



Making a difference...together

SALT SPRING ISLAND COMMUNITY ECONOMIC DEVELOPMENT COMMISSION

Notice of Special Meeting on **Thursday, June 25, 2020 at 12:00 PM**

Lions Hall 103 Bonnett Road, Salt Spring Island, BC

Gary Holman

Francine Carlin

Holly MacDonald

Jason Griffin

Randy Cunningham

Janice Harkley

Daniel Wood

(r) regrets

AGENDA

1. Approval of Agenda

2. Adoption of Minutes of January 27, 2020 and June 16, 2020

2-7

3. Outstanding Business

3.1 Southern Gulf Islands Shared Services Society – Rural Economic Dividend Grant – Next Steps

For Information:

a. Southern Gulf Islands Shared Business Services Society – Progress Report June 12, 2020

8-27

b. Presentation Material – Shared Business Services Program

28-61

3.2 Update: CRD Board Follow up on Community Futures and Island Coastal Economic Trust

62-64

3.3 Update: Home Owner Grant Program in Electoral Areas

65

3.4 Letter dated May 13, 2020 re: Integrated Transportation

66-68

4. New Business

4.1 CEDC Expense Request

69

4.2 Letter of Support for the Farm Land Trust Application for a Job Creation Partisipation Grant

70

5. Next Meetings - TO BE CONFIRMED

July 13, 2020 at 3:00 to 5:00 pm – SSI Public Library

October 19, 2020 at 3:00 to 5:00 pm – SSI Public Library

6. Adjournment

To ensure quorum, advise Tracey Shaver 250 537 4448 if you cannot attend.



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**Minutes of the Regular Meeting of the
Salt Spring Island Community Economic Development Commission
Held Monday January 27, 2020, in the Creekside Room 108 121 McPhillips Ave, Salt
Spring Island, BC**

DRAFT

Present: CRD Director: Gary Holman
Commission Members: Francine Carlin, Holly MacDonald, Randy Cunningham
by phone, Jason Griffin, Daniel Wood
Staff: Karla Campbell, Senior Manager; Tracey Shaver, Recording Secretary.
Absent: Janice Harkley
Participants: Li Read, SSI Chamber, Laura Patrick, Islands Trust

The meeting was called to order at 3:04 pm

1. Election of Chair and Vice Chair

Senior Manager Karla Campbell called the meeting to order at 3:04 pm with a call for nominations for the position of Chair.

Commissioner Griffin nominated Commissioner Carlin for the position of Chair. No other nominations were put forth; Francine Carlin accepted the position of chair and was voted in by acclamation.

Francine Carlin nominated Commissioner MacDonald for the position of Vice Chair. No other nominations were put forth; Holly MacDonald accepted the position of Vice Chair and was voted in by acclamation.

2. Approval of Agenda

MOVED by Commissioner Griffin, **SECONDED** by Commissioner MacDonald ,
That the Salt Spring Island Economic Development Commission agenda of January 27,
2020 be approved.

CARRIED

3. Adoption of Minutes of October 21, 2019

MOVED by Commissioner MacDonald, **SECONDED** by Commissioner Griffin,
That the Salt Spring Island Economic Development Commission Minutes of October 21, 2019
be approved.

CARRIED

4. Delegation/Presentation-none

5. Director, Chair and Commissioner Reports (*refer to submitted reports in Agenda Package-
Discussion to focus on top of mind issues presented in the reports*)

5.1 Director Holman briefly reported:

- Alternative approval process (AAP) to fund a community safety initiative had double the votes needed to defeat; complex issue with need for interagency connectivity to respond as a community.
- New AAP process underway for regional housing – three way partnership for affordable housing projects.
- Working with Climate Action Group and Area Farm Plan – will be seeking input from CEDC.
- Vortex development proposal – SSIWPA working towards a review of Weston Lake water shed sustainability.

5.2 Chair – report attached; introduced new General Manager for the Southern Gulf Islands Tourism Partnership.

5.3 Commissioner Reports- none submitted

5.4 Communication & Digital Media – 2019 Big Picture Overview

Opportunity Salt Spring – running “portraits” of local businesses on exchange to promote what business, work and life can look like.

5.5 Islands Trust Update - Laura Patrick briefly reported on some of the various groups and activities she is involved with.

- Area Farm Plan
- Climate Action
- Industrial Land
- Housing
- Poverty reduction
- Islands Trust Budget online survey
- Regional approach to floating homes

5.6 Chamber of Commerce Update – Li Read briefly reported on Chamber activities

- Updating strategic plan
- Fractured information sources
- Lack of housing for working people (example- Country Grocer has about 106 workers of which 25 have no on island housing.)

6. Outstanding Business

6.1 Salt Spring Island Regulatory Road Map – Roll Out

- March target for roll out
- Electronic storey board
- Links and directions to regulatory agencies
- High level approach with little details will create a longer term tool
- To be reviewed by Islands Trust and CRD

6.2 Shared Business Services Progress

- Using remainder of dividend grant funding
- Hired planner/strategist

6.3 CRD Board Follow-up on Community Futures and Island Coastal Economic Trust

- Continue to push CRD Board for follow up
- Letters sent to Ministry in October
- Seek assistance from Adam Olsen

6.4 Project Funds Update

- Ongoing flow of work
- See project tracker on CRD Website

7. New Business

7.1 Remedy Inequality in Home Owner Grant for Rural Southern Gulf Islands

MOVED by Commissioner Carlin, **SECONDED** by Commissioner Griffin,

Whereas:

The BC Home Owner Grant related to property tax is larger if a person(s) lives in a rural area. Unfortunately, the five Southern Gulf Islands do not receive the 'rural' grant because the CRD is excluded from the rural grant. This is another example of the rural Southern Gulf Islands being penalized by the Province for being incorrectly designated urban due to CRD inclusion.

Whereas:

All taxpayers, especially seniors, over 30% residing in the rural Electoral Areas of Salt Spring and Galiano, Mayne, Pender, Saturna, receive less Home Owner Grants than similar rural areas because of the CRD-urban designation. This is unfair and inequitable.

Therefore, be it resolved:

That the Salt Spring Island Community Economic Development Commission call upon the Electoral Area Directors to move forward a resolution for the CRD Board to lobby the Minister of Finance and Premier Horgan specifically to officially designate the CRD Electoral Areas as 'rural' for the purposes of the provincial Home Owners Grant; further it is called upon the CRD Board to submit a motion to UBCM for September 2020 to correct this inequity.

CARRIED

7.2 Innovation Centre for Rural Sustainability

No discussion

7.3 Protecting Our Rural Island Community Character

- Seeking representative from CEDC to appoint to working group

MOVED by Commissioner Carlin, **SECONDED** by Commissioner MacDonald,

Whereas:

The lack of housing options for the working people of Salt Spring Island is threatening the community character of the island. The cost of housing is increasingly more expensive and out of reach for most working families. With the land values in nearby urban centres skyrocketing and the exemption from BC's Speculation and Vacancy Tax, Salt Spring Island is and will continue to experience increased development pressure. If the development is out of reach of working families, who is driving it?

Whereas:

The Trust Council Policy Statement includes directive policies for sustainable communities including:

5.2.4 Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address any potential growth rate and strategies for growth management that ensure that land use is compatible with preservation and protection of the environment, natural amenities, resources and community character.

5.8.6 Local trust committees and island municipalities shall, in their official community plans and regulatory bylaws, address their community's current and projected housing requirements and the long-term needs for educational, institutional, community and health-related facilities and services, as well as the cultural and recreational facilities and services.

Whereas:

Salt Spring Island's Official Community Plan contains housing polices, including:

B.2.2.2.1 The Local Trust Committee will initiate a Housing Needs Assessment, to be updated regularly and on the basis of which the Local Trust Committee may establish priorities for consideration of affordable housing applications.

B.2.2.2.2 The Local Trust Committee, in cooperation with the Capital Regional District and the community, should work to establish a target level for the percentage of rented and owned affordable housing units in the total housing stock, based on projected community housing needs.

Whereas:

The Salt Spring Island Local Trust Committee passed a motion on October 29, 2019 to support the Capital Regional District to apply for, receive, and manage Union of BC Municipalities grant funding to complete a housing needs report partnership with the Salt Spring Island Local Trust Committee with the following condition: that the CRD consult Islands Trust staff and Salt Spring Island local housing groups regarding the Terms of Reference.

This partnership is an opportunity to forecast and plan for the housing stock required to sustain a healthy community.

It is further understood that the Salt Spring Island Local Trust Committee passed in its December 17, 2019 meeting a motion to establish a working group to advise the Local Trust Committee on matters related to the development and implementation of

a Salt Spring housing planning project and to provide advice and recommendations on policy and regulations to address housing needs across the housing continuum.

Therefore, Be It Resolved:

That the Salt Spring Island Community Economic Development Commission indicate its support of the Salt Spring Local Trust Committee's development and implementation of a housing planning project and offer to appoint a representative to the working group.

8. Next Meeting April 20, 2020 at 3:00 to 5:00 pm – SSI Public Library

9. Adjournment

MOVED By Commissioner Griffin, **SECONDED** by Commissioner Carlin,
That the meeting adjourn at 4:40 pm.

CHAIR

SENIOR MANAGER



Making a difference...together

**Minutes of the Regular Meeting of the
Salt Spring Island Community Economic Development Commission
Held Tuesday June 16, 2019, at the Lions Hall on 103 Bonnett Avenue, Salt Spring Island,
BC**

DRAFT

Present: **CRD Director:** Gary Holman
Commission Members: Francine Carlin, Holly MacDonald, Randy Cunningham,
Staff: Karla Campbell, Senior Manager; Tracey Shaver, Recording Secretary.
Absent: Janice Harkley, Jason Griffin, Daniel Wood
Participants: Chamber Members: Li Read, Jeremy Milsom, Motteo Hermani,
Darryl Martin

Chair Carlin called the meeting to order at 1:00 pm

1. Approval of Agenda

Purpose of the meeting was to bring interested parties together for information gathering on the progress of the proposed Shared Business Service.

