



# 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 CEDC 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





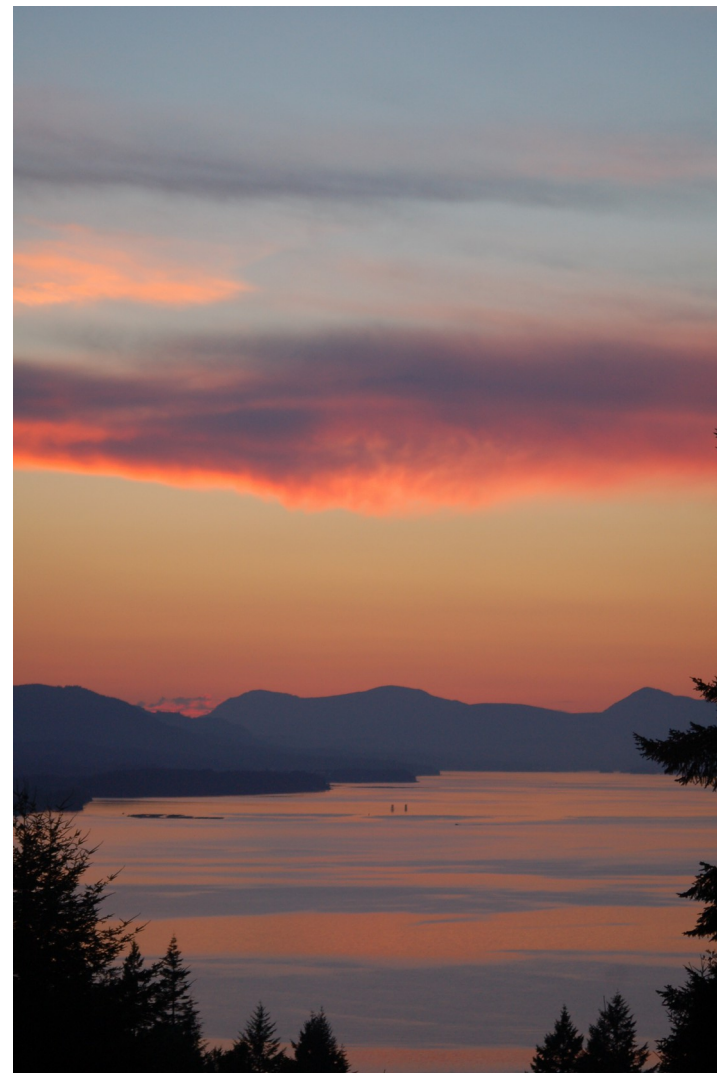
# 1. TOURISM

- **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

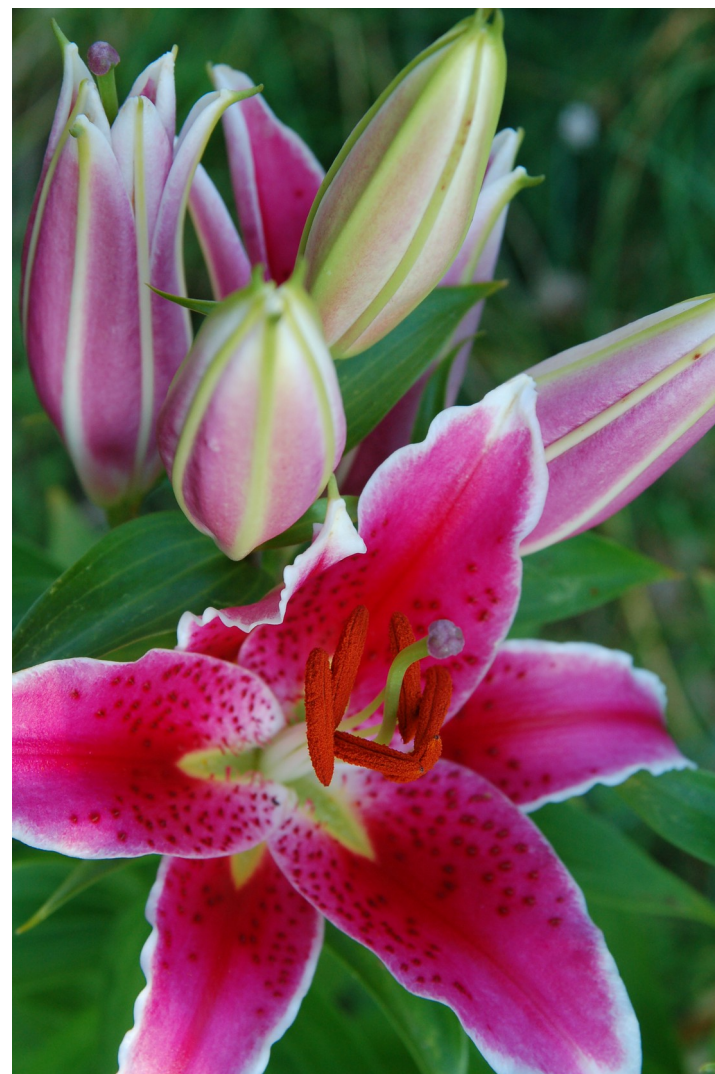
- Two community roundtables & projects
- Tourism Coordinating Committee (TCC)
  - Broader representation
  - Data focus – BCIT project
- Experience the Gulf Islands (ETGI)
- SS Art Prize communications





