Eight volunteer commissioners
 - CRD director Wayne McIntyre
 - Islands Trust liaison Peter Grove
 - 4- Budget \$25K p.a.



2014 CEDDC COMMISSIONERS

Tarquin Bowers

Emma-Louise Elsey

Ryan Foster

Janice Harkley

Darryl Martin (vice chair)

Kristine Mayes

Wayne McIntyre

Amber Quiring

John Tylee (chair)



CEDC VISION

- **A diversified economy that:**
 - Delivers earnings levels comparable to BC
 - Retains and attracts all age groups
 - Advances long term resilience
 - Strengthens community and rural ambience



2 CEDC Activities 2012-2014



DEVELOPING RURAL ECONOMIES

- Long term
- Focus beyond economy
- Bringing resources together
 - Communication
 - Co-ordination
 - Co-operation
 - Collaboration



CEDC'S APPROACH

- Building understanding
 - Data, initial meetings, outreach
- Developing a Plan
 - Bringing groups together
 - Identifying priorities
 - Seeking partnerships, not duplication
 - Experimenting



SIX PRIORITIES

1. Tourism
2. Agriculture
3. Villages, especially Ganges
4. Research
5. Business support
6. Communications & Advocacy



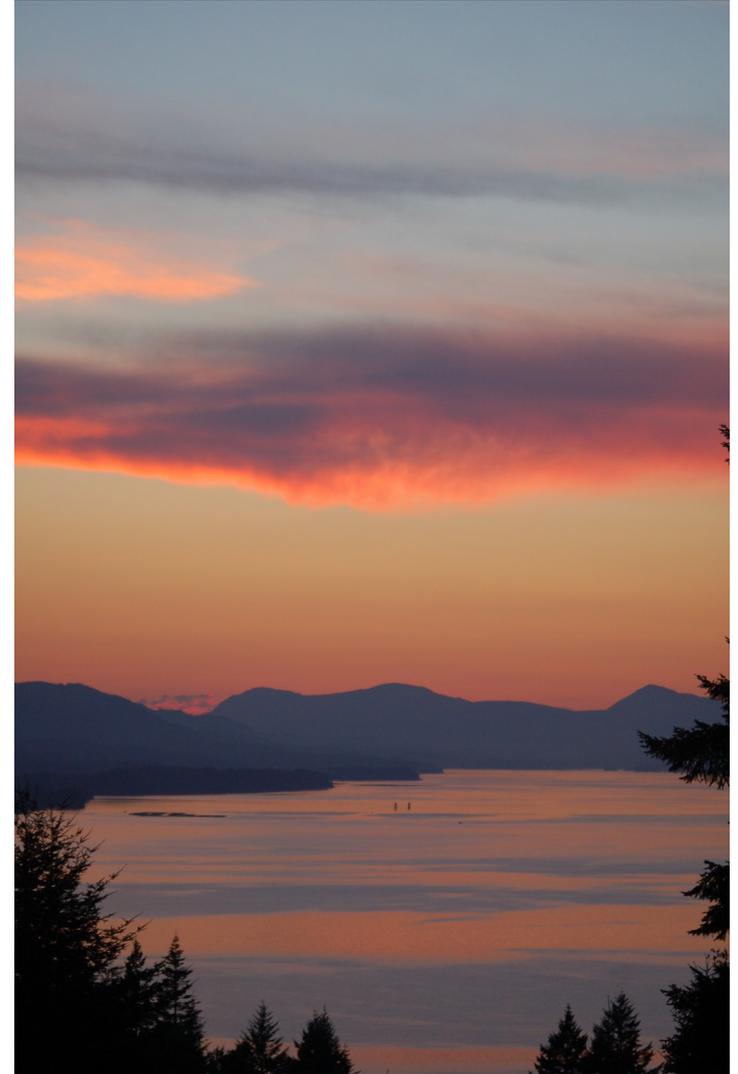
1. TOURISM

- **Impacts half of all businesses**
 - Art, retail, accommodation, wellness, history, education, restaurants, trail & ocean activity
 - Real estate, construction, etc
- **Assessment**
 - Increasing competition
 - Excellent assets, but image dated
 - Coordination a huge challenge