2. Shared Business Services Briefing

- Identified as a gap in the community during the Rural Business Accelerator program
- Small business indicated the need for help with “back office” type of services to create economies of scale thru shared purchasing power.
- Rural Dividend Grant award is focused on developing the entity to deliver shared business services
- CRD cannot provide direct services to businesses, therefore require a non-government entity to deliver the service.
- Focus on providing services to regional area, (SSI and SGI) to achieve economies of scale
- Grant to be used as seed funding
- Impact of COVID 19 shifted the proposed services to focus on business recovery, grant writing, and support transitions to e-commerce

3. Next Meeting – June 25, 2020 from 12 - 2 pm – Lions Hall

4. Adjournment

The meeting adjourned at 2:15 pm.

CHAIR

SENIOR MANAGER

Southern Gulf Islands- Shared Business
Services Society

Progress Report



REALIZE STRATEGIES
People Driving Purpose.

June 12, 2020

Prepared By:
John Kay
Annalise Vukets



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EXECUTIVE SUMMARY

Realize Strategies Co-operative was engaged in January 2020 by the Salt Spring Island Community Economic Commission (CEDC) to assist with the planning and development of a start-up non-profit shared business services enterprise serving the Southern Gulf Islands. The original project plan called for Realize Strategies to assist the CEDC in validating the results of a concept feasibility study completed by EcoPlan International and to develop a business plan for a start-up non-profit organization. The plan called for the project to be completed by July 2020.

The COVID-19 pandemic has had significant impacts on the overall planning and development of the shared business services initiative. The process of validating the feasibility study, testing demand and developing a financial model has been affected by the restriction on gatherings, which has hindered the project team's ability to conduct face-to-face consultations with potential customers and partners. The team is prepared to use web conferencing means to conduct consultations, however the pandemic has shifted the entire focus of the services that a shared business service entity would offer. Consequently, the pandemic has pushed back the estimated timeframe for completion of the project.

As a result, the progress report outlined in the following pages represents the outcome of work completed to date. This includes the development of the proposed shared business services, analysis and preliminary validation of the concept feasibility study, analysis of data compiled by the Salt Spring Island Community Economic Development Commission, and study of other similar models in the Cascadia region.

The intent of this report is to provide a point in time update on the direction that the work to develop a strategic business, operational and financial plan for the Southern Gulf Islands Shared Business Services Society is moving in. COVID-19 has impacted on the planning and development of the shared business services organization. Where necessary, elements of this report have been developed based on reasonable assumptions using the available qualitative and quantitative data. We will continue to develop a robust business plan as we move through the COVID pandemic and as the plan for recovery becomes clear.

For now, the focus of the project has shifted from completion of a business plan to laying the groundwork that will enable the new Southern Gulf Islands Shared Business Services Society to complete the development of a start-up business plan once it has been incorporated and the founding board of directors has been appointed.

Realize Strategies Co-operative
June 12, 2020

PROJECT BACKGROUND

History

In 2018 the CEDC identified a gap in the market- one of the critical challenges facing local producers, artisans and operators was knowing where and how to access the “back-office” services they need to support their organizations, particularly from service providers who understand the unique social and economic characteristics of Salt Spring. In addition, these services were often too costly, and were primarily accessible on a case-by-case basis, rather than as a community (e.g. Community Futures). There was also discussion of shared labour pool, shared purchasing and other services that could be acquired at a larger scale.

The CEDC does not have the capacity to provide these services as a commission under the CRD. However, the success of an initiative to provide business services at scale is important to the CEDC as it will support sustainable livelihoods, enhanced local employment opportunities and the development of a regenerative locally based economy.

Feasibility Study

In July 2018, the CEDC commissioned the urban planning firm EcoPlan International to conduct an Evaluation and Feasibility study to assess the potential to create a shared business services program. The study examined the needs of local growers, producers, crafters, artisans, health and wellness providers and tradespeople on the Southern Gulf Islands for access to information and services that could support sustainable livelihoods, enhanced local employment opportunities and the development of a regenerative, place-based local economy. The study also considered similar models that have been successfully established across Cascadia, notably in the North Cascades and the San Juan Islands regions of Washington State.

According to background research and the data collected in the Evaluation and Feasibility Study conducted in July 2018 by EcoPlan International, the Southern Gulf Islands have an extremely entrepreneurial business environment supported by a relatively isolated employment pool that is highly affected by a seasonal economy. The number of small businesses, home-based businesses and self-employed people is disproportionately high compared to provincial averages.

Given the unique nature of operating in remote, rural areas, businesses in the Southern Gulf Islands face a variety of complex, inter-related challenges. It is extremely challenging for small businesses to achieve the size and scale necessary to support sustainable operations and growth. The vast majority of small businesses are confronted by relatively high costs to access professional services, such as financial advice, market development strategy and sales support.

Additionally, many local businesses lack the capital necessary to increase production, gain visibility and close sales with buyers in export markets.

According to survey respondents from the Feasibility Study, the top three issues they face are hiring the right people, maintaining a year-round income, and accessing markets in a cost-effective manner.

To date, significant work has been done by local institutions, community leaders and government partners to enhance the sustainability and resilience of the Southern Gulf Islands, including reductions to the cost of ferry services (albeit with insignificant reductions for businesses) and increases to local government

funding through the Capital Regional District to enhance vital community services. The Southern Gulf Islands Shared Business Enterprise is intended to build upon and support this work.

Rural Development Fund Grant

In response to the gap they identified and the outcomes from the feasibility study, the CEDC wrote – and successfully won – a grant application for the Rural Dividend Fund (RDF) to develop a separate entity that can offer direct and indirect services to business owners, service providers or agencies to create economies of scale through shared purchasing power. This grant will provide the start-up seed capital to fund the planning and development of the Shared Business Services initiative. The RDF grant will also fund the start-up and initial operating costs of the SBSS.

In 2019, an extension was requested from the RDF. The CEDC needed more time to complete the work. The CEDC also recognized that the services envisioned in the grant application were needed by the Southern Gulf Islands as a region. An extension was provided and the scope increased to include the Southern Gulf Islands as beneficiaries of the services in the SBSS.

Impact of COVID-19

The work to develop the entity began in earnest in January 2020. By mid-March 2020, the COVID-19 pandemic shutdown many business operations.

The unprecedented COVID-19 pandemic has caused global chaos. It is impossible to predict the depth of the damage, or the length of time it will take for the economy to recover. This has widespread implications for all businesses in the Southern Gulf Islands. Many businesses have been hit hard and are currently taking things one day at a time, seeking ways to manage cash flow, shift online, navigate the options for government support, and pivot into marketplaces that remain viable. As the situation progresses, businesses are likely to seek support in navigating through the recovery process in order to survive, or in some cases, thrive.

The SBSS needs to pivot its own offerings to support these businesses, now more than ever. The need for shared services is critical. The services will need to shift as shown below:

Pre-COVID	During COVID/Post-COVID
Hiring the right people	Manage cash flow
Maintaining year round income	Navigate options for government support
Accessing marketing in a cost-effective way	Pivot
Capital	

The SGI-SBSS has an intensified opportunity to support local community members to save their businesses and ensure livelihoods. This is an important service for the community as the economic capacity of local businesses is a vital part of community health.

PURPOSE OF THE SGI-SBSS

Shared Business Services Concept

The shared business services concept is widely used as a way of enabling organizations with similar needs to enhance their capabilities by using shared purchasing power to achieve economies of scale.

The shared services model has been deployed successfully throughout BC and Washington State to meet the needs of small and medium-sized organizations by leveraging the benefits of collective purchasing.

For example, in 2013, a group of non-profit organizations in the Cariboo formed a **business services co-operative (aka a Second Tier Co-op)** to provide a range of commonly used services – including accounting, communications, grant-writing and human resources administration. **The co-op has grown into a \$7 million organization, funded solely through fee-for-service revenues.** The shared services model has also been used successfully in the North Cascades and the San Juan Islands regions of Washington State to provide a range of services and supports to local, independent small businesses, artisans and food producers.

Vision for the SGI-SBSS (Long-term)

The vision for the SGI-SBSS is to leverage the purchasing power of local growers, producers, crafters, artisans, health and wellness providers and tradespeople to provide a range of business services based on identified need and demand.

The core purpose of the SGI-SBSS is to address the needs of local businesses, artisans and tradespeople for access to high-quality business services at an affordable price. The SGI-SBSS is not an economic development agency. It will not compete with the services and programs provided by local chambers of commerce or other existing organizations throughout the Southern Gulf Islands.

The SGI-SBSS will work in partnership with local organizations such as chamber of commerce, the Agricultural Alliance, the Rural Islands Economic Partnership and others to provide direct and indirect access to business services. The ultimate goal of the SGI-SBSS is provide business services that contribute to the development of a thriving, resilient, place-based, local economies throughout the Southern Gulf Islands.

Interim Steps (COVID Related)

While the long term vision for this organization is to provide shared services, there will be some activities that will need to be adjusted due to the impact of COVID-19.

Demand will have shifted to different services and priorities. The goal of the SBSS during the COVID-19 pandemic will be to help business survive and institutional customers to support the economic well-being of our communities.

Business services will need to be different, however the aim of the organization will still be to pull together a larger pool of buyers to spread the costs and to represent the SBSS customers as one unit for negotiated services.

Structure and Governance

The SGI-SBSS will be established as an independent, BC-incorporated non-profit society.

The founding board will be comprised of the members of the Salt Spring Island CEDC, as described in the constitution and bylaws. The task of this founding board will be to oversee the preparation of the business plan and the initial set-up of the organization.

The society will investigate if a society is the best type of organization for the long term. Following completion of the RDF grant, a new board will be elected. The new board may be comprised of representatives of partner organizations, such as the local chambers of commerce, the Salt Spring Island CEDC, the Southern Gulf Islands CESC and/or Community Resource Centre (CRC), agricultural alliances, local arts councils, market societies and green business organizations.

The SGI-SBSS will act an independent organization and be accountable to its customers, partners and key stakeholders. It will not report to, or be controlled by, the Salt Spring Island CEDC.

