



Making a difference...together

## Minutes of the Regular Meeting of the Southern Gulf Islands Community Economic Sustainability Commission Held May 18, 2021 at 1pm by Zoom Video Conference

---

**Present:** David Howe, CRD Director, Ian Elliott, Chair (Pender) Mike Hoebel, Vice Chair (Galiano), Paul Brent, Treasure (Saturna), Deb Goldman (Mayne),  
**Staff:** Justine Starke, Manager, SGI Service Delivery; Don Elliott, Senior Manager, Regional Housing; Melody Pender – Recorder; SGI Liaison: Emma Davis, Katie Dentry, Kat Ferneyhough;  
**Participants:** Ed Andrusiak, Joanna Speed

The meeting was called to order at 1:05pm

### 1. **Approval of Agenda**

**MOVED** by Commissioner Hoebel, **SECONDED** by Commissioner Brent that the agenda be approved as presented. **CARRIED**

### 2. **Approval of Minutes** of April 20, 2021 be approved as presented

**MOVED** by Commissioner Brent, **SECONDED** by Commissioner Goldman that the minutes of April 20<sup>th</sup> 2021 be approved as presented. **CARRIED**

### 3. **Financial Report**

- Commissioner Brent briefly reviewed the April YTD 2021 Revenue and Expense report stating 65% of the budget is still remaining.
- Commissioner Brent presented the preliminary draft budget for 2022 indicating no changes from the 2021 budget other than the estimated 2% annual requisition increase.

**MOVED** by Commissioner Brent, **SECONDED** by Commissioner Hoebel that the financial report and preliminary 2022 budget be accepted as presented. **CARRIED**

### 4. **SGI Housing Strategy** – Don Elliott, Senior Manager, Regional Housing

Justine gave a brief background on the housing strategy and introduction of Don Elliott. A housing strategy is being developed for the Southern Gulf Islands based on the needs of island communities as discussed in previous meetings. Acknowledgement was given that the needs of the SGI's is urgent and the current programs available are not meeting the needs. The goals and objectives for the Community Housing Strategy were presented for discussion (attached). The goals and objectives recognize the challenge of rural settings and that there won't be a one size fits all but rather a focus on a mix of housing options is necessary.

### 5. **Food and Ag update** – Ed Andrusiak

- Ed gave an update on the status of the various projects. Many projects have been started while some are close to wrapping up. They are still looking into funding for equipment that wasn't eligible under the current grant. The FRA will continue to think about which direction to take in regards to its structure, for now they will stay as an association.
- Emma Davis submitted the Wider Lens report (attached) on behalf of the Galiano Food Program and briefly discussed the highlights

**MOVED** by Commissioner Goldman, **SECONDED** by Commission Hoebel that the CESC accept the report as presented as it fulfills the requirements of the CESC from the Galiano Food Program. **CARRIED**



Making a difference...together

**6. SGI Liaisons Update – Justine Starke/Liaisons**

- Working on the housing strategy and identifying what projects to work on in 2022
- The Transportation program with WATT Consulting is well on its way, the advisory meetings have taken place and the information is now being compiled
- Work is still moving forward on the connectivity project when Staff have information to be released Justine will report back.
- CRD was awarded 2 intakes of grant funding for COVID Restart from the Province. Director Howe has chosen to put the money in the GIA service to support the community groups.
- Mayne and Galiano Islands Liaisons gave an update on the work they are carrying out on their islands in particular supporting the consultants in the active transportation project, supporting businesses with COVID grant funding to name a few

**7. Old Business**

- At the last Commission meeting you requested a change in the Bylaw to allow for an increase in membership with the addition of up to 4 commissioners at large. A Bylaw Amendment was submitted (attached) to Electoral Areas committee and then on the consent agenda at the board meeting and staff now have been given direction to make that bylaw change.

**8. New Business**

- Melody gave a brief update on the Community Resource Centre. They were successful in obtaining a grant from Island Coastal Economic Trust for a Community Sustainability Director to work on an economic strategy and COVID restart support for the Southern Gulf Islands. They are down to four candidates with the final interviews by the end of the week and hope to introduce the successful candidate at the June meeting.
- Commissioner Goldman informed the commissioners of a joint grant that was submitted with Gulf Islands Galisle Affordable Rental Housing Society for the sector transformation fund, working together to help leverage the two housing builds and will allow for project management. It's a great model of collaboration of the Gulf Islands.

**9. Adjournment**

**MOVED** by Commissioner Hoebel that the meeting adjourn at 2:37pm

**10. Next regular meeting – proposed Tuesday, June 15<sup>th</sup>, 2021 at 1pm.**

# Community Housing Strategy

Southern Gulf Islands Electoral Area



---

Capital Regional District | May 2021

---

## Goals:

1. Recognize the rich cultural history and thousands of years of residential use of the islands by First Nations peoples.
2. Recognize the rural, islands context and approach affordable housing in a way that upholds the mandate of the Islands Trust Area.
3. Ensure a mix of housing options to meet needs across the spectrum: workforce housing, seniors, and families geared to low and median incomes.
4. Develop and support purpose built, multi-family affordable housing.
5. Provide opportunities for affordable housing within existing settlement patterns.
6. Focus on providing both rental and ownership housing that is affordable and prioritized for island residents.
7. Control affordability of affordable housing through housing agreements.
8. Support islanders providing housing for islanders.

## Objectives:

1. Explore the Potential for a CRD Rural Housing Program
2. Establish Annual Affordable Housing Demand Estimates
3. Support Third Party Affordable Housing Projects
4. Consider How to Support Pre-Development Expenses for Affordable Housing
5. Cottages and Suites - Use Existing Zoning
6. Enabling Alternative Housing Types
7. Whole Government Approach: Interagency Collaboration and Advocacy



**A Wider Lens: SGI Food Resilience Considerations  
for the CRD's Southern Gulf Islands Community Economic  
Sustainability Commission (CESC)**

**Galiano Community Food Program**

The Galiano Community Food Program (GCFP) is a non-profit that strives to ensure that Galiano Island is a thriving, livable, food-secure community, where every resident feels included, welcome and empowered to build a deeper connection with their food system. In so doing, the Program improves Galiano's ecological sustainability and community resilience in the face of climate change and uncertainty.

**Report Purpose**

The purpose of this report is to review two recent local GCFP projects through a regional lens, and identify which issues raised on Galiano might resonate on other Southern Gulf Islands, and also which might best lend themselves to being addressed at a regional level.

The first project was a pair of surveys that were sent out in the early days of Covid, and the second was a networking event for Galiano food producers and vendors. This report reviews each of the projects and then recommends actions the SGI Food Resilience Alliance (SGI FRA) might take to expand this work to a regional level.

**Part 1: Covid Impact Surveys**

**Background**

In May of 2020, the GCFP and the Galiano Farmers' Institute conducted two surveys to better understand the impact of COVID-19 on Galiano's food systems. There was one survey for growers, and another for restaurants and grocers.