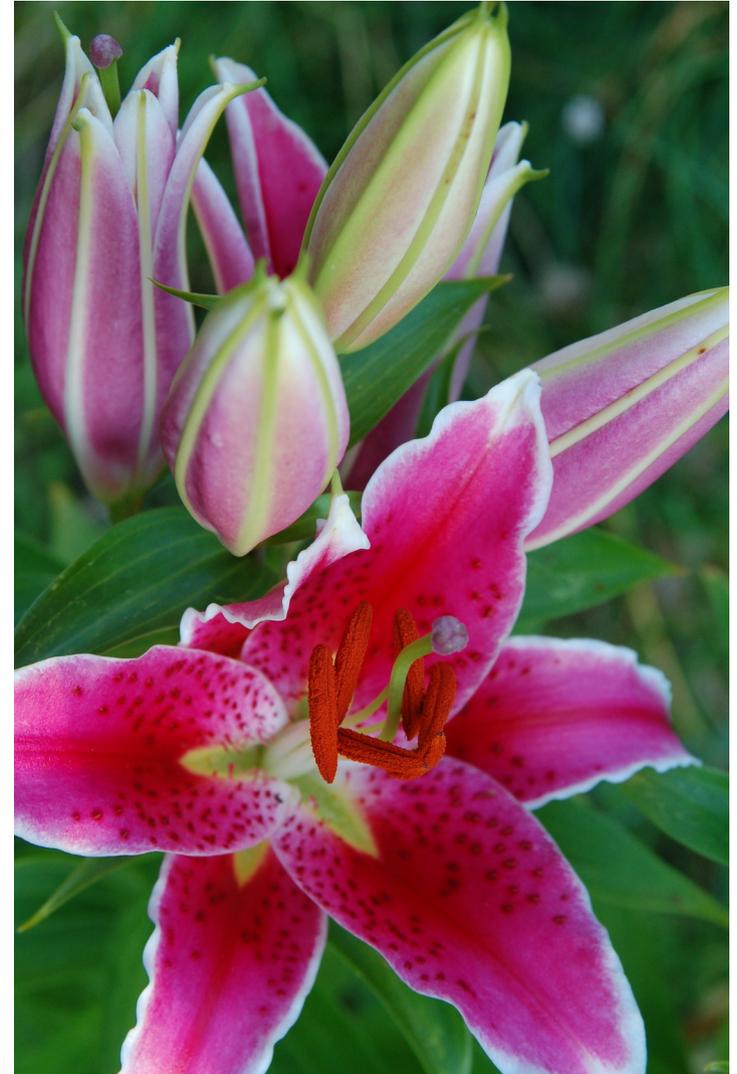
TOURISM ACTIVITY

- Two community roundtables & projects
- Tourism Coordinating Committee (TCC)
 - Broader representation
 - Data focus – BCIT project
- Experience the Gulf Islands (ETGI)
- SS Art Prize communications