Customers and Partners

The SBSS is intended to serve two core customer segments:

1. Local growers, producers, crafters, artisans, health and wellness providers and tradespeople across the Southern Gulf Islands who want to procure services, either directly or indirectly. For an individual business, the services could be purchased in ways that are more cost effective. Target sectors include non-perishable food and beverage, artisan, and health and wellness. However, it is intended that the SGI-SBSS also serves organizations beyond these sectors.
2. An emerging customer is the institutional customers who need a program delivery partner. These clients or partners could include local chambers of commerce, the Salt Spring Island CEDC, and entities such as the Agricultural Alliance, Southern Gulf Islands Tourism Partnership and the Rural Islands Economic Partnership.

The SGI-SBSS will work with these local partners to enhance their ability to support the needs of their members and enhance the role they play in the community. For example, the SGI-SBSS could provide the Salt Spring Chamber with delivery support to help achieve its mission to “create and maintain and prosperous environment for business...while protecting and enhancing the Island’s sustainability and improving economic viability.”

Potential Scope of Services

The SGI-SBSS is being established to meet the need for access to information and business services at scale. This will enhance the sustainability of local growers, producers, crafters, artisans, health and wellness providers and tradespeople in the Southern Gulf Islands. By pooling demand, the SGI-SBSS can cost-effectively connect end-users with experts.

Given the unique nature of the Southern Gulf Islands’ regional economy, the SGI-SBSS will be an Islands-based organization that can support regenerative economic development and sustain the economic and social character of communities across the region. This will keep business-to-business dollars following within the trade area of the Southern Gulf Islands.

The SGI-SBSS will not be directing economic activity for the Southern Gulf Islands. Rather, it will be providing services to customers.

The proposed services will fall under the following general categories:

- Sales and Marketing
- Distribution
- IT
- Labour pool
- Business skill development

Additionally, the impact of the global COVID-19 pandemic has created the need for local producers, artisans and operators to have access to specific information and services to support COVID-19 recovery and to navigate their way back to sustainability. As a result, the SGI-SBSS will initially offer business recovery services on an ad-hoc basis while demand persists. The effectiveness of business recovery offerings will be based on how quickly SBI-SBSS can incorporate and operationalize.

Please see Appendix A for infographic-based descriptions of the services noted above. This initial service focus may continue to expand based on needs identified by clients and partners over time.

There are two possible approaches for delivery of these services.

Indirect

First, is that the SGI-SBSS acts as a “single window” point of access for local producers, artisans, operators and institutions to obtain information and referral to service providers. It may also act as a “broker” to help obtain more favourable rates for the services provided above – rates that are appropriate for the needs and economic realities of local producers. If the SBSS guarantees a certain value of services and is the purchaser of a larger amount of services, then it could pass on the rates to its customers.

Direct

Second, the Shared Business Services Society could directly provide the services with a core in-house team. This will ensure that services are provided close to home by a team that has deep understanding of what it takes to do business on the Southern Gulf Islands. This in-house model will also ensure the Shared Business Services Society is building and retaining the core competencies needed to deliver effective services over the long-term.

The second delivery model offers considerable advantages compared to the option of having core business services delivered by third-party providers located either on the Islands or in larger centres such as Victoria, Nanaimo or Vancouver. It will ensure that shared business services are provided for Southern Gulf Islands businesses, in the Southern Gulf Islands – rather than by firms located in larger centres that may lack an understanding of the business, economic and cultural realities of the rural southern Gulf Islands.

This model also eliminates two significant risks posed by the extensive use of third-party providers:

- 1) The need for continual quality control and oversight
- 2) The risk of third-party firms either ceasing to do business or deciding to relocate away from the

Southern Gulf Islands.

However, to ensure nimbleness, flexibility and to manage cost, initially a hybrid model combining the first and second delivery models is likely to be most appropriate. With this approach the SGI-SBSS would directly offer a limited range of services, while indirectly brokering connections between businesses seeking support and businesses who can offer support.

With either delivery model, access to services will be provided through a website, by telephone and, various mediums of electronic communications. Eventually, if SGI-SBSS expands to a physical office, services would also be available by drop-in or appointment. This delivery model will ensure that services can be accessed by anyone on any of the Southern Gulf Islands.

Demand for Services

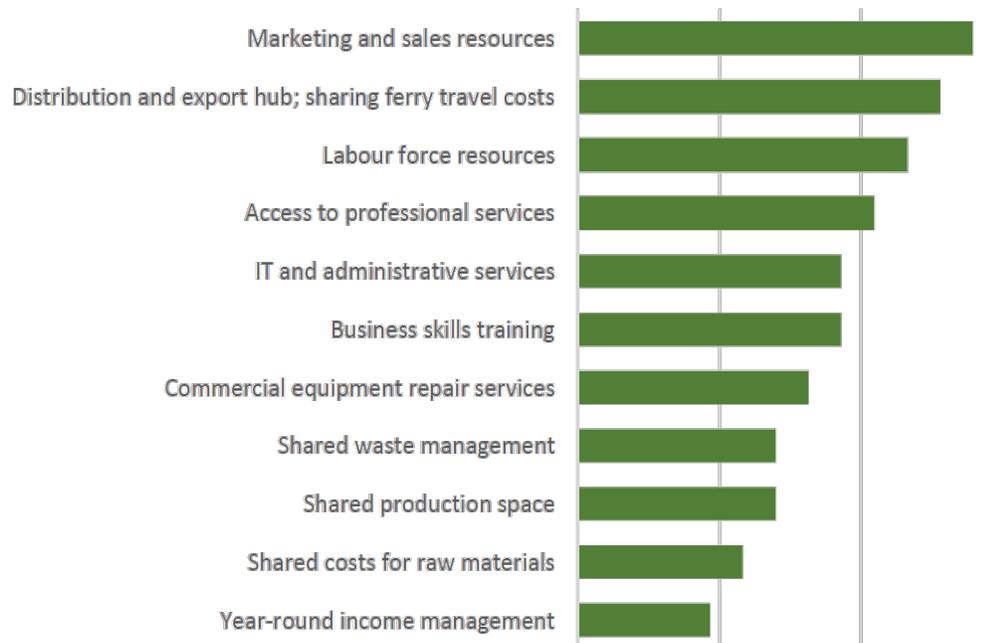
The EcoPlan International feasibility study conducted research with local growers, producers, crafters, artisans, health and wellness providers and tradespeople to establish baseline evidence of demand for business services.

The EcoPlan study determined that the top three needs of local businesses are:

- Marketing and sales resources,
- Distribution and cost-sharing of shipping costs,
- Access to workers.

The following graph ranks the services identified by local businesses by highest need.

Figure 10: Ranking of potential shared services (respondents chose up to three)



Additionally, a COVID recovery survey and interviews conducted in March and April 2020 found:

1. Cash flow (74%),
2. Demand (47.9%)
3. Supply chain management (26%)

Are the top three concerns facing local businesses over the next two to three months.

The survey and interviews also found that local business identified the following the business services as essential to sustaining them through COVID-19 and beyond:

- 1) Online ordering and e-commerce systems,
- 2) Effective, coordinated island delivery system
- 3) Effective marketing to help maintain demand for locally produced products and services.

These initial demand estimates and business challenges will be validated by Realize Strategies through follow-up interviews and focus groups. The results will be used to refine the initial scope of services to be offered by the SGI-SBSS, confirm estimates of demand and develop the organization's business model, operational model, and three-year financial plan.

Benefits to Customers and Partners

The SGI-SBSS will provide local institutions and their members with a coordinated, efficient way to access information and services aimed at enhancing the resiliency and sustainability of regenerative local economies.

For producers, artisans and operators the services provided by the SGI-SBSS will enable them to grow and sustain their livelihoods, improve their ability to offer year-round employment, have a sustainable year-round income, and enable year-round product availability for locals and outlets across BC and Canada. The SGI-SBSS will also enable local rural businesses to share the cost of services and/or resources that they all need to succeed.

A business trajectory that demonstrates the kind of outcomes SGI-SBSS will try to support local producers, artisans, and operators in achieving, is Salt Spring Kitchen.

SGI-SBSS hopes to play a role in facilitating more stories like Melanie Mulherin, owner-operator of Salt Spring Kitchen:

As told in the Spring 2020 issue of *Cultivate Magazine*, https://issuu.com/cultivate-bcfb/docs/cultivate_magazine_spring_2020/28



“The owner, Melanie Mulherin, started selling her preserves in 2012 at the Salt Spring Market when she moved there to meet people in her new community. Her business’ growth was organic, simply from word of mouth and as more stores contacted her, she couldn’t say no. ‘My husband was supportive of me quitting my day job and putting my focus into this hobby full-time and I am so thankful that I took that chance. She’s seeing the benefits of her hard work and great product – Salt Spring Kitchen Co.’s Candied Jalapeno’s won the Top 10 in Grocery at the 2019 Grocery Specialty Foods Show in Canada.”

Melanie finds the most joy from the little community that has been made at Salt Spring Kitchen Co. Her business has created jobs for a dozen local people with a good wage and a supportive work environment. 'Our little crew feels more like a family and I am extremely proud of that', she says. Along with that, sustainability is a main priority for the Salt Spring Kitchen Co. family. She picks glass over plastic along with compostable packaging and sampling supplies and purchases her produce from as close to home as possible. 'We've made the conscious decision to raise our family and keep the business here,' says Melanie, 'and although there are some challenges surrounding that, I wouldn't have it any other way.' Her plans for the future involve increasing their distribution to Eastern Canada as well as the US eventually. Her dream would be to have a jam shop and tasting room where visitors and islanders can come and see what they're up to and learn more about the product."

Financing

Financing for the development and initial start-up of the SGI-SBSS will come primarily from the Rural Development Fund grant.

In the development and start-up phase, the Salt Spring Island CEDC will contract the SGI-SBSS to help fulfil the terms of the Rural Development Fund grant. The Capital Regional District (CRD) will act as the client for purposes of fulfilling the terms of the RDF grant. The CRD will have oversight of the contract.

The business and financial model will be developed over the next two to three months through further validation of the feasibility study and consultations with potential customers, partners and third-party service providers to establish demand, willingness (and ability) to pay for services, the potential cost of contracted services as well as the optimal mix of revenue from fee-for-service and other activities.

