



## Notice of Meeting and Meeting Agenda Salt Spring Island Local Community Commission

Thursday, February 15, 2024

9:00 AM

SIMS Boardroom  
124 Rainbow Road  
Salt Spring Island BC

MS Teams Link [Click here](#)

E. Rook (Chair), G. Holman (Vice Chair), G. Baker, B. Corno, B. Webster

The Capital Regional District strives to be a place where inclusion is paramount and all people are treated with dignity. We pledge to make our meetings a place where all feel welcome and respected.

### 1. Territorial Acknowledgement

### 2. Approval of Agenda

### 3. Adoption of Minutes

3.1. [24-210](#) Minutes of January 18, 2024 Salt Spring Island Local Community Commission

**Recommendation:** That the minutes of the January 18, 2024 meeting and be adopted as presented.

**Attachments:** [Minutes: January 18, 2024](#)

3.2. [24-211](#) Minutes of February 01, 2024 Salt Spring Island Local Community Commission- Special Meeting

**Recommendation:** That the minutes of the February 01, 2024 special meeting be adopted as presented.

**Attachments:** [Minutes: February 01, 2024](#)

### 4. Chair, Director, and Commissioner Reports

### 5. Presentations/Delegations

*Delegations will have the option to participate electronically. Please complete the online application at [www.crd.bc.ca/address](http://www.crd.bc.ca/address) for "Addressing the Salt Spring Island Local Community Commission" no later than 4:30 pm two days before the meeting and staff will respond with details.*

*Alternatively, you may email your comments on an agenda item to the Salt Spring Island Local Community Commission (LCC) at [saltspring@crd.bc.ca](mailto:saltspring@crd.bc.ca).*

#### 5.1. Presentations

- 5.1.1. [24-200](#) Presentation: Shelly Sawada; representing Japanese Garden Society of SSI Re: Japanese Garden Society, Story Corridor Project

**Attachments:** [Presentation Request: Japanese Garden Society](#)  
[Presentation: Japanese Garden Society](#)

- 5.1.2. [24-218](#) Presentation: Matthew Quetton; representing SSI Chamber of Commerce Re: Grant Funding

## 5.2. Delegations

- 5.2.1 [24-201](#) Delegation - Sheila Dobie; representing SSI Farmland Trust Society Re: Food Security Coordination and Work of Grow Local Team.

**Attachments:** [Delegation: Grow Local Aggregation and Distribution Business Model](#)  
[Delegation: Grow Local Education Program Business Model](#)  
[Delegation: The Root Commercial Kitchen Business Model](#)

## 6. Commission Business

- 6.1. [24-203](#) Farmland Trust Funding Request

**Recommendation:** Verbal Discussion

- 6.2. [24-204](#) Island Trust Office Relocation SIMS

**Recommendation:** Verbal Discussion

- 6.3. [24-205](#) SSI Transportation Capital Plan

**Recommendation:** Verbal Discussion

- 6.4. [24-086](#) Project Quarterly Update

**Recommendation:** There is no recommendation. This is for information only.

**Attachments:** [Salt Spring Island Administration Project Tracker: September-December](#)

- 6.5. [24-206](#) Staff Verbal Updates

**Recommendation:** Staff will provide verbal updates for information on the following:  
-Grant In Aid  
-Correspondence web portal  
-Update on motions/recommendations tracker  
-Updates on priority setting, housing stakeholders, and Harbour Walk Steering Committee

## 7. Notice(s) of Motion

7.1. [24-209](#) Motion with Notice: Capital Project Signage for LCC Services  
(Commissioner Webster)

**Recommendation:** [At the February 08, 2024 Salt Spring Local Community Commission meeting, the following notice was read by Commissioner Webster into record to be discussed at the next meeting:]

That the Salt Spring Island Local Community Commission adopt the following operational policy:

When a capital project relating to an LCC service is undertaken, a prominent and easily readable on-site sign (or multiple signs, where appropriate) shall be posted at the project site as early as possible before the start of work. This sign shall include:

1. The name of the project
2. A plain language description of the project
3. The estimated budget for the project and funding sources
4. An email address and/or phone number for more information

The cost of producing and erecting such a sign shall be included as part of the project budget.

7.2. [24-219](#) Notice of Motion: Letter of Support for Island Pathways (Director Holman)

**Recommendation:** "That the Local Community Commission provide a letter of support signed by Chair Rook and Director Holman for the Island Pathways grant proposal to Pacifican."