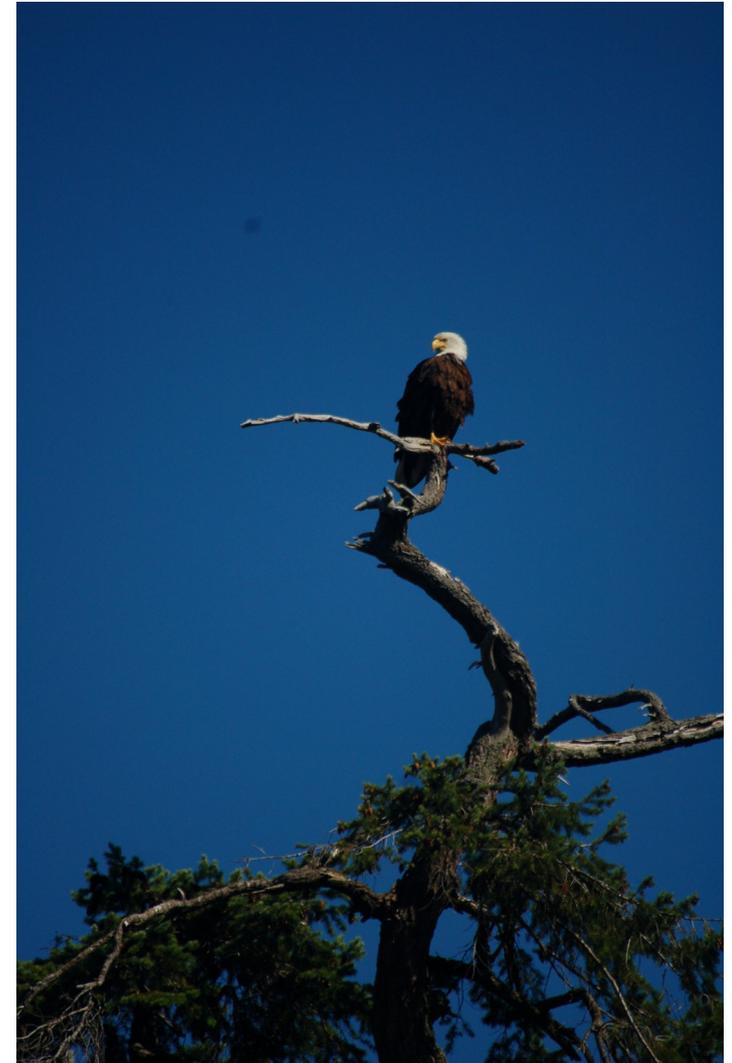
2. AGRICULTURE

- **Small Important sector**
 - growth & value-add opportunities
 - Area Farm Plan being implemented
- **Projects**
 - Produce centre, composting facility, zoning



AGRICULTURE ACTIVITY

- **Assisting planning**
 - Produce centre,
Tuesday market
- **Linking sectors**
 - Marketing SSI farm products
 - Tourism
Coordinating
Committee
- **Training**



3. VILLAGES

- **Many challenges:**
 - dead after 5, no downtown living
 - pedestrian unfriendly, cut off from sea
 - Appearance, derelict properties
- **Sewer & water capacity**
- **Saturday Market capacity**



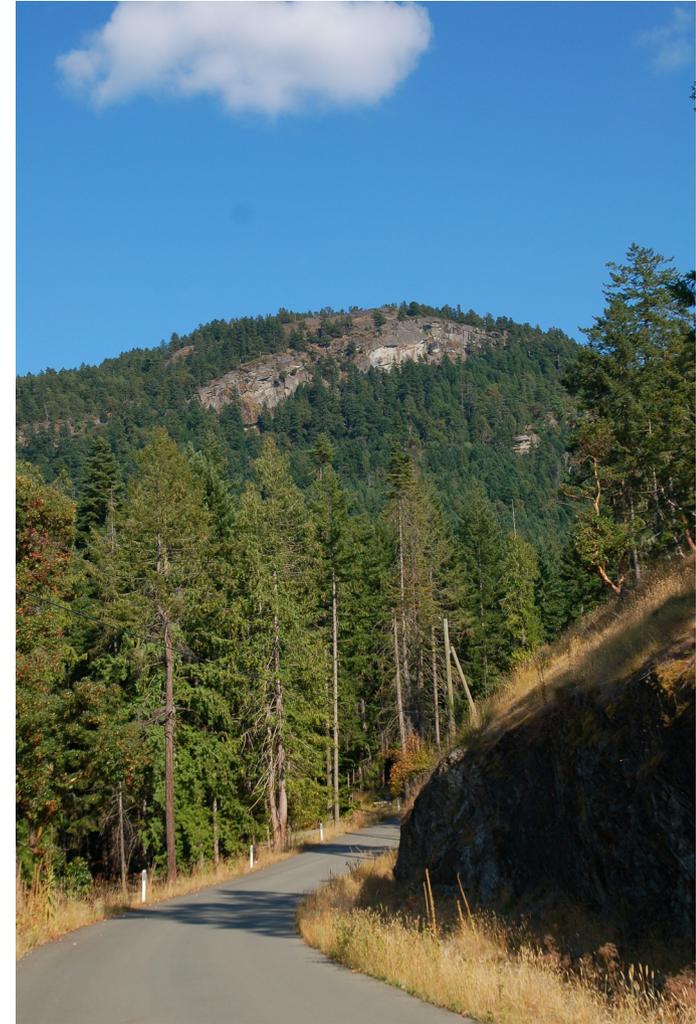
VILLAGES ACTIVITY

- **Ganges roundtable**
 - Support for OCP review
- **Merchants Group**
 - Strong participation, website
 - Beautification, shop local, markets groups
- **Outreach, boardwalk project**