We invited 20 farms to participate and received responses from 15. We were very happy with this level of response. The results provide qualitative information to help better understand what challenges our growers and producers are facing and what supports might be needed. Although the results can't be extrapolated beyond the individuals who responded due to the very small sample size, they may help identify some themes that might be useful.

**Survey 1: Galiano Island Grower and Vendor Covid Impact Survey Summary**

**Context**

Galiano's food security was already challenged before the additional impact of the pandemic. These challenges are shared by the other SGIs and are well-covered in the SGI Food And Agriculture Strategy (2017).

Galiano's farmers are mostly small operations, on 5+ acres, practicing organic, regenerative, or other methods of farming. None are certified organic, nor identify as conventional. Most farmers are over 55 years of age and have been in operation for over 10 years. There are some young farmers as well—four of the respondents are between 35 and 54 years of age. Most earn under 15% of their incomes from their farms.

### **Survey Results**

For the most part, the concerns and perspectives summarized below continue to be a concern on Galiano, and are likely to resonate for Pender, Mayne and Saturna growers as well. One exception is that a significant concern for respondents at the time of the survey was the issue of ferry service disruptions. For the most part, these service and capacity issues have since been resolved and sailing schedules have been restored. Findings relating to this issue have therefore been left out of this report.

### **Covid Impacts**

Galiano farmers are adaptive and creative, and most estimated it will take them less than a month to get back to business as usual once the pandemic is over. They saw opportunities presented by the pandemic situation, including an increased interest in local food in the community. This included both an interest on the part of consumers to purchase more local food, as well as an interest in growing more food themselves, as evidenced by an increase in sales of starts and a new gardening community via social media. They mentioned hope for the development of more agricultural land, the nurturing of new farmers, and strengthened community relationships to food producers. Most of the farmers indicated that they are making changes to what and how much they produce as a result of the pandemic.

Examples included:

- Increasing production
- Offering skills training and education
- Buying extra yearlings for beef sales next year
- Fewer edible flowers and more hearty fare
- Higher value-added stock

However, they were facing significant hurdles that challenge their operations. Their top concerns were:

- Market volatility and global recession
- Disruption in the supply chain (eg seed shortages)
- Personal/staff health and safety
- Decrease in consumer spending

The main financial obstacles they were facing at the time were:

- Lost revenue/reduced consumer spending
- Reduced cash flow
- Labour constraints
- Inability to conduct business as usual
- Increased cost of inputs (primarily feed and seed) and services and transportation

### **Hay**

Hay is classified as dangerous cargo for transport on BC Ferries, and access in the SGIs is always challenging. In the context of the pandemic, there is increased uncertainty about ensuring a hay supply for the winter and getting it shipped here.

*“Hay supply is an issue here regardless of Covid 19. Over numerous years of personally organizing the bringing of semi loads of interior 2nd cut hay to Galiano it worked well, but quite consistently the providers were hassled in one way or another by BC Ferries when they got to Tsawwassen terminal. This increased in the more recent years. Last year none of the remaining mainland hay haulers would bring us hay, claiming understaffed or too busy, or not interested. Previous suppliers were always paid on receipt of goods and without complications. In some years the quality of the hay was not always what was desired for sheep, but because well cured interior hay it kept well through the winter. Supply from Vancouver Island hay dealers of interior hay adds greatly to price because of ferry costs to Vancouver Island and then more cost back to Gulf Islands making it unaffordable.”*

### **Meat Processing**

Meat processing was particularly concerning while growers were coping with reduced ferry service. However, it is always a challenge for Galiano producers, as there is no licensed abattoir on Galiano, and the ferry schedule means significant travel time to reach the processors on either Salt Spring Island, Saturna Island or Vancouver Island. This is logistically challenging for producers and stressful for the animals.

### **Markets**

Nearly all farmers report that in past years they have usually been able to sell everything they produce. At the time of the survey, growers expressed concern that their usual local purchasers (restaurants, Saturday Market shoppers) would be able to afford to continue to shop locally during these economically challenging times. The Saturday Market restricted participation to food vendors when they first re-opened, which reduced the traffic at the market (it has expanded since), and not all growers were comfortable participating—some opted to sell via local grocery stores or via farmstands and pop up stores instead, and not all have returned to the Saturday Market, so the impact has been enduring.

### **Labour**

Most Galiano farms are too small to rely heavily on labourers, however, some farmers reported labour shortages due to pandemic distancing requirements. These include both paid labour and WWOOFers/interns. Galiano also faces a critical lack of affordable housing, which is always challenging when hiring staff.

### **Looking Ahead**

When asked about the main challenges they foresaw for the coming months, farmers mentioned the same concerns above continuing, as well as:

- Uncertainty, fatigue
- Time required to create health & sanitation protocols
- Wanting to educate local consumers about local food

### **Solutions**

When asked they'd rate how important proposed support options would be in the coming months, respondents indicated a strong desire for:

- Support with marketing products cooperatively with other farmers on Galiano or in the region, to Galiano grocery stores as well as other markets. As a result, in the months since, the GCFP has ramped up promotion of the Galiano Grown label program and has seen much higher uptake of this program (see the Recommendations section for more info about this program).

- More information from Galiano's vendors about the types of products they are interested in buying, in what volume, at what price, and how they expect it to be processed/packaged, delivered and invoiced. As a result, the GCFP coordinated the Meet Your Maker event in Jan 2021 - see next section for more details.

Three respondents were interested in each of the following:

- A space where you can drop off produce for sale and your produce will be sold for you (the GCFP has since helped to connect more Galiano growers with the Gulf Island Food Co-op, which offers this service).
- Support setting up a CSA (The GCFP has since connected interested Galiano growers with a webinar series for growers on Community Supported Agriculture Programs from Farmfolk/Cityfolk. The feedback was that this was a very worthwhile resource.)

There was only very limited or no interest in:

- support with online marketing
- support selling to restaurants on Galiano
- low interest loans with flexible repayment
- an online forum where experiences, questions and answers can be shared with other farmers in the region.
- Support accessing government emergency financial programs
- Marketing to Salt Spring grocery stores.

### **Galiano Island Grocery and Restaurant Covid Impact Survey**

Galiano has a very high number of restaurants given the size of our population—14 at the time of the survey. As a result, the impacts of Covid may be slightly different on the other SGIs which have fewer restaurants per capita. (Mayne has 4 restaurants and 4 groceries; Saturna has 1 store and 4-5 restaurants.) The principle takeaway from this was that the restaurants and, to a somewhat lesser extent, the grocery stores, are keen to source more locally grown products and interested in making an effort to do so.

See Appendix A for details of the Grocery and Restaurant Survey.

## **Part 2: Meet Your Maker Event Summary**

### **Background**

The project was a gathering for Galiano farmers, fishers, foragers, markets, restaurants and grocery stores to come together, make connections, discover opportunities and find new partners. This event was an attempt to address some of the needs that was identified via the Covid Impact surveys. Growers had identified that they were interested in support for marketing products cooperatively with other farmers on Galiano or in the region, to Galiano grocery stores and other markets, as well as obtaining more information from Galiano's vendors about the types of products they are interested in buying. As well, both restaurants and grocers indicated that they would like to be able to carry some locally-produced products that aren't currently available.