## 8. Adjournment

### Next Meeting:

*-The next meeting is March 14, 2024. at 5:00PM in the Salt Spring Island Multi Space (SIMS) Boardroom, 124 Rainbow Road, Salt Spring Island, BC V8K 2V5*

*-The next meeting is March 21, 2024. at 9:00AM in the Salt Spring Island Multi Space (SIMS) Boardroom, 124 Rainbow Road, Salt Spring Island, BC V8K 2V5*

*To ensure quorum, please advise MacKenzie Williamson (mwilliamson@crd.bc.ca) if you or your alternate cannot attend*



Making a difference...together

**Minutes of the Regular Meeting of the Salt Spring Island Local Community Commission  
Held Thursday, January 18, 2024 at the Salt Spring Island Multi-Space (SIMS)  
124 Rainbow Rd, Salt Spring Island, BC V8K 2K3**

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**DRAFT**

**Present: Commissioners:** Earl Rook (Via Teams), Gary Holman (Director) (Via Teams), Gayle Baker (Via Teams), Ben Corno, Brian Webster (Via Teams),

**Staff:** Ted Robbins, Chief Administrative Officer (Via Teams), Karla Campbell, Senior Manager, Salt Spring Island Administration, Dean Olafson, Engineering Manager, Salt Spring Island, Dan Ovington, Parks and Recreation Manager, Justine Starke Southern Gulf Island Service Delivery Manager (Via Teams), Marlene Lagoa, Deputy Corporate Officer (Via Teams), MacKenzie Williamson, Committee Clerk

These minutes follow the order of the agenda although the sequence may have varied.

The meeting was called to order at 9:16 am.

**1. TERRITORIAL ACKNOWLEDGEMENT**

K. Campbell provided a Territorial Acknowledgement.

**2. ELECTION OF SSI LOCAL COMMUNITY COMMISSION CHAIR**

The Senior Manager, Salt Spring Island Administration called for nominations for the position of Chair of the Salt Spring Island Local Community Commission for 2024.

Commissioner Baker nominated Commissioner Rook. Commissioner Rook accepted the nomination.

The K. Campbell called for nominations a second time.

The K. Campell called for nominations a third time.

Hearing no further nominations, the Senior Manager, Salt Spring Island Administration declared Commissioner Rook Chair of the Salt Spring Island Local Community Commission by acclamation.

**MOVED** by Commissioner Rook, **SECONDED** by Director Holman  
That Commissioner Corno chair the January 18th, 2024 Salt Spring Island Local Community Commission meeting.

**CARRIED**

**3. ELECTION OF SSI LOCAL COMMUNITY COMMISSION VICE CHAIR**

**MOVED** by Commissioner Corno, **SECONDED** by Commissioner Baker,  
That Director Holman be appointed as Vice-Chair of the Salt Spring Island Local Community Commission.

**CARRIED**

**4. APPROVAL OF AGENDA**

**MOVED** by Commissioner Rook, **SECONDED** by Commissioner Baker,  
That agenda for the January 18, 2024, meeting of the Local Community Commission  
be approved with the following amendments:

- addition of Grant-in-Aids under item 8.4. Staff Verbal updates
- addition of item 8.2.11. 2024 LCC Administration Budget
- move item number 9.3 be considered before item 8.1.
- addition of item 8.2. February 01, 2024, Special Meeting, and the follow items be  
reorder accordingly.

**CARRIED**

**5. ADOPTION OF MINUTES**

**5.1. Minutes of November 23, 2023 Salt Spring Island Local Community  
Commission**

**MOVED** by Director Holman, **SECONDED** by Commissioner Rook  
That the minutes of the November 23, 2023 meeting be adopted as presented.

**CARRIED**

**5.2. Minutes of December 07, 2023 Salt Spring Island Local Community  
Commission**

**MOVED** by Director Holman, **SECONDED** by Commissioner Rook  
That the minutes of the December 07, 2023 meeting be adopted as presented.

**CARRIED**

**6. CHAIR, DIRECTOR, AND COMMISSIONER REPORTS**

Commissioner Baker spoke of the volunteer recruitment initiative with the  
Community Alliance.

Commissioner Rook spoke of the following items:

- Local Community Commission evening meetings
- Meetings with Island Trust Trustee
- Weather effecting meeting operation

Director Holman spoke of Marine Management workshop.