4. RESEARCH

- **Need to diversify economy**
 - Non-seasonal, non-cyclical jobs
 - Reduce economic risk
- **Researching opportunities**
 - Experts on-island, off-island links
- **Alternative revenue sources**



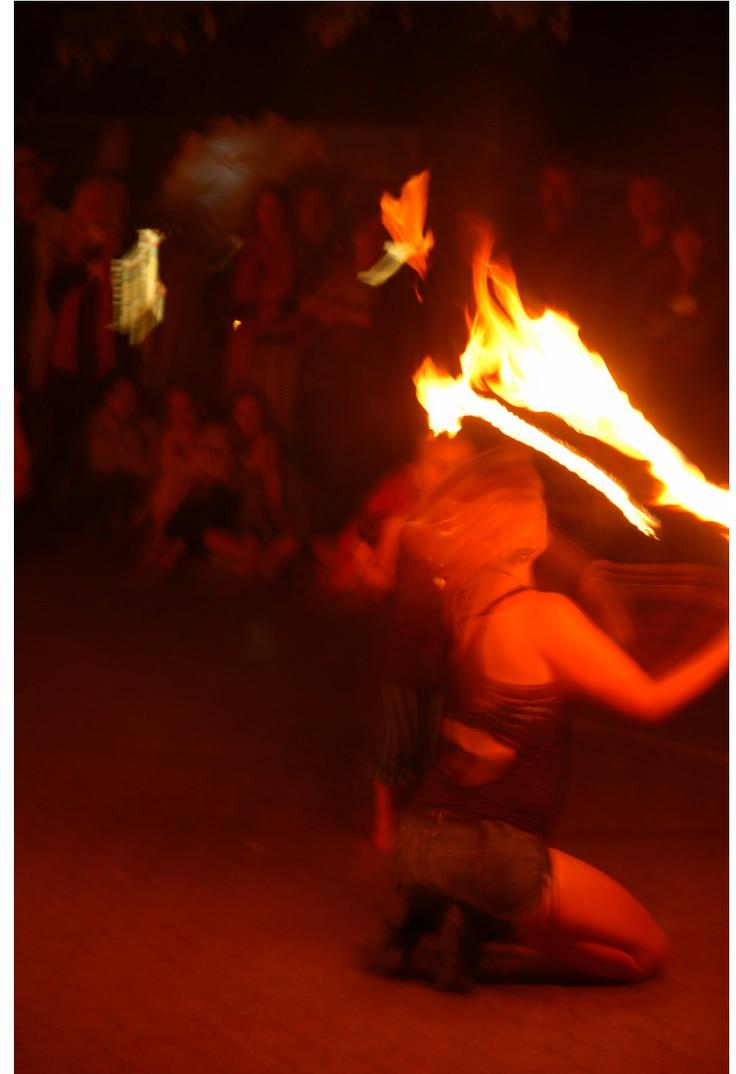
RESEARCH ACTIVITY

- Opportunities identified
 - Digital economy
 - Green businesses
 - Education/research
 - Services to seniors
 - Public sector employment
- Seeking research partners



5. BUSINESS SUPPORT

- **Need for support**
 - 600+ small businesses
 - Many lack business expertise
- **Support for joint activities**
 - Training/mentoring
 - Off-island marketing



BUSINESS SUPPORT ACTIVITY

- Training
 - Business mentoring group
 - Social media training
 - Abattoir employees
- Off-island joint marketing
 - Salt Spring in the City
 - SS Art Prize



6. COMMUNICATIONS & ADVOCACY

- **Communications**
 - Relatively few opportunities/platforms
 - Social media have potential; training required



- **Advocacy**
 - Little lobbying of CRD & ITC in Victoria
 - Little understanding of SSI in BC, Ottawa