The intention is that the SGI-SBSS will be sustained largely through self-financing and a lean operational model.

Budget and Staffing

The original budget and staffing plan assumed that most services would be provided by a small team of in-house experts. The original plan called for the hiring of 4 full-time staff operating out of an office in Ganges. The original budget was estimated at \$325,000 per year for the first three years of operations.

This original plan has been modified significantly due to COVID-19 and other factors. The revised budget assumes that most services will be delivered indirectly through contracts with independent specialists. The revised staffing model assumes two part-time contractors working out of a virtual office. The revised budget is approximately \$70,000.

These financial and staffing assumptions will be tested and revised through the ongoing validation of the feasibility study and the development of the business plan.

NEXT STEPS AND TIMELINE

Incorporation of the SGI-SBSS

The Rural Development Grant (RDF) is providing the “seed-funding” for the development of the SGI-SBSS. Once the non-profit entity is established, the SGI-SBSS is responsible for delivering on the services specified in the RDF grant and will report to the CEDC for sign-off until those services are complete. While the CEDC has been instrumental in the launch of this initiative, there is no expectation that the CEDC will direct activities beyond the RDF.

As noted earlier, due to COVID, the original plan for building a robust organization to directly deliver services and negotiate purchasing power has been reduced to ensure that the SGI-SBSS is able to be nimble and responsive. What is envisioned today may not be the right solution two months from now. The goal is that the model the SGI-SBSS launches with will ensure the organization can provide immediate recovery support to business operators, while being scalable once appropriate. Based on recent posts on social media and a recently conducted business recovery survey, we know that there is extensive demand for recovery services, so the RDF grant will be best used to directly support struggling local growers, producers, crafters, artisans, health and wellness providers and tradespeople as soon as possible.

Given the extensive impact of COVID-19 on the Southern Gulf Islands communities, it is necessary for the SGI-SBSS to incorporate and commence operations as soon as possible to start meeting community and institutional needs.

Validation of the Feasibility Study

The input and buy-in of potential customers and partners will be critical to ensuring the SGI-SBSS delivers services that are responsive to local demand and ability to pay. The process of obtaining feedback will need to be agile and completed as quickly as possible in order to meet the additional business challenges and needs created by the impact of COVID-19.

This feedback will be used to test and fine-tune the initial mix of “minimum viable products”, the method(s) of service procurement and delivery and the initial staffing model required to operationalize the SGI-SBSS. It will also inform the development of the financial feasibility study and the business plan.

Development of the Business Plan

The most important thing at this point in time is that the society is established as soon as possible. Once this happens, the next key activity will be to develop a robust business and operational plan.

The business plan will guide the development of the SGI-SBSS over the next three years. The business plan will set out the mix of services, the procurement and delivery method(s), the cost/pricing of services, the staffing and operational model, the implementation plan and three-year financial projections.

Start-up Funding

Once the deliverables for the grant have been completed, the intent is that the organization will receive funding from revenue (from direct and indirect services, or transaction fees levied on the consumer), contracts for work with institutions, and provincial or federal grants.

There will be no ongoing CEDC contribution. As a “start-up”, this entity will need to be responsive to market conditions. If it doesn’t provide value to its potential customers, then it will not survive.

Operational Funding

At this stage, it is expected that the SGI-SBSS will be funded through a combination of fee-for-service revenue, administrative fees, transactions fees paid by end users, contracts with other island entities such as chambers of commerce, the Islands Trust, the Agricultural Alliance and the CRD, along with federal and provincial grants. There will be no ongoing contribution from the Salt Spring Island CEDC.

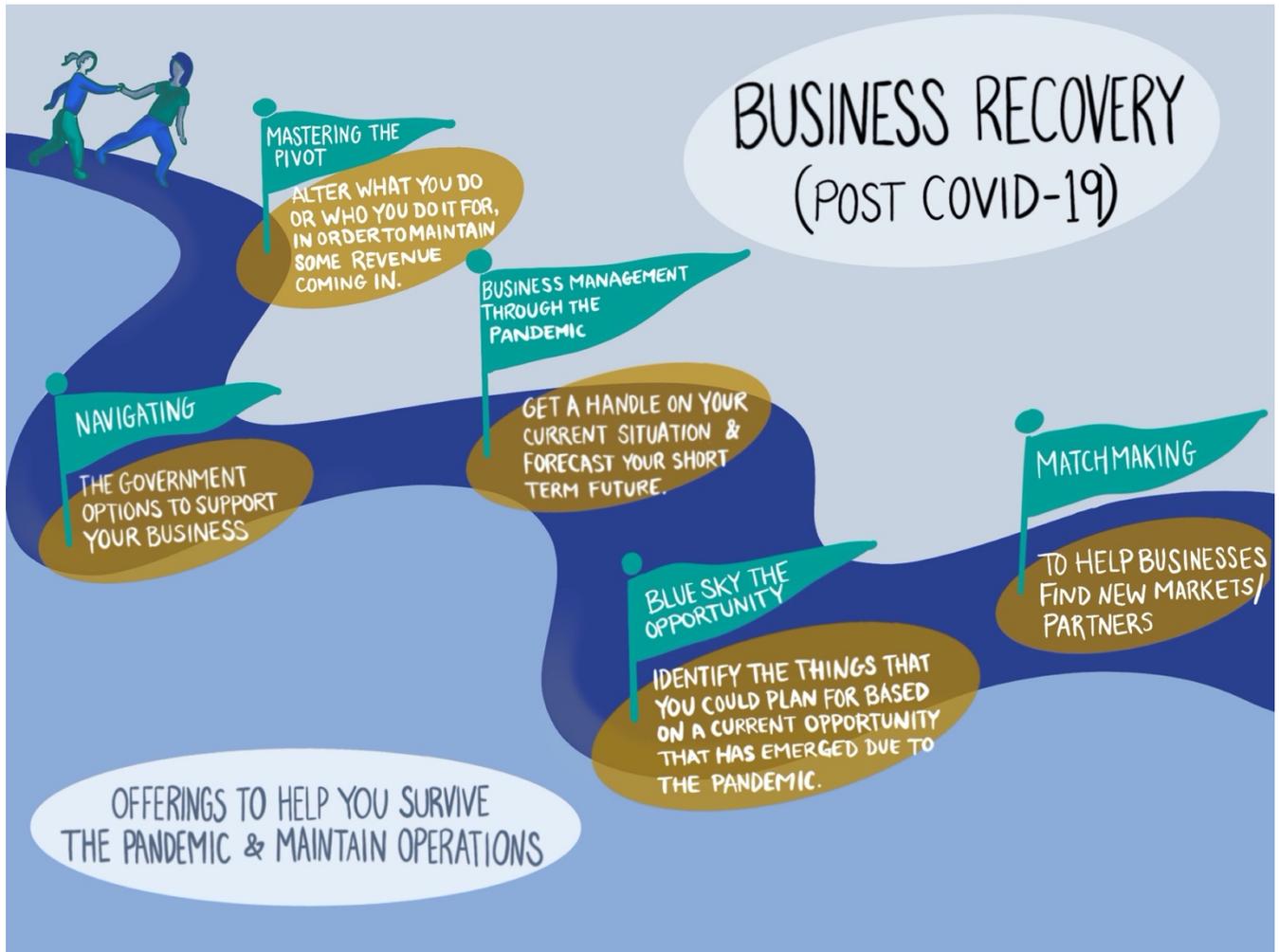
Project Timeline

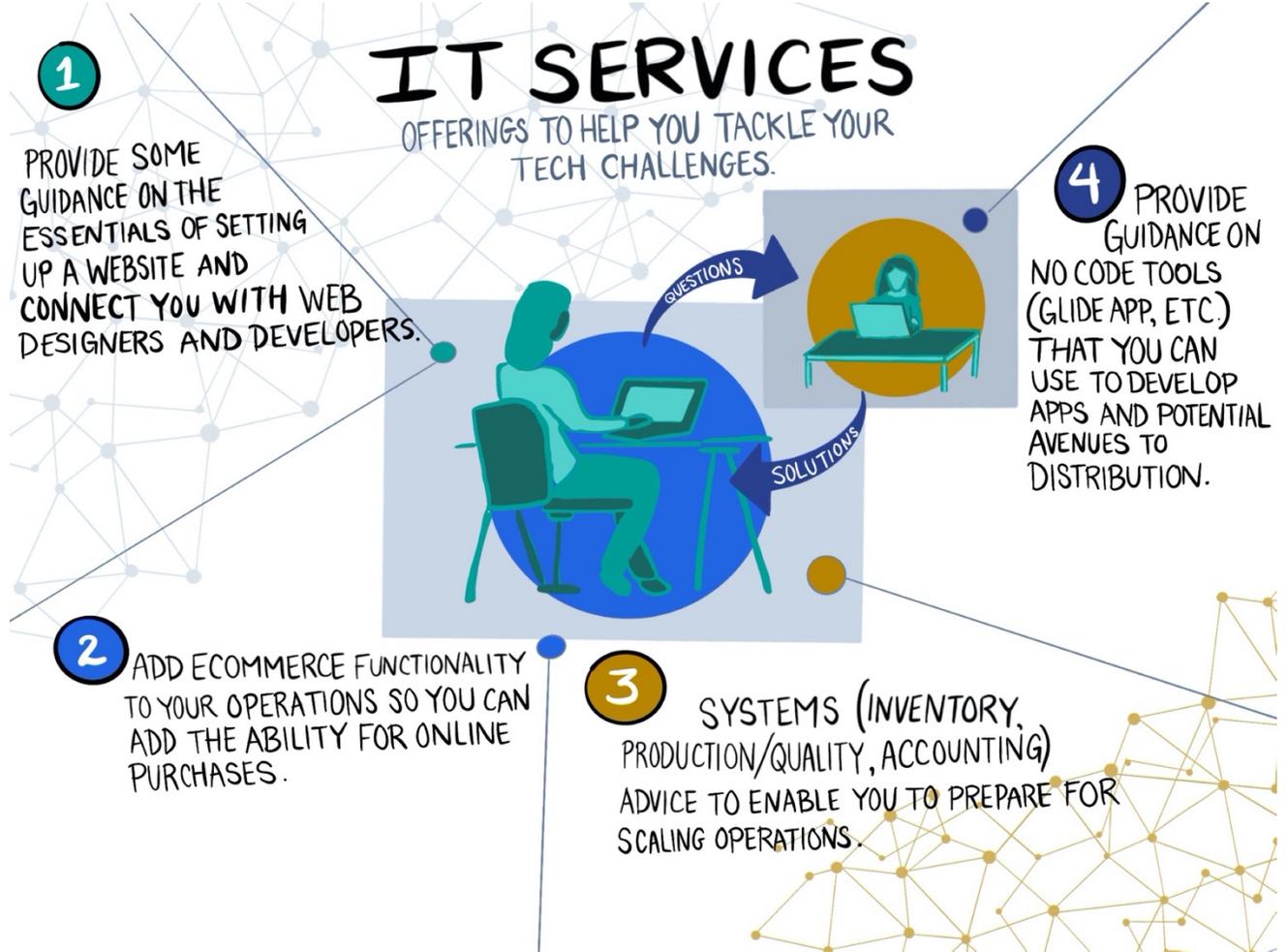
2020												2021									
Mar	April	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	
Build the Infrastructure																					
Input and buy-in from local business is finalized to confirm operational details of core services including initial customer list and service suppliers																					
Development of a Financial Feasibility Study and Business Plan																					
A part time coordinator is hired																					
Creation of a Marketing and Communications Plan																					
																					