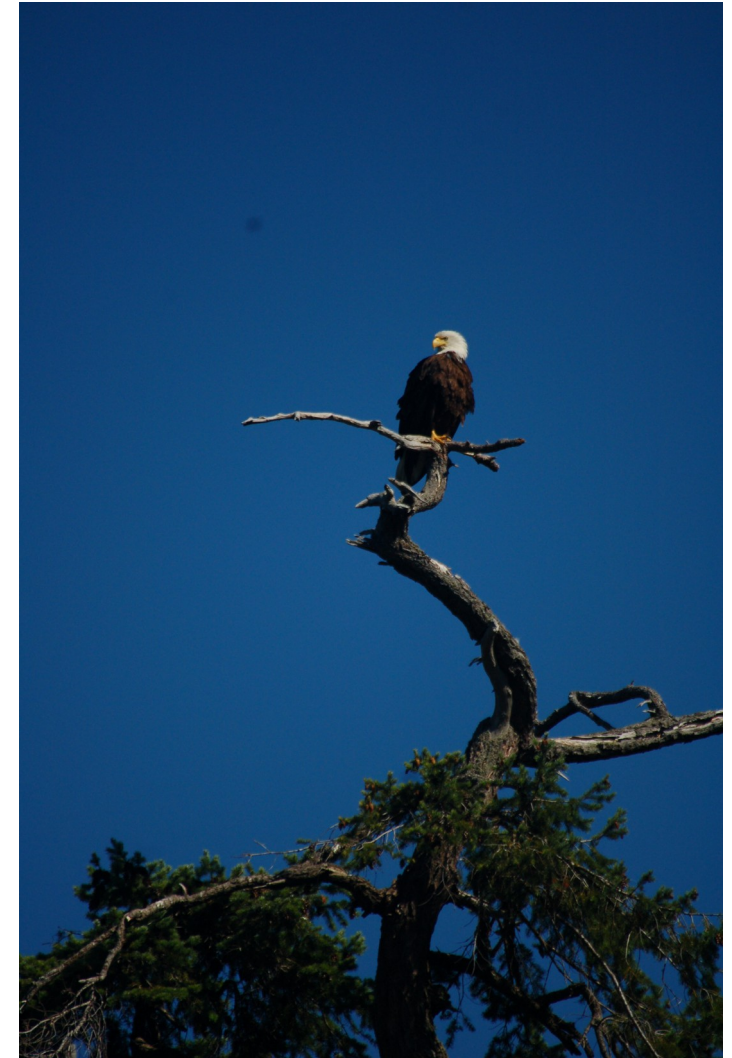
## 2. AGRICULTURE

- **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

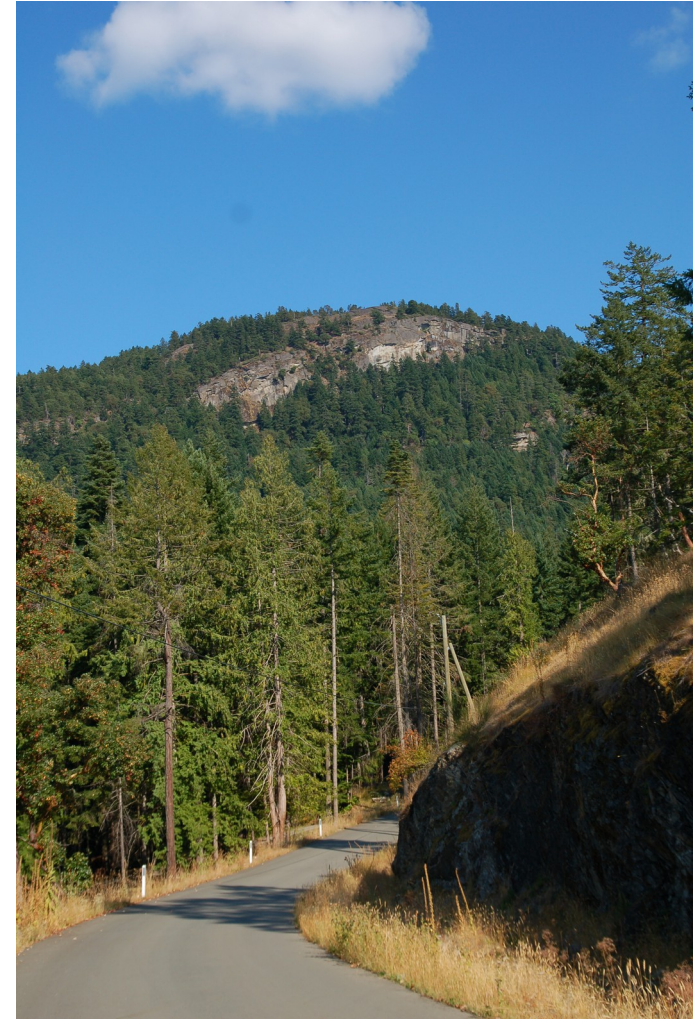
- **Ganges roundtable**
  - Support for OCP review
- **Merchants Group**
  - Strong participation, website
  - Beautification, shop local, markets groups
- **Outreach, boardwalk project**