Commissioner Corno spoke of the following items:

- Community appreciation for plowing of roads and pathways.
- Warming spaces.
- Salt Spring Forum event.

Commissioner Baker spoke of the Chuan Society meeting.

**7. DELEGATIONS/PRESENTATIONS**

There were no presentations or delegations.

8. COMMISSION BUSINESS

9.3 Notice of Motion: Southern Gulf Islands Tourism Partnership - Priorities for Municipal Regional District Tax (Director Holman)

Director Holman provided the following Notice of Motion for consideration at the next meeting of the Salt Spring Island Local Community Commission:

"That the LCC supports the renewal of the 2% Municipal Regional District Tax (MRDT) in the SSI and SGI electoral areas for a five-year period starting in September of 2024, to be allocated to the Southern Gulf Islands Tourism Partnership (SGITP), subject to the following conditions:

-That all of the online MRDT be allocated to affordable housing, with the top priority being employee housing.

-That \$100,000/year be allocated to the Capital Regional District (CRD) rural housing coordinator position, and that \$50,000/year be allocated to the Housing Now program.

-That the remainder of online MRDT be allocated to an affordable housing reserve, to be added to the \$200,000 that SGITP has already allocated for this purpose. The annual amount allocated to the housing reserve could change over time if funding allocated to the Housing Now and CRD rural housing programs changes.

-That MRDT funding would flow through CRD Housing. Priorities for allocation of these resources in the respective Electoral Areas (EA) would be based on recommendations from EA Directors and the Salt Spring Island (SSI) Local Community Commission. Allocation of resources to SSI and Southern Gulf Islands EA should be equitable and reflect the proportion of MRDT revenue from respective EA.

-That a service agreement be finalized between the CRD and SGITP reflecting the above allocations and principles, including SGITP reporting requirements to CRD."

**MOVED** by Director Holman, **SECONDED** by Commissioner Rook

That same day consideration be applied to the Notice of Motion.

**CARRIED**

**MOVED** by Commissioner Webster, **SECONDED** by Director Holman,

That the Local Community Commission suspend the rules of procedure to allow a discussion on Southern Gulf Islands Tourism Partnership - Municipal Regional District Tax with Director Brent.

**CARRIED**

Commissioner Corno suspended the rules of procedure to hear from Director Brent Southern Gulf Islands Tourism Partnership - Municipal Regional District Tax at 9:45 am.

**MOVED** by Director Holman, **SECONDED** by Commissioner Webster

To defer Motion until February 01, 2024, Special meeting.

**CARRIED**

**MOVED** by Commissioner Webster, **SECONDED** by Director Holman  
That two representatives of the Local Community Commission meet with Southern Gulf Islands Tourism Partnership and report back to commission at the February 01, 2024, Special meeting.

**CARRIED**

**8.2. LCC Special Meeting on February 01, 2024**

Discussion regarding items for the February 01, 2024 Special Meeting Agenda.

**8.3. SSI Parks and Recreation Budget Reduction Options**

[On December 07, 2023 Commissioner Baker served the following notice: "That the commission request that staff report back on \$100,000 be reduced from the 2024 PARC budgets."

The information report is published on this agenda as report number 23-864.]

There is no recommendation. This is for information only.

D. Ovington presented Item 8.3. for information.

Commissioner Webster left the meeting 10:33am

Commissioner Webster re-enter meeting 10:37am

**8.4. 2024 Budget Finalization**

Commissioner Corno seeing no objections moved that agenda items 8.4.2. to 8.4.11 be moved to be considered before agenda item 8.4.1.

**8.4.2. Motion with Notice: 2024 Budget- Grant in Aid for poverty reduction / homelessness measures (G. Holman)**

[At the November 23, 2023 Salt Spring Local Community Commission meeting, the following notice was read by Director Holman into record to be discussed at the January meeting "Reserve current 2023 balance in the Grant In aid for poverty reduction / homelessness measures."]

This motion with notice was withdrawn.

**8.4.3. Motion with Notice: 2024 Budget- Grant in Aid requisition (G. Holman)**

[At the November 23, 2023, Salt Spring Local Community Commission meeting, the following notice was read by Director Holman into record to be discussed at the January meeting "Grants in Aid -Reduce requisition by \$5,000 to be offset by \$5,000 donation."]