												Operate and Grow									
												Delivery of services and continued membership drive initiatives (i.e., continued implementation of marketing plan)									
												Apply to grants and other funding sources									
												Quarterly board meetings and reports are held									
												State of enterprise report (monitoring and evaluation of business activities)									

APPENDIX

Appendix A- Visual Concept Sheets

Business Recovery Services





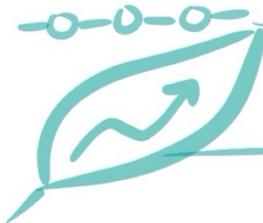
BUSINESS STRATEGY

OFFERINGS TO PLAN YOUR BUSINESS GROWTH
& DEAL WITH POTENTIAL CRISES.

DESIGN A BUSINESS MODEL TO EMPOWER YOU TO HONE IN ON THE MOST PROFITABLE WAY TO STRUCTURE YOUR BUSINESS.



DEVELOP A BUSINESS PLAN TO ENSURE YOU CAN FORECAST YOUR GROWTH REQUIREMENTS.



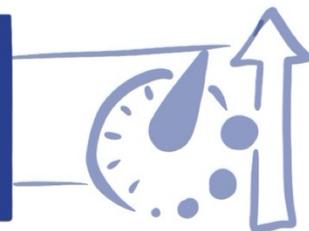
ENGAGE IN CAPITAL PLANNING TO ENSURE YOU CAN PURCHASE NECESSARY EQUIPMENT & MANAGE PRODUCTION.

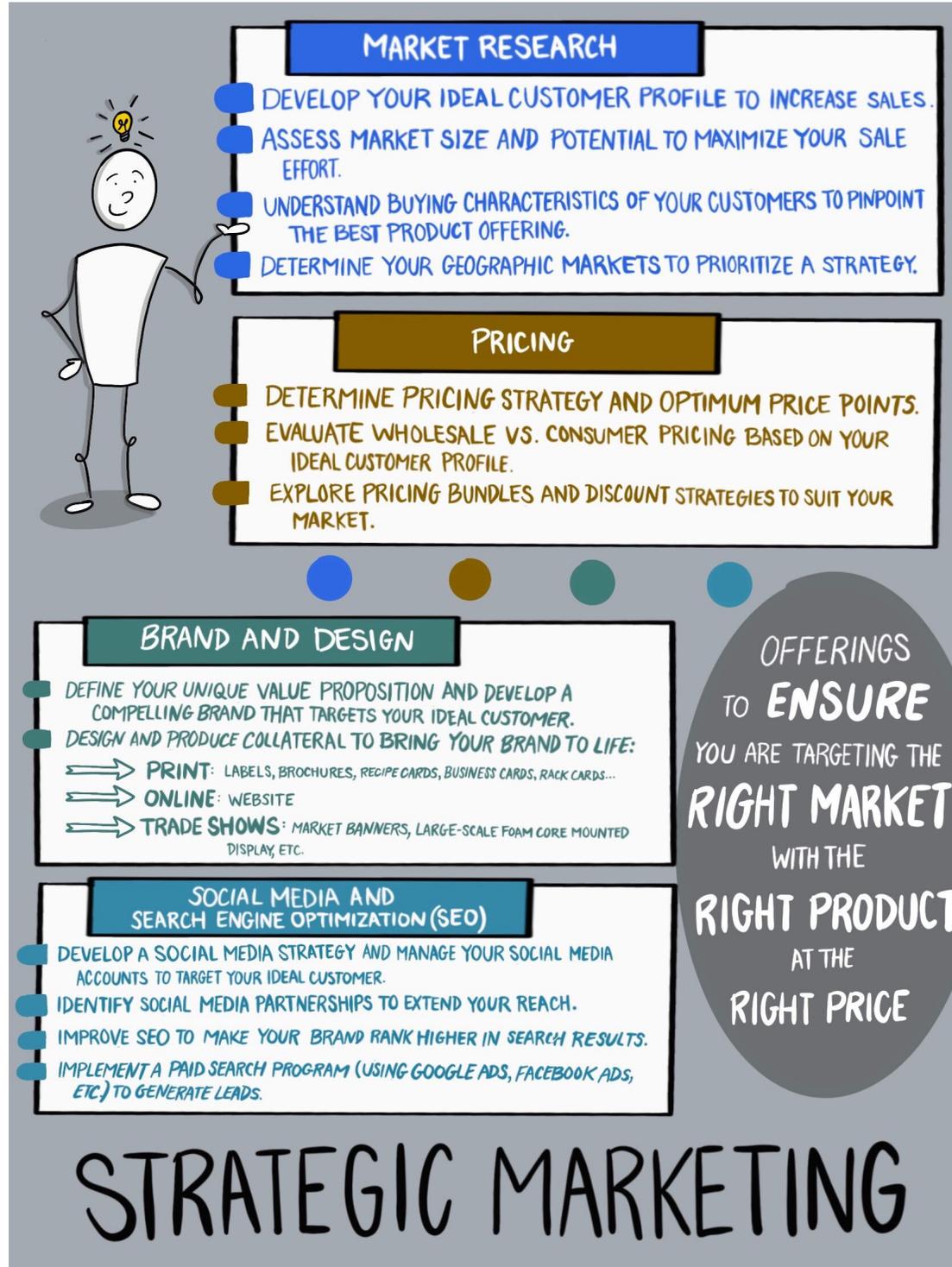


UNDERSTAND BUSINESS CONTINUITY PLANNING TO INCREASE RESILIENCE.

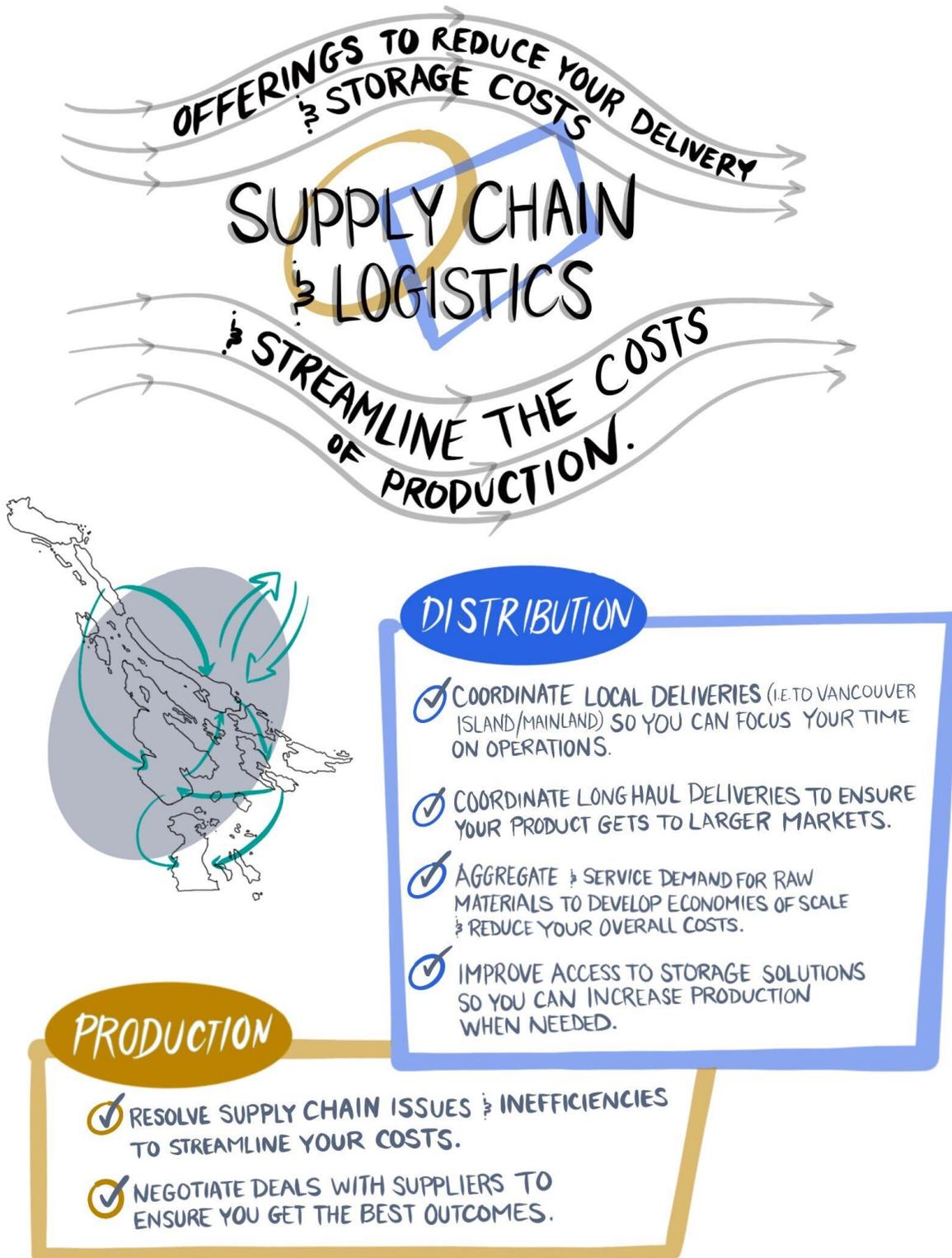


PLAN FOR OPTIMIZING YOUR USE OF PHYSICAL SPACE TO MAXIMIZE YOUR EFFICIENCIES & INCREASE YOUR OVERALL PROFIT.