On January 30, 2021, the GCFP hosted this 2-hour event via Zoom. (We also hosted a couple of attendees at the South Galiano Community Hall so that we could support their technical needs.) In attendance were 15 growers, 3 grocers, 3 farmers' market reps and 9 restaurateurs. The 6 growers that didn't attend included 2 medium producer growers and one large meat producer. We also reached out to three fishers but were not successful in that outreach—this may be because the GCFP's relationships with the local fishers is not as established as with the growers.

Before the event, attendees submitted information about their operations via a survey, and the answers were circulated to all the attendees ahead of time. These profiles helped jumpstart the conversation on the day of the event. (See samples in Appendix B.)

Although the event itself was only 2 hours, it required a fair amount of preparation and coordination. We worked hard to ensure that there was adequate attendance to make the event a success. We promoted the event to our email mailing list, via social media, and in person. We reached out to each of the restaurants and grocery stores, and some of the growers, to better understand what would make the event worthwhile—these discussions were very informative and helped us shape the event to better meet the needs of the participants. It also included quite a bit of chasing people down to ensure they RSVP'ed and filled in the pre-event survey. We relied heavily on the GCFP's existing strong network and in the end we were very happy with the attendance. In retrospect, it's apparent that raising awareness of the event itself served to increase the profile of food security and local food as issues of concern in our community, and get growers and vendors thinking about the role they play in this area.

### **Event Outline**

- Introduction
- 4 breakout sessions with each of 4 groups of growers meeting in turn with
  - Grocers
  - Markets
  - Restaurants with seasonal menus
  - Restaurants with year-round menus
- Whole group discussion and intro to Galiano Farmers Institute

### **Overview and takeaways**

Even though the event was held over Zoom, the event provided an opportunity for connection at a time when such opportunities are limited because of the pandemic. There were a lot of comments both during and after the event about how great it was to actually see and connect with other members of our community.

During the event itself there were lots of discoveries of possible new partnerships. e.g. *'We'd like to try your melons this season', 'I'll take your compost!'*. There were rich conversations of what each side needs from the other—both growers and vendors came away with a much clearer understanding of the limitations and requirements for potential partners.



There was also collaboration between growers—they shared things that work for them that might help address other growers' challenges (i.e. "This has worked well for us, might work for you.") Participants also identified challenges they see in improving food security on the island. There was a shared desire all around to increase partnership and availability of local food.

One basic assumption of the event was that there were untapped opportunities for growers to serve the markets of the restaurants and grocery stores. It was apparent from the event that in fact, Galiano doesn't have anywhere near enough growers or land in production to meet the needs of those markets. The growers who are here are able to find markets for all their food, (though often not at a viable price). The restaurants and grocery stores need far greater volume than our growers can provide, across a very long season, and in many cases, it just doesn't make sense or isn't possible for the growers to try to serve this market. There were exceptions, and it will be interesting to see if these new partnerships are sustainable. There also does seem to be an opportunity for farmers to provide value-added products, especially if they are shelf stable, to some vendors. Some examples that seemed promising were tea blends and flavoured honey. As well, although the restaurants may have been disappointed that there weren't more growers able to meet the demand, the event did help them to better understand the needs of and constraints for the growers, an important first step.

Perhaps the most important theme of the event was the desire for ***improved cooperation and communication***. Growers expressed a wish for an online platform and more opportunities to connect, in order to collaborate with one another, to share knowledge and resources, to coordinate so as not to duplicate offerings, and to better meet the demands on the island. They'd also like to better collaborate on setting more consistent pricing. There was talk of a more cooperative approach, so farmers could collaborate to try to fill one order, which would reduce the communication overhead for the vendors. Galiano's new Farmers Institute gave a presentation at the event and invited more Galiano growers to join as members.

Another need is for a way for the growers to better communicate with the grocery stores, restaurants and market shoppers about what they have available for sale, generally and when there is a surplus, and at what price. In addition, restaurants and grocery stores could share what they're looking for, so growers could try to meet the need.

In retrospect, the event itself served a huge outreach need, and helped our growers see themselves as more of a connected community, as well as built bridges between our growers and the restaurants, grocery stores and markets. It also helped the Food Program deepen its relationship with the growers and the food businesses.

See Appendix C for comments from attendees about the event.

While much of this event involved discussions about opportunities for business partnerships between individuals, there was also a significant amount of discussion devoted to challenges to increasing food

security that are likely highly applicable to the other islands and to the region as a whole. See Appendix D for detailed discussion notes from the event.

### **Next Steps**

It was clear that this event served a need and was a valuable exercise for the participants. The GCFP intends to coordinate a second annual *Meet Your Maker* in the winter of 2021 (likely in person).

The need for communication tools is a clear area where action is needed to support Galiano's food producers and vendors. At this time it is unclear who might have the capacity to coordinate this. Over the next few months, the GCFP plans to explore possible solutions, including what has worked well for other communities, and see what might fit within the capacity of the organization, possibly in collaboration with other local organizations.

The GCFP will also look into offering a microgreens workshop that might provide a stepping stone for one or more local growers to launch an operation that would serve this need that was identified in the local market.

### **Part 3: Recommendations**

Much of what was worthwhile about these two projects could likely have impact on the other Southern Gulf Islands as well. The recommendations below are divided into those that would likely resonate on the other individual islands, and those that could be addressed at a regional level.

#### **Recommendations for other Southern Gulf Islands**

##### **1. Surveys**

Much of the success of these GCFP projects was because they involved significant consultation with Galiano's food producing community to determine what action would be effective. As such, the CESC may want to start by conducting outreach on the other islands to assess what needs are the highest priority. This could build on the GCFP work in one of two ways: using the survey templates that the GCFP used (e.g. "Which of the following 10 challenges are you facing?"); or rolling out a simplified survey that aims to confirm if the issues and priorities identified on Galiano (as well as the suggestions for action items below) resonate on the other islands (e.g. "Rate the following 3 challenges in order of priority for you.").

##### **2. Farmfolk/Cityfolk Community Supported Agriculture (CSA) Webinar Series**

In the surveys, Galiano growers identified an interest in getting support setting up a CSA. Growers on the other islands may also be interested in learning more about this marketing model. Although the Farmfolk/Cityfolk Webinar Series has ended, perhaps they could be persuaded to run it again if there is sufficient interest on the other islands. Alternatively the series may have been recorded and could be distributed for people to watch on their own time (but with less interaction).

### 3. Gulf Islands Food Co-op Table (GIFC) promotion

In the surveys, Galiano growers expressed interest in a space where they could drop off produce and it is then sold for them. The GIFC already offers this service but it seems as though some Galiano growers weren't aware of it, or didn't have enough information about it. This might be true on the other islands as well. The GCFP was able to raise the profile of the GIFC via the Meet Your Maker event, where growers were able to connect directly with GIFC personnel, but other approaches that would also be effective might include an (in person or online) open house with GIFC for all growers in the region.