**MOVED** by Director Holman, **SECONDED** by Commissioner Baker,  
1.116 SSI Grants in Aid 2024 Service Budget -reduce 2024 requisition by \$5,000.

**CARRIED**

**OPPOSED** Corno, Webster

**8.4.4. Motion with Notice: 2024 Budget- Grant In Aid Archives (G. Holman)**

[At the November 23, 2023, Salt Spring Local Community Commission meeting, the following notice was read by Director Holman into record to be discussed at the January meeting "Grants in Aid - Commit \$5,000 GIA in 2024 to the Salt Spring Island archives until more permanent funding arrangement resolved to avoid need to increase 2024 requisition."]

This motion with notice was withdrawn.

**8.4.5. Motion with Notice: 2024 Budget- Transit Capital Reserve Transfer (G. Holman)**

[At the November 23, 2023, Salt Spring Local Community Commission meeting, the following notice was read by Director Holman into record to be discussed at the January meeting "Transit - Reduce transfer to capital reserves by \$10,000 to zero, since bus electrification not scheduled by BC Transit for the near future."]

**MOVED** by Director Holman, **SECONDED** by Commissioner Rook,  
1.238A Community Transit 2024 Service Budget- Reduce transfer to 2024 capital reserves by \$10,000, and decrease transfer from operating reserves, by \$10,000.  
**CARRIED**

**MOVED** by Director Holman, **SECONDED** by Commissioner Baker,  
That the amend the motion to read "1.238A Community Transit 2024 Service Budget- Reduce transfer to 2024 capital reserves by \$10,000, and decrease transfer from operating reserves, by \$10,000."  
**CARRIED**

The question was called on the motion as amended.

The commission recessed at 12:12 pm.

The commission reconvened at 12:45 pm

D. Ovington presented a verbal update regarding facility and office closure due to ongoing inclement weather conditions.

Commissioner Corno seeing no objections moved that agenda items 8.4.6. to 8.5. and agenda items 9.1. and 9.2. be postponed until the special meeting of Feb. 01, 2024. And that agenda item 10. be moved to be considered before agenda item 8.6.

**10. RISE AND REPORT**

**10.1. Non-Exclusive Licence of Occupation of Centennial Park (Saturday Market)**

The Salt Spring Island Local Community Commission rose and reported on the following item:

A Non-Exclusive Licence of Occupation agreement has been executed with the Saturday Market Society. An annual fee increase of 2% for next year, followed by a 3% increase, follow by a 4% increase and up to a 5% increase in the following year.

**8.6. Staff Verbal Updates**

Staff provided verbal updates for information on the following:

- Parking Regulation in Salt spring Community Parks
- Harbourwalk update
- Economic Development Bylaw Amendment
- Salt Spring Island Staffing Reallocation
- Meeting Archiving
- Rainbow Recreation Centre Chilled Water Pipe Replacement
- Grant-in-aid

**11. ADJOURNMENT**

**MOVED** by Commissioner Corno,  
That the Local Community Commission adjourn the meeting at 1:11 pm.  
**CARRIED**

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**CHAIR**

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**SENIOR MANAGER**



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**Minutes of the Special Meeting of the Salt Spring Island Local Community Commission  
Held Thursday, February 01, 2024 at the Salt Spring Island Multi-Space (SIMS)  
124 Rainbow Rd, Salt Spring Island, BC V8K 2K3**

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**DRAFT**

**Present: Commissioners:** Earl Rook, Gary Holman (Director), Gayle Baker, Ben Corno, Brian Webster,

**Staff:** N. Chan Chief Financial Officer, K. Campbell, Senior Manager, Salt Spring Island Administration, C. Neilson, Senior Manager, Human Resources (EP), D. Olafson, Engineering Manager, Salt Spring Island, D. Ovington, Parks and Recreation Manager, L. Xu, Manager, Finance Services, T. Pillipow, Committee Clerk (EP) M. Williamson, Committee Clerk, (Recorder)

EP- Electronic Participation

These minutes follow the order of the agenda although the sequence may have varied.

The meeting was called to order at 9:04 am.

**1. TERRITORIAL ACKNOWLEDGEMENT**

Commissioner Rook provided a Territorial Acknowledgement.