COMMUNICATION & ADVOCACY ACTIVITY

- **Communications**
 - Open meetings, roundtables, Driftwood
 - Websites, Facebook presence
- **Advocacy**
 - Trust Council, CRD Victoria
 - Southern Gulf Islands
 - SSI Ferry Action Alliance
 - Rural designation
 - Experience the Gulf Islands





3 SSI's Economy

CONTEXT

- **Global and Canada economies slowing**
 - short term and long
- **Urbanization continues**
 - Rural areas losing jobs
- **BC finances increasingly tight**
 - pressure to cut services continues

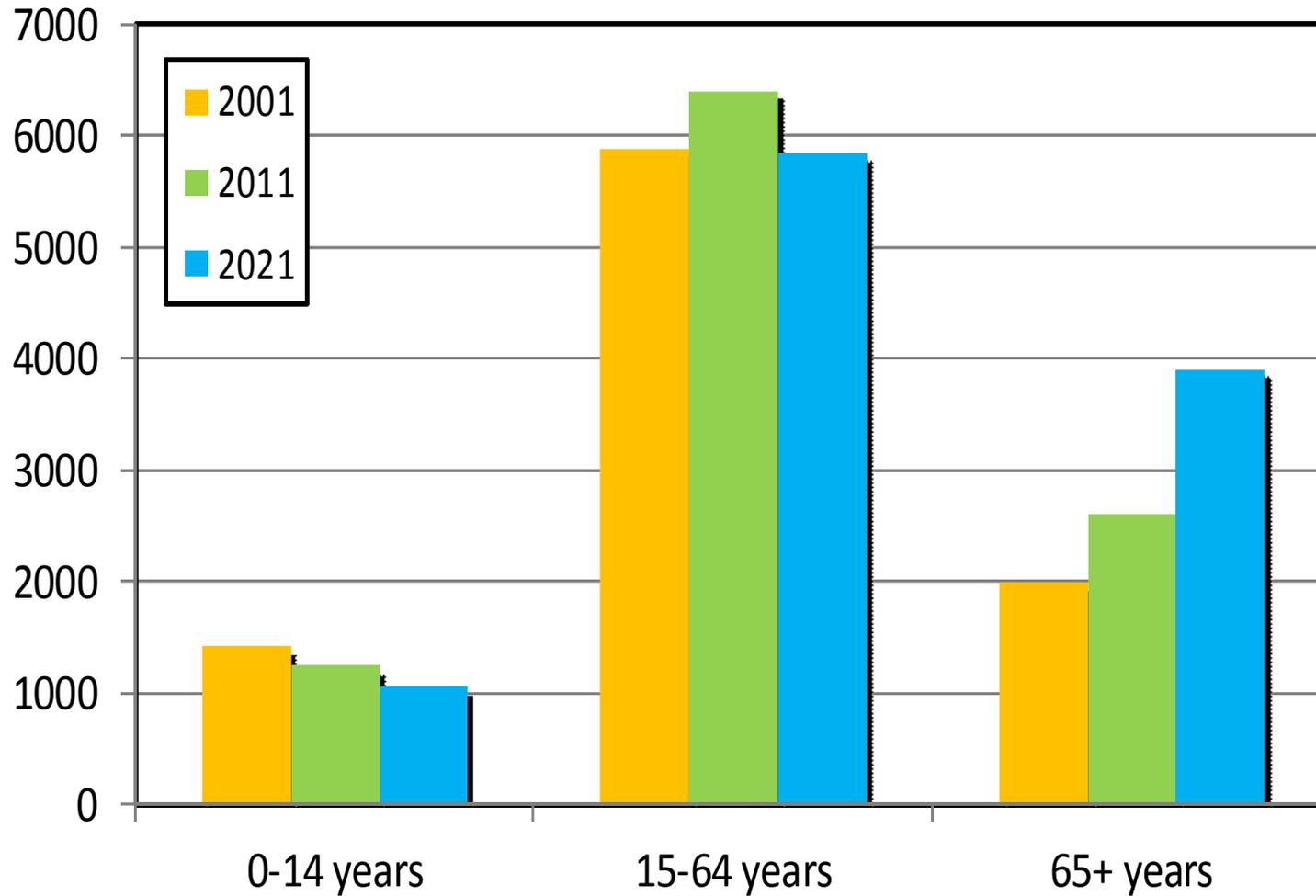


POPULATION

- **Currently 10,000+**
 - Seasonal variation
 - Growing 0.8% p.a.
 - Median age 53 v. BC 42
- **Projections**
 - 12,000 total by 2036
 - Child & working age populations falling
 - Seniors (65+ yrs) growing fast