### 4. Local Label

In the surveys, Galiano growers indicated a strong desire for support with marketing products cooperatively with other farmers on Galiano or in the region, to Galiano grocery stores as well as other markets. As a result, in the months since, the GCFP has ramped up promotion of the Galiano Grown label program and has seen much higher uptake of this program. The other islands may benefit from rolling out similar label programs in their communities.

The Galiano Grown label was launched in 2018, after design and wording consultation with growers, and saw modest uptake in the first few years. There is one version of the label for growers to use, with a call to action to ask for more information about growing practices, and another version for restaurants and grocery stores. The label is available as a poster, a table-top tent card, a rack card (used on grocery shelves), and as stickers for products.

The purpose of the label is to promote buying local, to spark educational discussions between buyers and growers about growing methods, and to raise awareness and appreciation of the sustainable growing practices that Galiano's growers are using. A side benefit of the label is that, to some extent, it holds farmers accountable for their growing practices bringing them to the forefront of discussions with customers.

One Galiano grocer has used the labels regularly since the program rolled out, and it's also used at the Saturday Market and farm stands, and various restaurants. (See Appendix D for pictures of the label.) The feedback has been positive—residents say that they love knowing which products are raised and grown right here on the island. The pandemic has brought a renewed interest in local food which has made this a great time to refresh this program. This year, as a result of the promotion of the label (in our local paper, by email, and as part of the *Meet Your Maker* pre-event surveys), there are 15 restaurants, growers and grocers who have requested labels. As some other vendors may have labels leftover from previous years, the number participating in the program this year may well be higher. As the use grows, the recognition of the image grows, and the impact increases accordingly.

### 5. Support Accessing Government Emergency Financial Programs

Although growers didn't express a desire for support in this area, restaurants responding to the Covid survey did indicate that they could use support accessing government emergency financial programs. The GCFP hasn't done much to assist in this area, but perhaps the Community Resource Staff on each

island could reach out specifically to island restaurants to offer assistance with accessing government programs.

#### 6. *Meet Your Maker* Events

Events held on each island that were roughly equivalent to the event held on Galiano would likely be of similar benefit in those communities, providing an opportunity for networking and collaboration both among growers, and between growers and food vendors. The specific focus of the event might vary from island to island, depending on the life cycle of the food community on each island. Themes might include:

- Meet and greet, so that growers can connect with other growers, and also so that growers and vendors can connect with one another and explore opportunities for partnership.
- What does each party (growers/fishers/foragers and grocers/restaurants/markets) need from the other to increase local food access?
- How to improve communication and collaboration among growers, including ways that growers could share information and tips, coordinate growing plans (so as to not duplicate timing and varieties), discuss pricing, and/or explore co-operative approaches to marketing.
- How to improve communication between growers and vendors, so that vendors know what is available and growers know what products are desired.

Late fall 2021, in the growers' and vendors' off-season, is probably an appropriate target window for these events. The Ministry of Agriculture offers funding through their Knowledge Transfer program that may be available to cover expenses for these events event:

<https://www2.gov.bc.ca/gov/content/industry/agriculture-seafood/programs/knowledge-transfer-events>

### **Recommendations for Regional Action**

- Regional Meet Your Maker Event

There was interest in the surveys for support with regional marketing. Once island by island Meet Your Maker events have been held, it may be beneficial to host a region-wide event with a similar focus. This would provide a forum for restaurants and grocery stores to learn what products they can't source on their own islands might be locally available, and to start to build connections with those growers.

Although some kind of catalogue could also serve this need, the relationships are at the heart of these partnerships and an initial face-to-face connection will go a long way to fostering those relationships.

- Bulk Buys of Inputs

Some agricultural inputs are hard to access from the islands, and the overhead of travel is a drain on both time and finances for growers. Coordinated purchasing, with delivery, would help reduce those burdens on growers. In particular, the issue of hay is very much one that warrants consideration at a regional level. Addressing the hay needs of all four SGIs at once might provide the economy of scale needed to find a viable solution. Similarly to this, there may be equipment that could be purchased for use across the region.

- Training Opportunities

Some training and professional development could be coordinated regionally. Our communities' new facility with remote tools (e.g. Zoom) as a result of the pandemic provides an opportunity to offer such opportunities to the entire region and take advantage of economies of scale that may be available. For example, the Microgreens workshop that GCFP is considering offering could be offered to growers on Pender Island. (Mayne has an established microgreens business, and Saturna might not be a large enough market to sustain a microgreens business.) This is especially suitable because the transportation challenges mean that a grower who launches a microgreens business on one island isn't likely to be competing with growers on other islands who may be interested in a similar venture. A valuable side benefit of this type of activity is that it is likely to offer opportunities for regional connections between participating growers, and the event could be coordinated in such a way as to foster those relationships (e.g. meet and greet component built into the schedule). The Mayne Island microgreens business, Christina's Garden, is run by Christina Petchloff, who has also offered to provide a session on her experience.

- Meat Processing

The lack of an on-island meat processing facility that Galiano growers deal with is a challenge also faced by growers on Mayne and Pender, and is another area that needs regional consideration. The Pender Island Farmers' Institute recently applied for CERIP funds to support a mobile abattoir, however, their application wasn't successful. (CERIP opted to fund improvements at the SSI abattoir.) Perhaps a regional SGI proposal for all three islands would be more successful in future applications.

- Veterinary Services

Saturna and Galiano don't have on-island vets. While Pender and Mayne Islands do have veterinarians, (and the Mayne Island vet offers a regular clinic on Galiano) none of the four islands have a vet that specializes in large animal care. The large-animal vet on SSI does come to Galiano (and perhaps to the other islands as well) but her visits are sporadic and there is no one currently coordinating with the growers to ensure that they are aware of these visits and able to take advantage of them. Preventative medicine (vaccinations, worming treatments) are required on a fairly predictable schedule. Husbandry producers on all four islands might benefit from some coordination of these services, scheduling them well in advance on a regular schedule, and ensuring growers know about them and can access care if needed. In addition, vets are limited in their ability to offer over-the-phone emergency support for patients they haven't seen face to face within the last year, but having had a single in-person appointment means there may be options such as prescription medicine, without the requirement of an emergency visit.

There are other long-standing issues that are well-known within the region, and that came up again during these two GCFP initiatives. Although there are no specific suggestions about how to tackle these concerns, it is important to keep them at the forefront of any discussions about how to address regional agricultural needs. They include:

- Aging farmers
- The lack of affordable housing
- Limited access to arable land

- Limited and expensive transportation options, especially between the Southern Gulf Islands

One final thought - For the most part, this report is focused on professional growers. There are also opportunities to increase local food security through amateur growing as well. The GCFP has a lot of experience encouraging this, and a possible next step might be a presentation on what we've done and what's worked, to organizations on the other islands that may wish to use the GCFP model.

The GCFP mandate does not support work to advance food security outside of Galiano, so we would not be able to directly coordinate surveys and events for the other islands. However, given the GCFP experience with these two projects, we believe that these two projects will be most successful if there is a local island project coordinator for each island. (As a reference, the *Meet Your Maker* event took over 40 hours of coordination for Galiano alone.) The GCFP would be more than willing to share our material and provide support to these coordinators to facilitate the rollout on the other three islands. Further discussion is needed to work out these details (hours, rate, etc.)