**2. APPROVAL OF AGENDA**

**MOVED** by Director Holman **SECONDED** by Commissioner Webster, That a late delegation, Francine Carlin, Interim Executive Director, Rural Islands Economic Partnership, be permitted to speak, as item 3.1.a. and agenda for the February 01, 2024, meeting of the Local Community Commission be approved as amended.

**CARRIED**

**3. DELEGATIONS/PRESENTATIONS**

**Delegations**

**3.1.a.** Delegation - Francine Carlin, Interim Executive Director, Rural Islands Economic Partnership: Re: Agenda Item 4.2. 2024 Local Community Commission Budgets

F. Carlin spoke to Item 4.2.

**3.1.** Delegation - John Gauld; Resident of Salt Spring Island: Re: Agenda Item 4.2. 2024 Local Community Commission Budgets

J. Gauld spoke to Item 4.2.

**3.2.** Delegation - Shirley Ireland; President SSI Pickleball Association: Re: Agenda Item 4.2. 2024 Local Community Commission Budgets

This delegation did not speak.

**4. Special Meeting Matters**

**4.1 Rainbow Recreation Centre Direct Digital Control Replacement**

**MOVED** by Director Holman, **SECONDED** by Commissioner Webster,  
That the Salt Spring Island Local Community Commission approves amending Project  
20-01 Pool Electrical Replacement in the five-year Salt Spring Island Parks and  
Recreation 1.459 Capital Plan to include \$18,200 of funding to support the  
replacement of the Direct Digital Control system funded by \$16,900 of Community  
Works Funding and \$1,300 of Equipment Replacement Funding.

**CARRIED**

**MOVED** by Director Holman, **SECONDED** by Commissioner Baker,  
Move to move consideration for motion regarding, adding Project 24-05 Portlock Shed  
and Equipment Replacement in the five-year to under item 4.2.

**CARRIED**

**4.2. 2024 Local Community Commission Budgets**

**MOVED** by Director Holman, **SECONDED** by Commissioner Baker,  
1.124- SSI Economic Sustainability 2024 service budget, reduce the 2024 transfer to  
operating reserve by \$5,000.

**CARRIED**

**OPPOSED Webster**

**MOVED** by Director Holman, **SECONDED** by Commissioner Corno,  
1.141- SSI Public Library 2024 service budget, reduce the one-time 2024 transfer to  
capital reserve by \$10,000.

**CARRIED**

**OPPOSED Webster**

**MOVED** by Director Holman, **SECONDED** by Commissioner Corno,  
1.236- SSI Fernwood Dock- 2024 service budget, reduce one-time 2024 transfer to  
capital reserves by \$5,000.

**CARRIED**

**OPPOSED Corno, Webster**

**MOVED** by Commissioner Webster, **SECONDED** by Commissioner Corno,  
1.238A- Community Transit (SSI)- 2024 service budget, reduce one-time 2024  
transfer from operating reserves by \$20,000.

**DEFEATED**

**OPPOSED Baker, Holman, Rook**

**MOVED** by Commissioner Baker, **SECONDED** by Commissioner Webster,  
1.238A- Community Transit (SSI)- 2024 service budget, reduce one-time 2025 transfer  
from capital reserves by \$30,000 and increase transfer to operating reserves by  
\$30,000.

**CARRIED**

**OPPOSED Corno, Webster**

The Commission recessed at 12:13 pm.

The Commission reconvened at 12:39 pm

**MOVED** by Commissioner Webster, **SECONDED** by Commissioner Baker,  
That the meeting be extended past the 3-hour scheduled time.

**CARRIED**

**MOVED** by Director Holman, **SECONDED** by Commissioner Baker,  
1.459- SSI Park, Land & Rec Programs - 2024 service budget, increase the ongoing  
projected room rental revenue by \$8,000 and reduce requisition by \$8,000.

**CARRIED**

The Commission recessed at 1:34 pm.

The Commission reconvened at 1:39 pm

**MOVED** by Director Holman, **SECONDED** by Commissioner Baker,  
1.459- SSI Park, Land & Rec Programs - 2024 service budget, reduce the one-time  
2024 transfer to the swimming pool capital reserve by \$30,000 and reduce the one-  
time 2024 transfer to the Parkland capital reserve by \$20,000. Amend Project 23-06  
SIMS Upgrades by currently funded by \$30,000 Community Works Fund and \$30,000  
Capital Reserve, change to \$50,000 Community Works Fund and \$10,000 Capital  
Reserve. Remove project 22-01 Skate Park Condition Assessment of \$7500 from 5  
year capital plan.