POPULATION BY AGE



RETIREE IMPACTS

- **Major economic contribution**
 - Non-cyclical year-round income
 - Volunteering, charitable contributions, business skills
- **But**
 - Population imbalance
 - Concerns about housing, etc
- **Community becomes what it attracts**



LOW INCOMES (2005 DATA)

- Earnings are <60% income (BC 75%)
- FTFY Earnings 12% below BC
- Median household income 13% below BC
 - 27% for couples with children
- 4% seniors with low income (BC 15%)



EMPLOYMENT CHALLENGES

- Too dependent on tourism
- Very few large (>50 FTE) employers
- 63% employees part-time or seasonal (BC 53%)
- 33% self employed (BC 14%)
- 26% work from home (BC 9%)
- “You’re not a Salt Springer if...”

INFRASTRUCTURE GAPS

- Major deficits
 - water quality & quantity
 - waste – all off-island
 - transit, bike/ped
 - firehall, broadband, etc.
- No long term plan, fiscal strategy, priority setting



STRONG ECONOMIC ASSETS

- Natural beauty & rural ambiance
- Strong-ish distinctive brand
- Entrepreneurial workforce
- Growth potential
- Retiree contributions
- Lifestyle assets – arts, wellness, safety, education, etc.



MAJOR CHALLENGES

- Low earnings
- Over-dependence on tourism
- Infrastructure deficit, no plan
- Land use regulations out of date
- Population imbalance
 - potential lack of workers
 - impact on tourists



SUMMARY

- Our economy faces major challenges
- We have remarkable assets
 - human capital
 - natural capital
- We can prosper by collaborating to use our assets most effectively



4 2015 Action Plan



2015 PLAN OVERVIEW

- 15 actions
 - 4 about bringing groups together
 - 4 research projects
 - 6 support of community efforts
 - 1 off-island advocacy



2015 TOURISM ACTIONS

- Fold TCC into new Chamber committee
 - Develop data & analysis
- Advance the ETGI program
 - Focus on SSI's "greenness"
- Support new off-season attractions



2015 AGRICULTURE ACTIONS

- Support Area Farm Plan and development of value-added products
- Support collaboration with other sectors – eg ETGI, off-island marketing, education.



2015 VILLAGE ACTIONS

- Stimulate beautification
 - Grant competitions in Ganges, Fulford
- Support initiatives that revitalize villages



2015 RESEARCH ACTIONS

- Pilot program to attract entrepreneurs
- Increasing public sector jobs
- Seek partners to research
 - Education/research
 - Services to seniors
 - Green industries
- Seek alternative funding



2015 BUSINESS SUPPORT ACTIONS

- **Training**
 - Support training initiatives, including new modes of training
- **Off-island marketing**
 - Support high potential joint activities



2015 COMMUNICATIONS & ADVOCACY ACTIONS

- **Strengthened communications program**
 - Quarterly meetings, focused on long term sustainability & village revitalization
 - Interactive CRD website, social media
- **Advocacy**
 - BC Ferries strategy
 - Rural designation
 - Collaboration with SGI



5 MOVING FORWARD



COMPLETING THE PLAN

- **Feedback from:**
 - Comment forms
 - Email to cedcssi@gmail.com
- **Report available in November**
 - www.crd.bc.ca/about/about-the-region/salt-spring-island



WORKING WITH CEDDC

- **CEDDC is looking for**
 - Commissioners for 2015
 - Partners to work on 2015 priorities
- **Please contact Darryl Martin**
 - Darryljmartin@yahoo.com
 - 250-537-1295



THANK YOU



Graphic Design by Raven Isle Graphics
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collaborating for sustainability