Note: the Gulf Islands Food Coop Asset Mapping project may also dovetail well with the survey. It's possible that the survey should be drafted so as to gather information to also support the asset mapping project. Further discussion with the GIFC is required.

## Appendix A Galiano Island Grocery and Restaurant Covid Impact Survey

We invited 14 restaurants to participate and received responses from 6. These included 2 high-end dining restaurants, 3 casual/family restaurants, which also included take-out options, and 1 catering/events establishment. We invited 6 grocery stores to participate and received responses from 5—these included the Fishery Afloat and the Saturday Market.

### **Covid Impacts**

At the time of the survey, the grocery and restaurant respondents were very concerned with significant immediate economic impacts of the public health orders—four restaurants and one grocer had to close completely (though have since re-opened), two delayed their seasonal openings—while others have had to significantly adjust their business models (e.g. to take-away, pre-packed grocery items made in house at restaurants, renovations to move operations outside, reduced hours.)

### **Survey Results**

Retailers reported the following main impacts to their operations:

- Lost revenue/reduced consumer spending
- Reduced cash flow
- Inability to conduct business as usual
- Increased expenses
- Market volatility and global recession
- Increased costs, including for Personal Protective Equipment
- Personal and staff health and safety

### **Revenue**

Revenue impact varied. One grocer and one restaurant reported slight initial increases in revenue. The decreases faced by grocers ranged in amount, but for the restaurants it was high: 50-100%. The main area where respondents reported increased expenses was in wholesale groceries and retail groceries.

### **Customer Habits**

Grocery retailers have observed changed habits in their customers—shoppers were stocking up on non-perishable goods, produce and coffee, but tourist numbers were low. Local shoppers weren't traveling off-island to shop as much as usual, which brought more local business at first, though that is reduced now.

### **Supplies**

When it comes to interruptions to goods and services, the primary issue was with supplies. Respondents reported challenges sourcing products such as signage PPE, flour, other grains, meat/fish and produce. They also reported significant price increases because of demand and interruptions in supply chain due to disruptions such as migrant worker travel restrictions and other public health implications.

### **Staffing**

Staffing considerations are likely to have shifted significantly since the time of the survey, due to changes in government supports available. At the time of the survey, respondents reported varying staffing considerations: increased staffing needs for some to meet the public health requirements, but not for

others as their business overall was reduced. One restaurant did comment that “Staff receiving CERB do not wish to come to work until government support stops”, while another restaurant said “Suddenly we don’t have any staffing problems as everyone is looking for work. Sadly we have nothing to offer.” There were concerns that staffing challenges would result if the workforce was facing significant rates of illness.

### **Looking ahead**

Restaurant respondents were anticipating it would take them more than 12 months to get back to normal if the pandemic ended today. Grocers were more optimistic, estimating 3 months maximum. Respondents anticipated the following challenges in the months to come that are likely still pertinent:

- High demand combined with local concerns about exposure to Covid resulting in a lot of pressure from the community.
- Border closure and reduced tourism significantly lowering visitor traffic.
- Inability to host large groups reducing revenue.
- Three restaurants indicated that they could use support accessing government emergency financial programs.

Respondents anticipated the following opportunities in the months to come that are likely still pertinent:

- Local traffic is up.
- More interest in buying local products

### **Local products**

Both restaurants and grocers indicated that they would like to be able to carry some locally-produced products that aren’t currently available. (See the following section for more detail about this.)

Three out of five grocery stores were aware of the Galiano Grown label program.



## Appendix B: Sample *Meet Your Maker* Attendee Profiles

### **Lisa Gauvreau** BABES IN THE WOODS

Does sell Galiano products.

Would like to sell more Galiano products.

Priorities: Quality, consistency, then price.

I'd like local growers to know: I would tailor my menu to offer more variety if I knew what/when their products would be available. It's laborious to have a whole bunch of zucchini show up and deal with too much at one time. (summer is busy, and I've already planned/costed the menu, there isn't time to make adjustments) If there was a rollout of what and when it's available, I would have more time to use more products from the island. I say variety because I'm finding that I am only making room on my menu for items that I already bring in through my supplier. Therefore I am using local items to substitute for menu items that I have already cost and use. I want the opportunity to give the local farmers a standing order, a list that captures how much of each product I will use over a fixed time. Knowing which/when the products are available could extend the period that I am buying locally if I were more organized. Planning is everything! I wonder if there could be an option to buy off-season the items that store well over the winter, onions, potatoes, and squash. I would keep buying, though the year. I can see that the risks outweigh the benefits since I would be buying less and storing may be problematic, but maybe I could commit to buying a fixed amount for even a 3-month period?

Contact Info: 250.539.2817

### **Jessica Kirkwood** SEA TO SEED FARM

Produce Farm, Forager

Main Products: Eggs, greens, veg, tree fruit

Farming for: less than 20 years

Delivery: It depends

Looking to grow business.

I'd like vendors to know: That we are here, trying to establish ourselves as a farm & trying to find which specialty crops to grow.

Contact info:

### **Cedana Bourne** GALIANO CONSERVANCY FOOD FOREST

Produce Farm, Forager

Main Products: Greens, berries, edible flowers, Forest Garden Tea.

Farming for: Less than 20 years

Delivery: It depends

Looking to grow business, but have labour considerations.

I'd like vendors to know: We are growing a wide variety of produce in Forest Gardens which mimic the architecture and beneficial relationships of forested ecosystems, resulting in thriving, productive growing spaces rich in biodiversity and beauty.

Contact info:

## Appendix C - Select Event Feedback Survey Comments

### Farmers

What was your favourite part?

- *Access to restaurants and other growers I will now contact*
- *Talking to the growers*
- *Being able to talk directly with everyone - the growers, and to restaurants to learn what they need.*
- *Seeing other peoples faces! and learning about their needs and roadblocks to success.*

Other comments from the Farmers:

- *I recognize the forum was the first step in meeting a challenging need... as far as I'm concerned, it was a very successful first step. It highlighted for me that many of us are in the same boat... and gave me ideas about cooperation that would help all of us. Thanks for this... I look forward to taking advantage of the contacts and doing what I can to make things better.*
- *Thank you for organizing! I think it is valuable to see each other and hear a bit about their situations and to get people to think about other possibilities because it is easy to just do what is already (sort of?) working.*
- *I thought it was a great learning experience. I wish we were able to do meat sales by piece*
- *It was great and hope to do it again!*

### Vendors:

What was your favourite part?