**CARRIED**

**OPPOSED Corno, Webster**

**MOVED** by Commissioner Baker, **SECONDED** by Commissioner Webster,  
That the Salt Spring Island Local Community Commission approves adding Project  
24-05 Portlock Shed and Equipment Replacement in the five-year Salt Spring Island  
Parks and Recreation 1.459 Capital Plan to include \$200,000 of funding to support  
the replacement project funded by \$150,000 of Insurance Funding and \$35,000 of  
Capital Reserve Funding and \$15,000 of Equipment Replacement Funding. Project  
number 24-02 in 1.455 SSI Community Parks capital plan reduce from \$30,000 to  
\$15,000.

**CARRIED**

Commissioner Rook seeing no objections moved that agenda item 4.5. be moved to be  
considered before continuing with agenda item 4.2.

**4.5. Staff Verbal Updates**

Staff provided verbal updates for information on the following:

-Island Trust leasing space at SIMS

-SIMS heating costs

**4.2. The Commission returned to consideration of agenda item 4.2.**

**MOVED** by Director Holman, **SECONDED** by Commissioner Baker,  
1.238B- Community Transportation (SSI) - 2024 service budget, reduce one-time  
2024 transfer to capital reserves by \$60,000.

**CARRIED**

**OPPOSED Corno, Webster**

**MOVED** by Director Holman, **SECONDED** by Commissioner Baker,  
1.238B- Community Transportation (SSI) - 2024 service budget, reduce one-time  
2024 transfer to operating reserves to \$0.

**CARRIED**

**OPPOSED Corno, Webster**

D. Ovington presented a verbal update on Centennial Park upgrades.

**MOVED** by Director Holman, **SECONDED** by Commissioner Webster,  
1.455- SSI Community parks - 2024 service budget, reduce 2024 ongoing requisition  
by \$10,000 for Bylaw Labour.

**CARRIED**

**MOVED** by Commissioner Webster, **SECONDED** by Director Holman,  
3.705- Septage/Composting - service budget, LCC request that staff recalculate  
anticipated revenues and costs based on actual volume and the current rates.

**CARRIED**

**MOVED** by Director Holman, **SECONDED** by Commissioner Corno,  
3.705- Septage/Composting - 2024 service budget, reduce the one-time 2024 transfer  
to capital reserve by \$5,000 and reduce the transfer to operating reserve by \$5,000.

**DEFEATED**

**OPPOSED Baker, Corno, Webster**

**MOVED** by Commissioner Rook, **SECONDED** by Commissioner Baker,  
That the Local Community Commission recommends to the Capital Regional District  
Board: That the 2024 Local Community Commission 14 services budgets be  
approved as amended.

**CARRIED**

**OPPOSED Corno, Webster**

Commissioner Rook seeing no objections moved that agenda item 4.4. be moved to  
be considered before agenda item 4.3.

**4.4. 2024 Local Community Commission Administration Budget**

**MOVED** by Director Holman, **SECONDED** by Commissioner Webster,  
1.111- Admin Expenditures (SSI) Local Community Commission - 2024 service budget,  
that consideration for moving meeting room and additional equipment cost is deferred.

**CARRIED**

**MOVED** by Commissioner Webster, **SECONDED** by Director Holman,  
1.111- Admin Expenditures (SSI) Local Community Commission - 2024 service budget,  
reduce the transfer to equipment reserve replacement fund by \$20,000.

**CARRIED**

**MOVED** by Commissioner Baker, **SECONDED** by Commissioner Webster,  
Request that staff report back on cost saving in moving meeting room upgrades before  
proceeding with current room upgrade plans.

**CARRIED**

**4.3. Motion with Notice: Southern Gulf Islands Tourism Partnership - Priorities for Municipal Regional District Tax (Director Holman)**

[At the January 18, 2024 Salt Spring Local Community Commission meeting, the following notice was read by Director Holman into record.

Same day consideration was applied to Notice of Motion.

The Commission postponed consideration of motion till February 01, 2024 special meeting to allow meeting with Southern Gulf Islands Tourism Partnership for more information and to report back.]