SALES RESOURCES

OFFERINGS TO ENSURE YOU
CONVERT ACTIVITY TO REVENUE.



ACCESS A SALES REPRESENTATIVE TO REPRESENT YOUR PRODUCTS SO YOU CAN FOCUS ON OPERATIONS.

- ✓ LOCAL TRADE SHOWS / FOOD EVENTS
- ✓ WHOLESALER CALLS
- ✓ WITH SPECIALTY GROUPS (CHEFS, HOTELS, CRUISE SHIPS, ETC.)



DEVELOP YOUR SALES SKILLS TO IMPROVE YOUR OUTCOMES.



FORECAST SALES TO TIE YOUR STRATEGY TO PROJECTED REVENUE.



SET UP A CUSTOMER RELATIONSHIP MANAGEMENT SYSTEM TO ENSURE YOUR SALES ACTIVITY IS EFFICIENT.



DESIGN AND LEVERAGE A STRATEGY FOR SHIFTING FROM B2C TO WHOLESALER TO IMPROVE EFFICIENCY.

SHARED BUSINESS SERVICES PROGRAM BUILDING UPON THE RBA +



GROWING
OPPORTUNITIES
THE RURAL
BUSINESS
ACCELERATOR



BACKGROUND



RURAL BUSINESS ACCELERATOR (2016 – 18)

The CEDC developed a training and mentoring program to support business operators in three sectors: small scale food producers, green services and craft/lifestyle producers

FEASIBILITY STUDY FOR SHARED BUSINESS SERVICES (2018)

The CEDC contracted EcoPlan International to do initial feasibility work around the creation of an entity to provide services

SHARED BUSINESS SERVICES PROJECT (2019 – 20)

The CEDC is currently working with Realize Strategies to validate the feasibility study

SHARED BUSINESS SERVICE CONCEPT



An organization that can offer direct and indirect services to business owners, service providers or agencies to create economies of scale through shared purchasing power.

The CEDC identified this gap in the community and wrote a grant application for the Rural Dividend Fund to develop this entity.

Focus **REGIONALLY** (Salt Spring and Southern Gulf Islands) to achieve greater economies of scale.

WHO IS IT FOR?



- Individual businesses or organizations on SSI/SIGI that are looking for expertise in the categories and would like to procure the services, either directly or indirectly.
- An emerging customer is the institutional customer on SSI/SIGI who need a program delivery partner. The CEDC would be the first customer

2020												2021									
Mar	April	May	Jun	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	
Build the Infrastructure																					
Input and buy-in from local business is finalized to confirm operational details of core services including initial customer list and service suppliers																					
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Creation of a Marketing and Communications Plan																					
			INC																		
												Operate and Grow									
												Delivery of services and continued membership drive initiatives (i.e., continued implementation of marketing plan)									

SPECIFIC DELIVERABLES FOR RDF GRANT



Incorporate Items 1-4 to be completed by June 2020

1. Develop Memorandum of Association and rules
2. Name interim directors
3. Legal review of incorporation docs.
4. Submit documentation to Corporate Registry

CURRENT STATE



- The CEDC has had a constitution and bylaws drawn up by CRD Legal for a new entity to be able to provide direct service to business owners, other organizations and government entities
- The CEDC has been working with Realize Strategies to develop business model and identify the services that could be offered directly or indirectly (broker model)
- **COVID-19 has changed the business environment dramatically**

CURRENT STATE - PROPOSED SERVICES



NON-COVID

- Marketing
- Sales & Distribution
- Shared shipping
- IT
- Business Skills

COVID

- Sector Specific Business Recovery support
- Navigating grants & grant writing
- Support with E-Commerce set up

DIRECT VS INDIRECT



- **Direct services** – the entity hires and provides these services from in-house staff.
- **Indirect services** – the entity brokers and connects other service providers and is paid a fee

Is there demand?

IS THERE DEMAND?



Figure 10: Ranking of potential shared services (respondents chose up to three)



Feasibility Study, EPI

IS THERE DEMAND?



Proposed Validation Approach:

- Develop product descriptions to gauge viability of model and base sales forecasts on
- Conduct interviews & focus groups
- Develop “minimum viable products” to test in the market

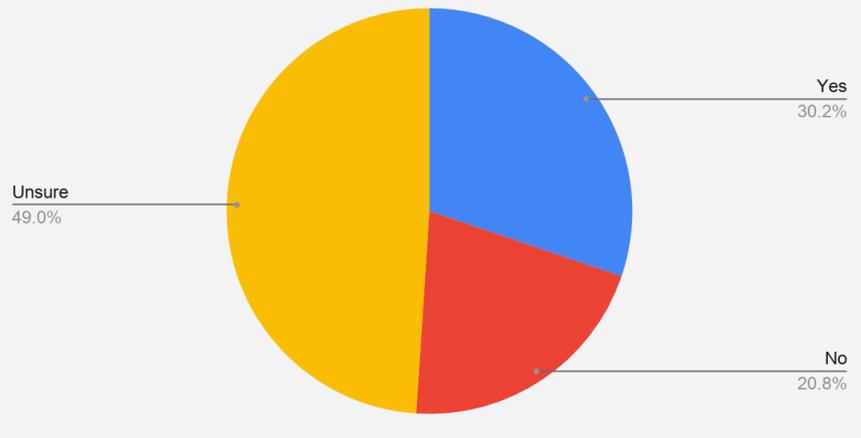
COVID-19 changed everything – the CEDC no longer felt it was appropriate to conduct interviews/focus groups about the proposed services.

Business Model Development, March/April 2020

IS THERE DEMAND?



6. If 'social distancing' becomes the new norm, will your business be able to accommodate while remaining



Business Recovery survey, March/April 2020

IS THERE DEMAND?



Cash Flow: 74% of respondents indicated cash-flow as one of their top 3 challenges in the next 2-3 months.

Demand: 47.9% of respondents indicated demand as one of their top 3 challenges in the next 2-3 months.

Supply Chain: 26% of respondents indicated supply chain as one of their top 3 challenges in the next 2-3 months.

Rent/Landlord Negotiations: 22.9% of respondents indicated rent/landlord negotiations as one of their top 3 challenges in the next 2-3 months.

Repayment of Existing Loans: 19.8% of respondents indicated repayment of existing loans as one of their top 3 challenges in the next 2-3 months.

Morale: 18.8% of respondents indicated morale as one of their top 3 challenges in the next 2-3 months.

Staffing: 18.8% of respondents indicated staffing as one of their top 3 challenges in the next 2-3 months.

Bankruptcy: 11% of respondents indicated bankruptcy as one of their top 3 challenges in the next 2-3 months.

Business Recovery survey, March/April 2020

IS THERE DEMAND?



- Keen to learn: Best Practices for the industry, and overall how the community is going to recover; a Transitions and Recovery Plan.
- **Would like CEDC and Chamber support with Marketing and help build better relationships with local producers/operators**
- Once public health protocols soften – **business adaptation will be trial and error and responsive**
- **Online business ordering/shopping systems are essential right now**
- **An effective-cohesive-collaboration island delivery system is essential right now**
- All businesses are reliant and therefore concerned about the future of the island's tourism economy
 - Question: What is going to happen to the tourists and/or tourism sector on SSI?
- **There may be an opportunity to create group orders for off-island product delivery**

Business Recovery interviews, March/April 2020

IS THERE DEMAND?



Meiling Shelly Lister

I know that what is happening is serious I get it...I keep hearing comments about how great it is that town is not busy because of what's going on....Sure , but its starting to get to me about people not caring about all of our small businesses on the island! Are we locals supporting them as much as we can?? What is going to happen when this is all said and done? How many of them will survive this?? I just feel there is some insensitivity around this and it's starting to get to me! I know a lot of these small business owners and I consider them friends..Does anyone care about them??

Like · Reply · 5d



Matt Rissling

Heidi Shebib sales about 25% same day last year.

Like · Reply · 5d



Heidi Shebib

So, last year at Salt Spring Vineyards we had the biggest weekend for sales ever. in the 21 yr history of the Winery.This year (of course I know the situation), we today had 2 "tourists" and sold 3 bottles of wine. I would say if you were a tourist on the Island you would come to us, curious about other mainly tourist businesses and how they did?

Like · Reply · 5d



Gerda Lattey

Our business was down 99% on May long as compared to last year. Most people are staying home

Like · Reply · 2d · Edited



Carolyn Hopkinson

From a retail standpoint. I was open all weekend and the sales were worse than any January winter day.

We averaged 2 customers a day in the store.