- *The welcome package was brilliant. It was good to know that there is hope of figuring out a system that works for everyone. Great to get to meet the newcomers to the island too.*
- *As a vendor, I enjoyed hearing the different needs of the growers, trying to figure out how I can be helpful*
- *Learning the varied experiences of how folks are taking on small farming practices.*
- *Restaurants owners and growers were able to meet and discuss the needs and availability*
- *Getting to connect with so many people*

Other comments from the Vendors:

- *Well thought-out. Info sent out ahead of time was useful. Seemed to me people walked away from this with some clarity, new ideas and connections. Thank you.*
- *Very grateful for the opportunity to get this discussion going. I think this will greatly benefit producers and consumers alike*
- *Great event, learned a lot, very glad to have taken part*

## Appendix D Meet Your Maker **Discussion Notes**

### General Challenges

- Growers have no trouble selling most of their food (plus or minus zucchinis / garlic at the height of the season). The issue is making it economical.
- Timing - very important for grocers and restaurants, but hard for growers to predict, because it's so dependent on the weather
- Pricing. Growers need to get a fair price. Hard to figure out how to price things. Prices come from the source of planting resourcing. Buyers want to know the price ahead of time. Growers can't say specifically how much it is before the season, but they can give a range and it shouldn't change too much over the season. Easier for more experienced farmers.
- Commercial kitchen - hall kitchen cleaning fee is too high during covid

### General Discoveries

- Not everyone knows about Galiano Grown. Has tourism value.
- Microgreens, gourmet greens, tender greens, herbs, edible flowers - all better to buy local because of price and quality. No one on the island is doing microgreens.

### Grocery Notes

- Marina shoppers are high-end. First stop across the border. Attractive packaging is a big deal for Marina shoppers
- Grocers could buy the animal on the hoof and specify the cuts/grind they want
- Marina location has high overhead so everything we sell needs to be profitable
- Thursday is the day Daystar wants to receive orders, to make sure the right staff are there to receive it.
- The larger boxes are wonderful for smaller farms, they are a great idea, they work for the restaurants, but they work even better for families.
- Packaging size - Marina needs small units, esp for meat
- Storage/shelf life is tricky, especially in shoulder season.
- Daystar will take very small orders, doesn't need to be pre-sorted or pre-sized.
- Grocers are really open to local producers, but tend to just default to more traditional sourcing because it can supply the volume consistently and it takes a lot less work.

### Restaurant notes

- It's intimidating for newer growers to try to commit to a whole season for a restaurant.
- Some restaurants like to be able to haggle for the price
- Restaurants need such a high volume of product, it's challenging for local producers to meet the need and ensure the consistency.
- In general, price is not the problem for restaurants because they can charge it to the customers.

### Meat and eggs

- There is meat produced on island that is processed at a licensed abattoir

- Local meat products can even be better priced than products from Vancouver Island.
- Timing is tricky - meat is usually ready in the fall, after the rush
- Meat and egg demand is very high and there is limited supply.
- Restaurants can't always use the whole animal.
- Storage space is also an issue with meat.
- Livestock producers demand for their product overwhelms their supply, so currently, quantities of meat currently being produced on the island are still not nearly enough to supply even one restaurant;
- Grocers don't have a butcher on staff, or the facilities or the equipment
- More people and businesses are interested in buying meat sold "off the hoof" (ie without middle-persons, selling quantity versus cuts)
- Some restaurant can purchase a whole chicken if they have time to cut it and aren't in a rush, but restaurants in a rush can't deal with a whole chicken
- Galiano needs a butcher shop
- Some growers don't want to increase their production
- Growers would like to know what other growers are pricing things at.
- Growers need a way to coordinate orders, deliveries, pickups with grocers, restaurants.
- Consistency is so important for restaurants with a fixed menu, and 1-2 wks' notice
- Reliability - summer is so hectic, can't deal with producers backing out part way through the season or changing their prices half way through the season.
- Restaurants need early communication and consistency, or they will lose interest in supporting island businesses
- It is easier for big farms to provide consistency, harder for small farms.
- One barrier is that everything from the farmers is ready July, August, and September. It is ready all at once. Storage can be difficult both for growers and restaurants. The only solution to providing produce year-round would be a greenhouse, but that is expensive.
- Produce is picked in the morning so it's not fresh for the evening north end market
- Small scale growing of crops to sell at market is time-consuming and physically gruelling, although worthwhile because of the "guarantee" to sell out. Adding diversity to crop selection complicates the process of growing enough that it may not prove to be worthwhile
- It's "such a monumental task" to get ready for market (picking, prep, transport, etc.) that it is so much simpler to just stick to what works - barrier to growing different varieties
- Early start of the Saturday Market means a big hustle in the morning

#### Market notes:

- Eggs are allowed for sale at markets now
- Producers need to talk together about how to handle margins related to the best abattoir, because you can only mark things up so much.
- Chickens and eggs are easy to sell via word of mouth, but markets could be useful pick up points
- Some growers would like to see the Saturday market start in April instead of May, for early greens and plant starts
- Childcare at the market may be helpful

- Maybe shortening the hours of the market would be better for the vendors as the last hour is usually not very profitable
- Consistent, weekly meat purchasing at the Saturday Market may not be realistic but there may be room for the Saturday Market to help connect consumers with meat producers via preordered pickups and a shared freezer for small amounts of meat. Meat sellers can also take pre-orders at the market, which is less risky than bringing the product in the hopes it may sell.
- GIFC Co-op Table could be helpful to small scale growers
- Market will be using the bigger field this year may allow for expanded opportunities (ie—trunk sales)
- Is alcohol allowed for sale at market?
- Without enough inventory, not worth having a market table; if \$100 profit could be made at the North Hall Market, it would be worth coming for the exposure;
- The Saturday Market is a viable sales venue for small scale growers.
- The North Hall Market could be a viable sales venue if enough vendors participated to create a lively atmosphere.
- Very large scale growers have an understanding of the scale necessary to supply restaurants, grocers and a demanding public, so there is little need for a market as a sales venue.
- When attempting to scale up crop and livestock production, small scale growers may not consider the market as viable a sales option as supplying a restaurant or grocer, as consistency in sales is vital to success.
- Some value-added food items may not sell as successfully as produce at all markets, so strategic participation is important. However, even a slow sales day on these items may prove worthwhile in terms of long-term marketing.

#### Cooperation and communication

- Henny's weekly list is really helpful and can serve as a model for other growers.
- Most growers aren't getting the word out about what they have.
- Discussing orders earlier in the season would be a big help.
- Should have meetings like this to connect again later in the season when farmers have a better idea of timing and what they are producing
- A list of the products restaurants are using, and a list of the products farmers have would be really useful to match people up
- An online platform on which growers can let restaurants know how much they will have, and restaurants can make a list too showing what they need. The online platform can act as the mediator between the growers and the restaurants. Going to each grower individually takes a lot of time, this platform would save a lot of time.
- Having a list from restaurants ahead of time about what they need and in what quantities would be really helpful to growers. It would allow growers to plan out each crop accordingly.
- Most farmers have such a small place, they were thinking of reducing variety and having larger quantities of fewer crops. Instead of everyone having small amounts of lots of things, it could be useful to coordinate and have each farmer grow fewer things in larger

quantities. Farmers want to coordinate so everyone is growing different things and meeting the demand of restaurants.