# 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



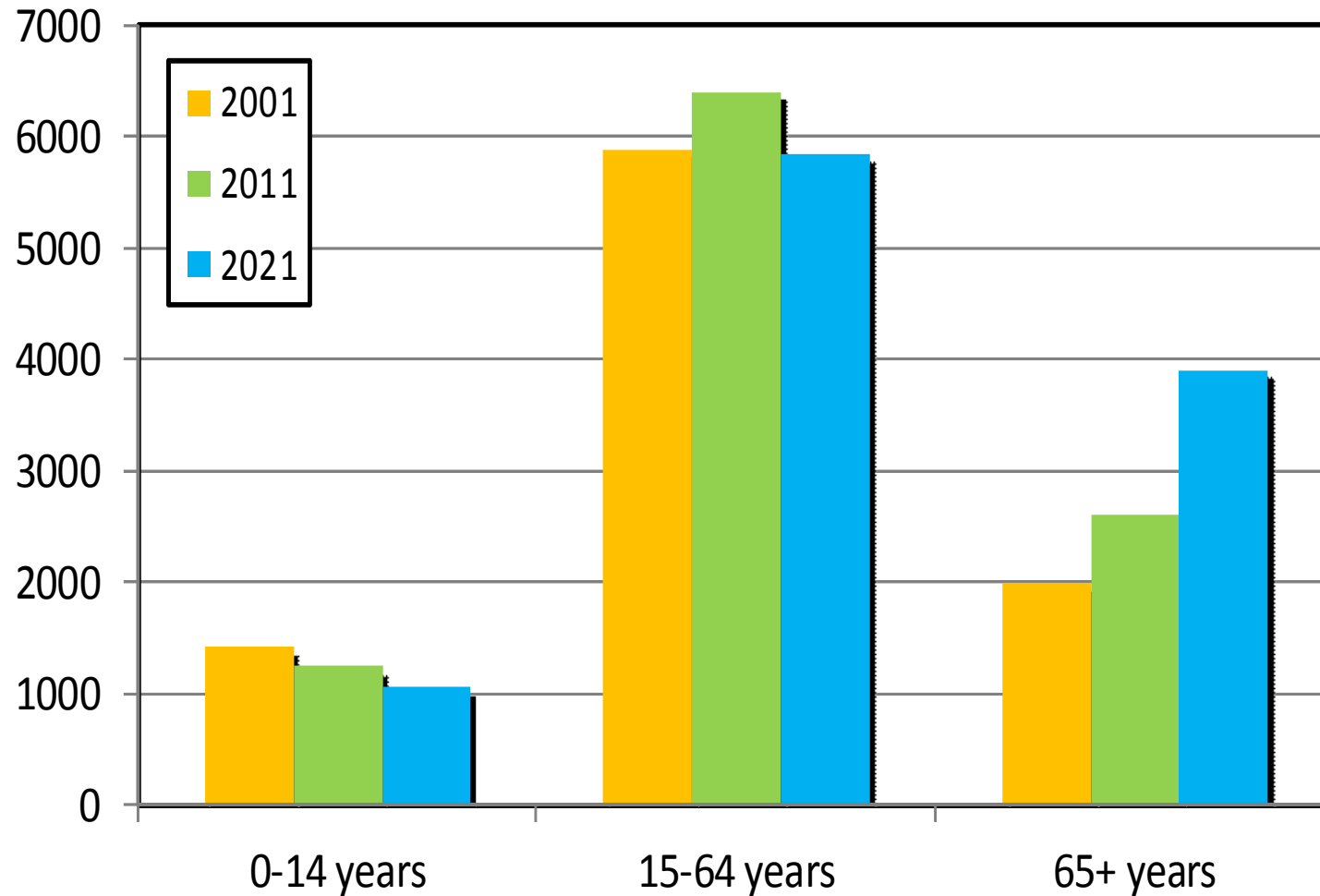


# POPULATION

- **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](mailto:cedcssi@gmail.com)
- **Report available in November**
  - [www.crd.bc.ca/about/about-the-region/salt-spring-island](http://www.crd.bc.ca/about/about-the-region/salt-spring-island)



# WORKING WITH CEDC

- CEDC 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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Salt Spring Island  
**CEDC**  
collaborating for sustainability