"That the LCC supports the renewal of the 2% Municipal Regional District Tax (MRDT) in the SSI and SGI electoral areas for a five-year period starting in September of 2024, to be allocated to the Southern Gulf Islands Tourism Partnership (SGITP), subject to the following conditions:

-That all of the online MRDT be allocated to affordable housing, with the top priority being employee housing.

-That \$100,000/year be allocated to the Capital Regional District (CRD) rural housing coordinator position, and that \$50,000/year be allocated to the Housing Now program.

-That the remainder of online MRDT be allocated to an affordable housing reserve, to be added to the \$200,000 that SGITP has already allocated for this purpose. The annual amount allocated to the housing reserve could change over time if funding allocated to the Housing Now and CRD rural housing programs changes.

-That MRDT funding would flow through CRD Housing. Priorities for allocation of these resources in the respective Electoral Areas (EA) would be based on recommendations from EA Directors and the Salt Spring Island (SSI) Local Community Commission. Allocation of resources to SSI and Southern Gulf Islands EA should be equitable and reflect the proportion of MRDT revenue from respective EA.

-That a service agreement be finalized between the CRD and SGITP reflecting the above allocations and principles, including SGITP reporting requirements to CRD."

**MOVED** by Director Holman, **SECONDED** by Commissioner Baker,  
That the rules of the Capital Regional District Board Bylaw be suspended to allow for Randy Cunningham, Executive Director of the Southern Gulf Island Tourism Partnership to speak regarding Item 4.3.

**CARRIED**

**MOVED** by Commissioner Webster, **SECONDED** by Director Holman,  
That the LCC support the renewed designation of the Southern Gulf Islands Tourism Partnership (SGITP) as the recipient of Municipal and Regional District (MRDT) tax revenues for another five-year period beginning in September 2024, subject to SGITP committing to devote the full amount of Online Accommodation Platform (OAP) MRDT revenues to affordable housing initiatives, except for an instance when there was a severe unanticipated decline in other MRDT revenues or a significant change in the programs the SGITP is supporting, to the extent that it could compromise the SGITP's ability to deliver its core marketing programs.

**CARRIED**

**MOVED** by Director Holman, **SECONDED** by Commissioner Baker,  
That the Local Community Commission recommend to Southern Gulf Islands Tourism Partnership the following:

-That approximately \$100,000 of online MRDT be allocated annually to the CRD rural housing program, approximately \$50,000 for the Housing Now program, subject to changes over time in these programs and changes in online MRDT revenue.

-That \$100,000 of online MRDT (OAP) revenue in 2024 be allocated to SGITP's existing \$200,000 capital reserve for housing.

-That best efforts be made to ensure an equitable distribution of MRDT-related funding between electoral areas.

**CARRIED**

**5. ADJOURNMENT**

**MOVED** by Commissioner Rook,  
That the Local Community Commission adjourn the meeting at 6:11 pm.

**CARRIED**

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**CHAIR**

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**SENIOR MANAGER**

**MacKenzie Williamson**

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**From:** [REDACTED]  
**Sent:** Monday, January 29, 2024 4:53 PM  
**To:** Legserv  
**Subject:** Addressing the Board - Submission

The following message was received through the form at 'https://www.crd.bc.ca/about/board-committees/addressing-the-board/addressing-the-crd-board-committees'. Neither the name nor the e-mail address can be confirmed as accurate.

.....

**Your name::**  
Sheryl Taylor-Munro

**I represent::**  
Japanese Garden Society of Salt Spring Island

**Telephone::**  
[REDACTED]

**Fax::**

**Email address::**  
[REDACTED]

**Street address (optional)::**

**Municipality/Electoral Area in which you reside::**  
Salt Spring Island E.A.

**I wish to address::**  
Salt Spring Island Local Community Commission

**Meeting Date::**  
February 15th

**Agenda Item::**  
Our project which involves SS PARC

**My reason(s) for appearing (is/are) and the substance of my presentation is as follows::**  
We have been invited to submit a project under Japanese Canadian Legacies Fund to mark Salt Spring's Japanese Canadian heritage.

Several locations we are considering are located on land managed by SS PARC.

It was recommended that we make a presentation to the LCC.