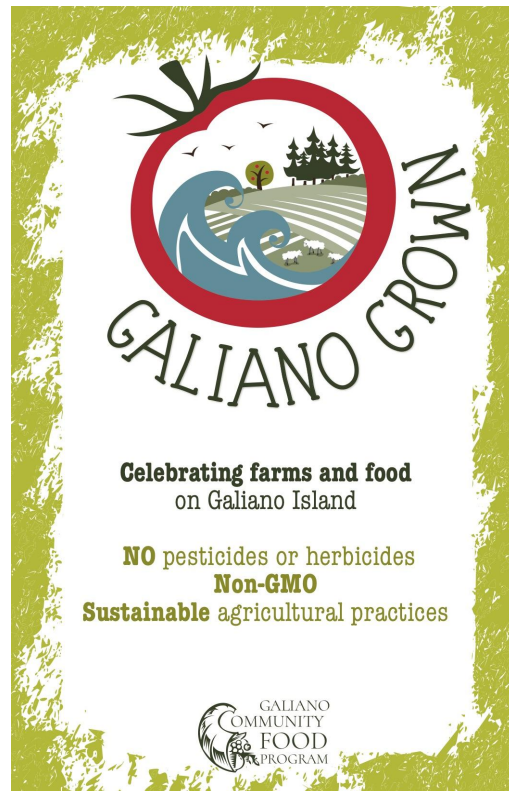
- It would really help restaurants if farmers were willing to get a cooperative going.
- If the restaurants owners want to stick local, it would be useful for multiple different farmers to produce one product, so that together they can meet consistency and share in providing that one product.
- Some farmers are producing small quantities of a lot of things to sell at markets, they would be open to modifying production as an experiment if they knew what restaurants needed grown.
- Billboard at south hall to communicate what is needed and what is available
- Could hall be a rendezvous point for pick up?
- If farms could consistently share lists (like Henny does) with restaurants before the restaurants order from their larger suppliers, more food from Galiano could be used as ingredients, but this effort needs co-ordination (by whom?);
- if a grower has a surplus, they may be able to reach out to the restaurants, who could then run a special featuring the ingredient
- Platform would also allow farmers to collaborate on eg medications, bulk buys
- Helpful for farmers to know what restaurant are paying their vendors for products, a monthly forecast is helpful, it can help farmers plan their business
- Important for early communication on (1) the needs of the restaurants so growers can plan, and (2) what the growers can produce so the restaurants can plan. It is too time consuming to do individual one on one reach out, there should be a list for restaurants and a list for producers that is shared.
- Is there a 3rd party who can coordinate this, maybe an online platform?

## Appendix E Galiano Grown labels

Grower



Grocer/Restaurant



Product or Menu Sticker



**REPORT TO ELECTORAL AREAS COMMITTEE  
MEETING OF WEDNESDAY, MAY 12, 2021**

---

**SUBJECT**      Southern Gulf Islands Community Economic Sustainability Commission Bylaw Amendment

**ISSUE SUMMARY**

To consider a request by the Southern Gulf Islands Community Economic Sustainability Commission (CESC) to amend Bylaw 3803 to add up to four (4) commissioners and increase the number of commissioners from five (5) to a maximum of nine (9).

**BACKGROUND**

At the April 20, 2021 meeting of the CESC, the following motion was carried:

**MOVED** by Commissioner Hoebel, Commissioner Brent **SECONDED** that the CESC requests the Electoral Area Director request the CRD board amend the bylaw to allow for the appointment of four additional commissioners, who would be commissioners at large.

The SGI CESC was established in 2011 through Bylaw No. 3803 as an advisory committee of the CRD (Appendix A). The CESC is comprised of the Electoral Area Director or Alternate and a member representing Galiano Island, Mayne Island, Pender Islands and Saturna Island. Administration support is provided by the Assistant to Electoral Area Director, the CRD Manager for Service Delivery in the Southern Gulf Islands and the General Manager, Corporate Services.

According to the commission bylaw (Bylaw No. 3803), the CESC is an advisory commission that should work towards achieving a resilient and sustainable local economy that improves and maintains the SGI's economic prosperity, social equity, and environmental quality. The Commission is to assist in preserving and strengthening existing business, attracting new business, and coordinating local economic development initiatives that contribute to economic prosperity, social equity, and environmental quality.

The Commission has indicated an interest in broadening the diversity of its membership to bring a greater range of perspectives to its work. It was discussed that having more voices around the table would deepen the understanding of the region's economic sustainability and increase the accountability of the Commissions' deliberations.

The Commission has requested the membership be increased from five (5) to a maximum of nine (9) commissioners, with up to four (4) additional members to be considered "commissioners at large." The commissioners at large would represent a regional perspective in addition to the Regional Director and the existing four members that are appointed as representatives of each of Mayne, Galiano, Saturna, and Pender Islands.

The Commission has also indicated it would be beneficial to have flexibility in the term of the appointments, so these additional commissioners could be appointed for one or two year terms. This would enable those with specific expertise to be appointed to support a special project for a shorter term.



## **ALTERNATIVES**

### *Alternative 1:*

The Electoral Areas Committee recommends to the Capital Regional District Board:

1. That staff be directed to report back with amendments to Bylaw 3038, the “Southern Gulf Islands Community Economic Sustainability Commission Bylaw No. 1, 2012” to increase the number of commissioners from five (5) to nine (9), with the additional members considered commissioners at large to represent the Southern Gulf Islands Electoral Area as a whole, and to enable the commissioners at large to be appointed for one (1) or two (2) year terms.

### *Alternative 2:*

That the Electoral Areas Committee request staff report back with additional information.

## **IMPLICATIONS**

This request supports CRD Board priorities and the corporate plan priorities for Advocacy, Governance & Accountability.

The addition of commissioners at large will broaden the diversity of voices and allow different perspectives to inform the work of the CESC. Flexibility in the term of appointments will allow individuals with specific expertise to be appointment for shorter terms to serve special projects.

Administratively, this request will increase the number of appointments that require advertising and tracking, but does not represent a significant increase in work load.

## **CONCLUSION**

The request by the Southern Gulf Islands Community Economic Sustainability Commission (CESC) to amend establishing Bylaw 3803 to increase the number of commissioners from five (5) to nine (9), will improve governance in the SGI EA. An increase in the number of commissioners to represent SGI’s economic interests will bring a greater range of perspectives and broaden the diversity of deliberations of the CESC.

## **RECOMMENDATIONS**

The Electoral Areas Committee recommends to the Capital Regional District Board:

That staff be directed to report back with amendments to Bylaw 3038, the “Southern Gulf Islands Community Economic Sustainability Commission Bylaw No. 1, 2012” to increase the number of commissioners from five (5) to nine (9), with the additional members considered commissioners at large to represent the Southern Gulf Islands Electoral Area as a whole, and to enable the commissioners at large to be appointed for one (1) or two (2) year terms.