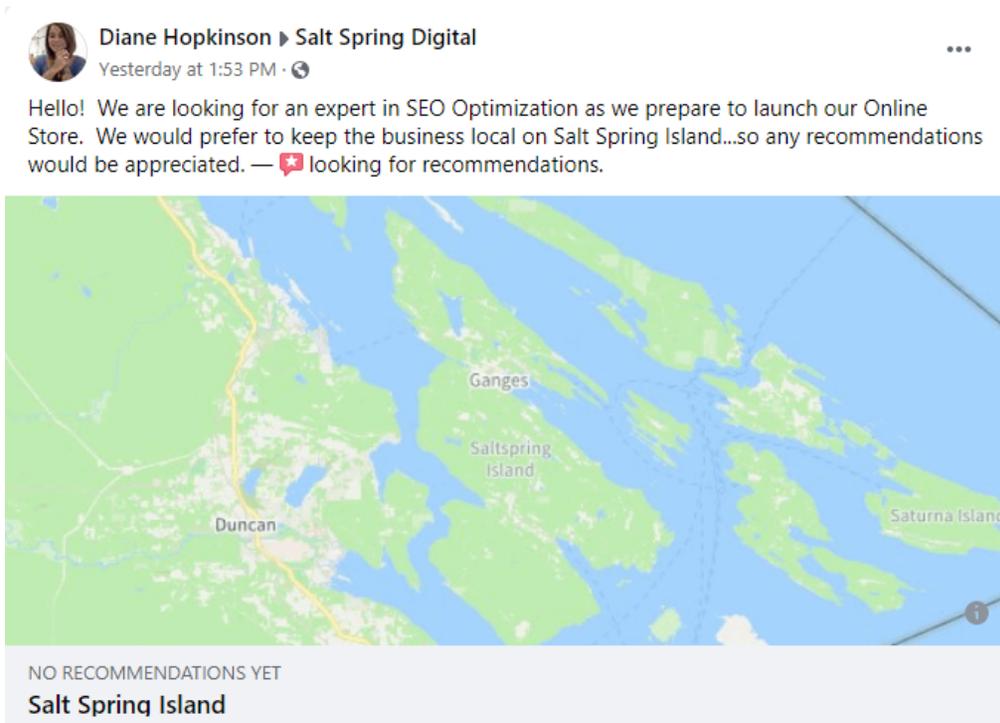
Saturday, Sunday and Monday were deserted in town.

Like · Reply · 4d



Facebook discussion, May 2020

IS THERE DEMAND?



Facebook request May 2020

IS THERE DEMAND?



Full Name	Soya Nova Tofu Shop
Phone	2508829722
Location	Beddis

We are currently looking for a delivery service to the Vancouver area to a number of small stores and restaurants.
Must be able to maintain refrigeration for the duration of the delivery.

Salt Spring Exchange request May 2020

IS THERE DEMAND?

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OPPORTUNITIES
THE RURAL
BUSINESS
ACCELERATOR



[Home](#) [Explore By Island](#) [Biz/Org Registration](#) [FAQ](#) [Contact Us](#)



Buy a Salt Spring Island COMEBACK Gift Certificate or Donate today!

By supporting our Salt Spring Island community, you are not only empowering each islander and

RIEP initiative - May 2020

IS THERE DEMAND?



Listings for Salt Spring Island

Check back often as new businesses and organizations are signing up daily!

**Bling Squared
Cute Glass**

BUY A GIFT CERTIFICATE DONATE NOW

Bright Farm

BUY A GIFT CERTIFICATE DONATE NOW

**Copper Kettle
Community
Partnership**

DONATE NOW

**Forest Heart
Botanicals**

BUY A GIFT CERTIFICATE DONATE NOW

**Full Moon
Jewellery**

BUY A GIFT CERTIFICATE DONATE NOW

GIULIETTA DESIGNS
GALLERY & STUDIO

Giulietta Designs

BUY A GIFT CERTIFICATE

**Heart And Bone
Provisions**

BUY A GIFT CERTIFICATE

**Kathleen Raven
Pottery And
Sculpture**

BUY A GIFT CERTIFICATE DONATE NOW

**Rhubarb
Designs
The Shop**

BUY A GIFT CERTIFICATE

**Sacred Mountain
Lavender**

BUY A GIFT CERTIFICATE DONATE NOW

**SALT SPRING
ADVENTURE Co. Ltd**

BUY A GIFT CERTIFICATE DONATE NOW

**Salt Spring Island
Public Library**

BUY A GIFT CERTIFICATE DONATE NOW

Island Comeback – RIEP – May 2020

IS THERE DEMAND?



- Agricultural Alliance (The Root, Abattoir Society, etc)
- (Tuesday) Market Society
- Chambers of Commerce
- Arts Council(s)
- Rural Islands Economic Partnership
- Islands Trust
- CRD

Ongoing Stakeholder Engagement Q1/Q2 2020

What is the structure of this entity?

STRUCTURE OF SBSS



- CRD Legal recommended a broad constitution/bylaws
 - There was an urgency to this motion due to COVID-19. The CEDC is very concerned about the state of businesses on the islands.
- CEDC asked Realize Strategies to submit a DRAFT INTERIM REPORT – which included reference to the constitution and to a staffing model that was still in development
 - There was no expectation that the CEDC act on this draft, interim report

STRUCTURE OF SBSS



- Originally identified staff needed to deliver, coordinate and broker services (up to 4)
 - **Due to COVID, this will be reduced to ensure that the SGISBSS is able to be nimble and responsive. What is envisioned today may not be the right solution in 2 months.**
- Original plan was to build a robust organization where we could deliver services directly and negotiate purchasing power
 - The CEDC has asked Realize Strategies to develop a scalable model to ensure the organization could provide immediate support to business operators and grow as appropriate.

COMPOSITION OF THE SBSS BOARD



INITIAL

- The **initial** directors of the Society shall be those individuals who are members of the Salt Spring Island Community Economic Development Commission, except for the Salt Spring Island Electoral Area Director, and such individuals as are appointed by the Capital Regional District Board. **Such individuals will hold office until the next Annual General Meeting to be held on completion of the work required under Grant Agreement.**

VISION

- The SBSS would explore:
 - Second Tier Co-op
 - For-profit/Non-profit
 - B Corp
 - Social Enterprise

COMPOSITION OF THE SBSS BOARD



- The SBSS will be an independent organization and Board composition should be structured accordingly.
- The SBSS would not be directing economic activity for Salt Spring/Southern Gulf Islands, but providing services to customers.
- There would be no expectation that the SBSS reports to the CEDC overall, only to report against the deliverables in the RDF grant contract.

IS THERE A CONFLICT OF INTEREST?



- Any individuals who are on BOTH boards, would **recuse themselves from voting as per Conflict of Interest clause** for any future contracts between the CEDC and SBSS.
- The intent is to have separate board composition to ensure there is not a conflict of interest
- The CRD Director, as a member of the CEDC, would oversee the activities related to the delivery of the RDF related activities. To avoid conflict of interest, the CEDC should work to limit voting in both organizations.

IS IT AN ECONOMIC DEVELOPMENT AGENCY?



- No! The intent is for the SBSS to be a SERVICE DELIVERY ORGANIZATION for individual business owners and other agencies. CRD commissions cannot deliver service.
- The relationship to the CEDC would be to direct the execution of the deliverables in the RDF.
 - The CEDC would contract services to fulfill the requirements of the RDF.
 - There is no expectation that the CEDC would direct activities beyond the RDF
 - The SBSS could enter into any other fee-for-service contract with other organizations.

Financial concerns

INTERIM REPORT



- Grant funding (85%)
 - Initially the **RDF Grant fund** would be contracted to the SBSS, with the CEDC (as grant recipient) overseeing the activities. The CRD would be the customer and would have oversight based on contract.
- Other services (15%)
 - The SBSS would need to spend time to develop products and services and identify grants needed.
 - The SBSS has identified the need to provide business consulting services to support local businesses.

COVID-19 has significantly impacted the execution of the project

WHAT IS THE BUDGET?



ORIGINAL VISION

- In-house team
- 4 f/t staff
- Physical space
- Total annual operating costs are estimated at \$325,000 per year for the first 3 years of operations.

REVISED PLAN

- Contracted specialists and brokering
- 1 p/t staff (and grow as demand and revenue grows)
- Virtual space
- Total annual operating costs under \$100,000 per year

WHERE WOULD ONGOING FUNDING COME FROM?



- The intent is the organization receive funding from:
- Revenue
 - from services
 - from indirect services (administrative fees)
 - Transaction fees levied on end user/consumer
- Contracts for work to other (island) entities: potentially the ChamberS of Commerce, Agricultural Alliance, CRD, Islands Trust
- Provincial grants
- Federal grants
- There will be NO ongoing CEDC contribution, only fee-for-service contracts

CAN IT BE FINANCIAL SUSTAINABLE?



- As a “start-up”, this entity will need to be responsive to market conditions. If it doesn’t provide value to its potential customers, then it will not survive.
- The CEDC is only concerned with the ability of the SBSS to deliver on the services specified in the RDF grant. There is no ongoing flow-through of funds.
- The CEDC is not expected to support this organization through the use of it’s allocation. It will CONTRACT with the SBSS for services.

Potential EXAMPLE:



One issue that's problematic for producers is securing raw materials in large quantities. If the SGISBSS is able to represent and negotiate with suppliers/shippers, it could charge for the services in many ways:

- A lump sum negotiation fee to all buyers
- A percentage of the sale from the sellers, like a commission
- An ongoing shipment fee (the businesses agree to pay a percentage as a contribution)
- A mark-up – the SGISBSS could find a place to store and distribute materials and charge a monthly fee for holding it.

From: [Legserv](#)
To: [CRDBoard](#)
Subject: FW: Inclusion of the Southern Gulf Islands in Community Futures – Cowichan Valley Service Boundaries (Ref: 251290)
Date: Monday, April 27, 2020 10:55:59 AM
Attachments: [251290 Bains Signed Final.pdf](#)

From: Minister, MAH MAH:EX [mailto:MAH.Minister@gov.bc.ca]
Sent: Friday, April 17, 2020 2:23 PM
To: 'Navdeep.Bains@parl.gc.ca' <Navdeep.Bains@parl.gc.ca>
Cc: Olsen.MLA, Adam LASS:EX <Adam.Olsen.MLA@leg.bc.ca>; Legserv <Legserv@crd.bc.ca>; Dave Howe <directorsgi@crd.bc.ca>
Subject: Inclusion of the Southern Gulf Islands in Community Futures – Cowichan Valley Service Boundaries (Ref: 251290)

Good afternoon,

Please find attached a letter from the Honourable Selina Robinson, Minister of Municipal Affairs and Housing.

Thank you.



April 17, 2020

Ref: 251290

The Honourable Navdeep Bains PC, MP
Minister of Innovation, Science and Industry
House of Commons
Ottawa ON K1A 0A6

Dear Minister Bains:

In February 2018, I wrote to you regarding equity in supporting community economic development and I requested a policy revision regarding the application of federal programs. In British Columbia we have places that can have the same characteristics as rural areas but be located in the administrative boundary of a larger urban region. My interest is in acknowledging these areas to be recognized as rural, and not urban, so they can access federal programs.

In follow up, and as an example, I am writing in support of the request of the Capital Regional District (CRD) for inclusion of Galiano, Mayne, Pender, Salt Spring and Saturna Islands within the service boundaries of Community Futures Cowichan, which is funded by Western Economic Diversification Canada. Although these Islands are in the vicinity of Greater Victoria, the island communities within the Southern Gulf Islands and Salt Spring Island electoral areas are rural in character.

As you may recall, in 2018 the Ministry of Municipal Affairs and Housing reviewed its own policy rationale used to determine the eligibility of rural electoral areas in urban regions for provincial and federal programs. The ministry determined that the CRD's three electoral areas (Southern Gulf Islands, Salt Spring, and Juan de Fuca) have all the characteristics of rural areas. Other areas of the provincial government have followed suit in recognizing the rural nature of these electoral areas and the importance of enabling access to programs that can help them to diversify their economies.

The Rural Dividend Fund now considers applications from the CRD's electoral areas and has funded multiple projects in these areas, and other areas of the provincial government are exploring ways to potentially expand eligibility for funding programs to the CRD electoral areas.

The ministry takes a leadership role in supporting British Columbia's local governments to build economically resilient and viable communities. Our continued collaboration with the Federal Government to provide rural areas with access to funding programs and supports is vital to building strong local and regional economies in the province.

.../2

Ministry of Municipal Affairs
and Housing

Office of the Minister

Mailing Address:
PO Box 9056 Stn Prov Govt
Victoria BC V8W 9E2
Phone: 250 387-2283
Fax: 250 387-4312

Location:
Room 310
Parliament Buildings
Victoria BC V8V 1X4

<http://www.gov.bc.ca/mah>

The Honourable Navdeep Bains PC, MP
Page 2

Thank you in advance for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Robinson', written over a light blue horizontal line.

Selina Robinson
Minister

pc: Adam Olsen, MLA, Saanich North and the Islands
Gary Holman, Director, Salt Spring Island Electoral Area
David Howe, Director, Southern Gulf Islands Electoral Area

Karla Campbell

From: Karla Campbell
Sent: Thursday, May 07, 2020 10:51 AM
To: 'Francine Z. Carlin'
Cc: directorssi; Randy Cunningham; Jason Griffin; Janice Harkley; Holly MacDonald; Daniel Wood
Subject: RE: STATUS Please: BC Rural Home Owner Grant Action

Francine,

The resolution was formally submitted to UBCM for the September 2020 convention for consideration by the UBCM membership.

At the time the staff report was presented to the Board I had not received a response from the province as to the rationale for the policy of only the northern and rural areas being eligible and excluding the CRD. Subsequently the province has provided the following responses to my questions:

1. Has it always been the case where the rural areas within the CRD are not eligible or designated as 'rural'; and what is the rationale for the rural areas within the CRD not considered as rural?

The Home Owner Grant Act was amended in January 2011 to define "northern and rural areas". The Capital Regional District has never been included as part of this definition. The rationale is described as part of the response to your next question.

2. Section 5.1 of the Home Owner Grant Manual states, "*the grant available for a residence located within the northern and rural area is up to \$200 higher than a grant for a residence located outside that area. The higher amount is provided through the northern and rural home owner benefit, which is funded by the revenue neutral carbon tax.*" Can you explain the policy behind this and connection to revenue neutral carbon tax?

The carbon tax connection comes from Budget 2009, where a commitment was made to provide a benefit of up to \$200 for northern and rural homeowners. This was announced as a recycling measure for carbon tax revenues and was to be implemented in 2011. Budget 2010 announced that the benefit would be provided as the "Northern and Rural Home Owner Benefit" for British Columbians outside the Greater Vancouver, Fraser Valley and Capital Regional Districts. It committed to providing a benefit of up to \$200 over and above the Home Owner Grant beginning in 2011.

Part 2 of the Carbon Tax Act (BC) was repealed in Budget Update 2017, ending the requirement to present plans and reports annually as part of the budget process. This removed the concept of "revenue neutrality". This section of the Municipal Manual should have been updated to remove the reference to the carbon tax as it's no longer accurate.

Karla Campbell, Senior Manager
SSI Electoral Area Administration



May 13, 2020

Colin Plant, Chair
Capital Regional District Board
625 Fisgard Street,
PO Box 1000
Victoria BC V8W 2S6

Reference: 293138

Dear Chair Plant:

Re: Integrated Transportation

Thank you for your email regarding integrated transportation for the Southern Gulf Islands and Salt Spring Island.

Our ministry is committed to building a modern, multi-modal transportation network that supports active transportation, public transit and other options that will lead us to a greener future.

Ministry staff have been working closely with the Capital Region District to advance public transit and active transportation projects. This work has included discussion about incorporating active transportation into our upcoming rehabilitation project on Fulford Ganges Road between Ganges Village and Cranberry Avenue.

I appreciate the Board's interest in meeting with me to discuss these matters. My staff are reviewing my schedule, and they will reach out to your office as soon as possible.

Thank you again for taking the time to write.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Claire Trevena". The signature is fluid and cursive, written over a white background.

Claire Trevena
Minister

Copy to: Leah Waters, Administrative Coordinator
Office of the Minister

April 1, 2020

File: 0400-20

The Honourable Claire Trevena
Minister of Transportation and Infrastructure
Room 306 Parliament Buildings
Victoria BC V8V 1X4
Via email: Minister.Transportation@gov.bc.ca

Dear Minister Trevena:

RE: INTEGRATED TRANSPORTATION PLAN FOR THE SOUTHERN GULF ISLANDS

On behalf of the Capital Regional District (CRD) Board I am writing to request that the Province develop a strategy and plan for ongoing coordination between BC Ferries, BC Transit, and Ministry of Transportation and Infrastructure road infrastructure planning to achieve integrated, low carbon and active transportation orientated solutions for the Southern Gulf Islands and Salt Spring Island.

We are looking for a provincial plan of action that will advance ongoing cooperation and coordination and will:

- *support public transit on the Southern Gulf Islands to parallel the very successful BC Transit service that operates on Salt Spring Island;*
- *provide seamless integration of water and land transit systems with public transit in neighbouring metropolitan centres at the Tsawwassen, Swartz Bay, and Crofton ferry terminals;*
- *promote and support active and public BC Ferry transportation alternatives for visitors to the islands; and*
- *investment in active transportation road improvements and cycling infrastructure on the islands.*

The Electoral Area Director for the Southern Gulf Islands, Dave Howe, the Electoral Area Director for Salt Spring Island, Gary Holman, and the Corporate Officer - General Manager, Corporate Services, Kristen Morley would like to meet with you to discuss these issues at your earliest convenience. Please contact Carolyn Jenkinson at cjenkinson@crd.bc.ca or 250-360-3125 to coordinate this meeting.

Please see the attached background to offer additional context for this request.

Sincerely,



Colin Plant
Chair, Capital Regional District Board

Attachment: Background

cc: **CRD Board**
 Director Howe, CRD Board
 Director Holman, CRD Board
 Robert Lapham, Chief Administrative Officer, CRD
 Kristen Morley, Corporate Officer, General Manager, Corporate Services, CRD
 Justine Starke, Manager, SGI Administration, CRD

CEDC EXPENSE – WORKING LUNCH WITH BRUCE WILLIAMS, CEO OF SOUTH ISLAND PROSPERITY PARTNERSHIP

February 25, 2020. Participating:

- **Holly MacDonald – CEDC Vice Chair**
- **Daniel Wood –CEDC Commissioner**
- **Janice Hartley –CEDC Commissioner**
- **Rob Pingle – Agriculture advisory**
- **Francine Carlin –CEDC Chair**

ROCK SALT RESTAURANT AND
CAFE
2921 FULFORD-GANGES RD
SALT SPRING ISB

CARD *****8188
CARD TYPE VISA
DATE 2020/02/25
TIME 3345 12:43:24
SERVR ID 4466
CHECK # 2052523
TABLE # 10
RECEIPT NUMBER
C82005378-001-001-317-0

PURCHASE
AMOUNT \$98.75
TIP \$19.95
TOTAL
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VISA CREDIT
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8080008000-7800

APPROVED
AUTH# 09837G 01-027
THANK YOU

CARDHOLDER COPY

IMPORTANT - RETAIN THIS
COPY FOR YOUR RECORDS

DRAFT FOR SIGNATURE:

June 18, 2020

Community and Employer Partnerships
Ministry of Social Development and Poverty Reduction
Employment and Labour Market Services Division

To Who It May Concern

On behalf of the Salt Spring Island Community Economic Development Commission we welcome the opportunity to support the Farmland Trust's application for a Job Creation Partnership grant (JCP).

We understand that the Farmland Trust's application is a Covid-19 response and recovery initiative that will address food security and food resilience needs for Salt Spring Island via the Root. The Root is a hub for local food education and initiatives, operated by the Salt Spring Island Farmland Trust, for the benefit of the community. This application would be incremental to the current work of the Root.

As a result of the Covid-19 crisis, considerable food resilience needs have been exposed. To validate these concerns the Root is requesting funding for two persons to engage in community and stakeholder outreach, define needs and assist in program and operational plan development. This evidence-based work will ensure that the programs and services being delivered by the Root will contribute to the goals of increasing local agricultural production and food resilience for the Salt Spring Island Community as a result of the pandemic and beyond.

This JCP grant would provide the persons working on behalf of this project with skills development in leadership, program development and coordination, as well as community engagement. CEDC believes this will be a valuable initiative that will enhance community economic development and contribute to the strength and continuity of the island's agricultural growers and producers

Respectfully,

Gary Holman, SSI-EA Director

Francine Carlin, CEDC Chair