Submitted by:	Justine Starke, MCIP, RPP, Manager, SGI Service Delivery, Corporate Services
---------------	--

Concurrence:	Kristen Morley, J.D., General Manager, Corporate Services & Corporate Officer
Concurrence:	Robert Lapham, MCIP, RPP, Chief Administrative Officer

**ATTACHMENT(S)**

Appendix A: Bylaw 3038, Southern Gulf Islands Community Economic Sustainability  
Commission Bylaw No. 1, 2012.

**CAPITAL REGIONAL DISTRICT**

**BYLAW NO. 3803**

\*\*\*\*\*

**A BYLAW TO ESTABLISH A COMMUNITY ECONOMIC DEVELOPMENT  
COMMISSION FOR THE SOUTHERN GULF ISLANDS ELECTORAL AREA**

\*\*\*\*\*

***CONSOLIDATED FOR PUBLIC CONVENIENCE***

***With Bylaw No. 4072***

**WHEREAS:**

- A.** Supplementary Letters Patent dated the 7<sup>th</sup> day of June 1979 and Bylaw No. 1824 cited as the “Economic Development Commission Establishing Bylaw No. 1, 1990” provides that the Regional Board, may, by bylaw, establish an economic development commission;
- B.** The Southern Gulf Islands Electoral Area Director wishes to establish a Community Economic Development Commission for the Southern Gulf Islands;
- C.** The Commission may wish to work cooperatively with adjacent local governments on economic development projects;
- D.** Section 774.2 of the *Local Government Act* provides the Capital Regional District with the authority to continue to offer an economic development service.

**NOW THEREFORE** the Board of the Capital Regional District in open meeting assembled enacts as follows:

**1. COMMISSION OBJECTIVES**

- (a) The Commission will work toward achieving a resilient and sustainable local economy that improves and maintains the Southern Gulf Islands’ economic prosperity, social equity, and environmental quality;
- (b) The Commission will assist in preserving and strengthening existing business, attracting new business, and coordinating local economic development initiatives that contribute to economic prosperity, social equity, and environmental quality.
- (c) The name of the commission shall be “Southern Gulf Islands Community Economic Sustainability Commission.

*Bylaw No. 4072*

**2. DUTIES**

- (a) The preparation of an economic development strategy to achieve a triple bottom line sustainable local economy; this includes tasks such as:
  - i. Analyzing the current economic base by profiling the commercial, industrial and other business activity on the Southern Gulf Islands;
  - ii. Assessing the Southern Gulf Islands’ advantages and opportunities for current and prospective residents to establish viable businesses;

- iii. Identifying resilient and year-round business opportunities that diversify the range of locally available products and services;
  - iv. Supporting training and technical assistance to existing and potential local businesses, including but not necessarily limited to: apprenticeship, mentoring and entrepreneurial programs;
  - v. Exploring and explaining the potential for Social Enterprise approaches for existing business and potential for establishment of new Social Enterprises that provide meaningful employment while meeting social and environmental needs of the islands.
- (b) Coordinating economic development activities within the service area including consideration of an active marketing program to encourage support for local businesses and attract new businesses to the islands;
  - (c) Collaborating with the CRD on liaison with other levels of government, community leaders, and other stakeholders in respect of economic development within the service area.

### **3. COMPOSITION**

- (a) The Commission shall consist of five (5) members, including:
  - i. The Director representing the Southern Gulf Islands Electoral Area;
  - ii. Four (4) other individuals: one each representing Galiano Island, Mayne Island, Saturna Island, and the Pender Islands.
- (b) Advisory groups may be established for each of Galiano Island, Mayne Island, Saturna Island, and the Pender Islands. These groups will work in collaboration with their respective Commission member to help deliver the Commission's mandate.

### **4. ELIGIBILITY FOR APPOINTMENT**

- (a) All persons appointed to the Commission must represent the interests of the Southern Gulf Islands.

### **5. TERM OF OFFICE**

*Bylaw No. 4072*

- (a) The terms of office of Commission members other than the Southern Gulf Islands Electoral Area Director shall be for a two-year period as follows:
- (b) Appointments shall expire on the 31<sup>st</sup> day of December of the second year of appointment;
- (c) No appointee may serve more than three (3) consecutive terms.

### **6. NEW APPOINTMENTS**

- (a) Commission vacancies will be advertised by the 1<sup>st</sup> day of October. Applications must be submitted to the CRD Corporate Officer by the 1<sup>st</sup> day of November. Applications will be reviewed by the Southern Gulf Islands Electoral Area Director.
- (b) On the recommendation of the Southern Gulf Islands Electoral Area Director, the Capital Regional Board may appoint individuals to fill

Commission vacancies, and shall re-appoint members, on or before the 31<sup>st</sup> day of December, whose term is to expire.

**7. DEATH, RESIGNATION, DISQUALIFICATION AND TERMINATION**

- (a) In the event of the death, resignation, termination or disqualification of a member of the Commission, the Capital Regional Board will appoint a successor for the remainder of the term as outlined in Section 5 of this bylaw;
- (b) The Capital Regional Board may, upon the recommendation of the Southern Gulf Islands Electoral Area Director, terminate the appointment of any member of the Commission;
- (c) Without limiting the intent of Section 7 of this bylaw, except for the Electoral area Director, if any member of the Commission is absent from three (3) consecutive meetings of the Commission without the Commission's approval, the Capital Regional Board may, upon the recommendation of the Southern Gulf Islands Electoral Area Director, terminate the appointment of such member thereby creating a vacancy on the Commission.

*Bylaw No. 4072*

**8. QUORUM**

- (a) A majority of members of the Commission constitutes a quorum.

**9. MEETINGS SCHEDULE AND PROCEDURES**

- (a) The Commission must hold at least four meetings per year to conduct their business, which must be open to the public;
- (b) The Commission Chair, or in their absence the Vice Chair, must follow the CRD Procedural Bylaw when conducting a Commission meeting;
- (c) For the conduct of business each member of a Commission shall have one vote.
- (d) All meetings of the Commission must be held in a public facility and must be open to all members of the public. No in-camera meetings are allowed.

*Bylaw No. 4072*

**10. BUDGET**

- (a) The Commission budget must be submitted to the Southern Gulf Islands Electoral Area Director and to the Capital Regional District's Financial Officer by September 1st of each year;
- (b) This budget may be amended, modified or adopted as the Capital Regional Board requires, based upon input received from the Southern Gulf Islands Electoral Area Director.

**11. ELECTION OF CHAIR OR VICE CHAIR**

- (a) The Chair and Vice Chair must be elected for a one-year term. The election for these positions must take place during the first meeting of the year.

**12. CITATION**

- (a) This Bylaw may be cited for all purposes as the "Southern Gulf Islands Community Economic Sustainability Commission Bylaw No. 1, 2012".

*Bylaw No. 4072*

READ A FIRST TIME THIS                      11<sup>th</sup>              day of              April                      2012

READ A SECOND TIME THIS                      11<sup>th</sup>              day of              April                      2012

READ A THIRD TIME THIS                      11<sup>th</sup>              day of              April                      2012

ADOPTED THIS                      11<sup>th</sup>              day of              April                      2012

Original signed by Geoff Young  
CHAIR

Original signed by Sonia Santarossa  
CORPORATE OFFICER