**I will attend the meeting::**  
In person

**I will have a PowerPoint or video presentation and will submit it at least 24 hours in advance of the meeting.:**  
Yes

**The meeting and my presentation will be webstreamed live via the CRD website and recorded.:**

I understand,

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Submitted at:1/29/2024 4:52:35 PM

Submitted via:<https://www.crd.bc.ca/about/board-committees/addressing-the-board/addressing-the-crd-board-committees>

User Agent:Mozilla/5.0 (Linux; Android 14; SAMSUNG SM-S911W) AppleWebKit/537.36 (KHTML, like Gecko)

SamsungBrowser/23.0 Chrome/115.0.0.0 Mobile Safari/537.36

User Host Address:192.168.1.159

## Japanese Canadian Legacy Fund Project Summary

Presenter: Japanese Garden Society of Salt Spring Island

### Who we are:

Founded in 2004, the Japanese Garden Society (JGS) aims to create a space for unity and reconciliation on Salt Spring Island. In partnership with PARC, we established the Heiwa Garden in 2009; the garden is a tribute to the pre-war Japanese-Canadian community, their internment, and the Murakami family's struggle after their return from the internment. JGS actively organizes cultural and educational events to shed light on the overlooked history of Japanese Canadians, address historical wrongs, and social injustice.

### Who is funding the project:

The Japanese Canadian Legacies Society (JCLS) is providing the funding for the project. This funding is part of the BC Redress for Japanese Canadians that was announced by the BC Government on May 2022. As part of redressing historical wrongs, the Government of British Columbia is contributing \$100 million to support the legacy initiatives recommended by the National Association of Japanese Canadians, in conjunction with Japanese Canadian communities in B.C.

<https://news.gov.bc.ca/releases/2022PREM0031-000800>

<https://jclebrities.com/programs/heritage-preservation/>

Salt Spring, Galiano, Mayne and Gabriola Islands have been chosen to receive a predetermined **BC Heritage Sites** grant in the Southern Gulf Islands region. This particular funding pillar - **BC Heritage Sites** - is specifically intended to commemorate and celebrate our historic places and promote public awareness of the history of Japanese Canadians in our community.

We recently learned that there are 31 other communities working with JCLS on their BC Heritage Sites projects all to be completed by Spring 2027.

### What we are proposing:

#### **(1) FEATURE ELEMENT: Japanese Canadian Memorial Story Corridor:**

At the far end of the Heiwa Garden, there is a four- to five-metre-wide, approximately 40-metre-long pathway running parallel to the wall of the water treatment plant and a small creek that flows through Ganges.

This often overlooked yet well-used footpath serves as a link connecting the downtown core, ArtSpring Theatre, and Mouat Park through Heiwa Garden. Our proposal is to transform this pathway into the JC Memorial Story Corridor, featuring a Japanese-Westcoast-style design, thus creating a pleasant, beautiful, and educational place to walk.

The JC Memorial Story Corridor will feature eight to ten interpretive panels encased in sustainable structures with archival photographs and informative text, bringing the invisible past to the visible present. We intend to tell the intriguing stories of Japanese Canadians on Salt Spring Island and in BC, interwoven with the island's history from the late 1800s to the present.

We will choose a sustainable, environmentally friendly, and anti-slip material to create a pleasant and family-friendly pathway that flows through the foliage along the creek. We are also committed to ensuring that the construction has minimal impact on the creek and its immediate surroundings.

## **(2) Information Cluster:**

Three signage installations on the southeast corner of the Heiwa Garden will highlight the Japanese-Canadian legacy of Salt Spring Island and the Southern Gulf Islands.

### **a. Signage: Honouring the Murakami Family**

Central to the Japanese Canadian narrative on Salt Spring Island is the enduring legacy of the Murakami family. This signage situated on the corner of Heiwa Garden will be a tribute to the Murakami family. Its purpose is to etch their story into the island's landscape as a permanent reminder of their legacy.

### **b. Signage: Salt Spring Japanese Canadian Legacy Sites**

In the vicinity of Ganges, there are several Japanese Canadian legacy sites, each holding a unique historical significance. Visitors are encouraged to explore these sites at their own pace, marked on the maps of Ganges and Salt Spring.

Collectively, these sites are evidence of the historical presence of the Japanese Canadian community on Salt Spring Island. The signage and the self-guided map will provide a guide for those interested in discovering and reflecting upon the legacy of the Japanese Canadians on the island.

### **c. Signage: Connecting Dots in the Southern Gulf Islands**

Our aim is to illuminate and acknowledge the historical significance of Japanese Canadian sites across the Southern Gulf Islands. We will create an interpretive panel with a map featuring coloured dots to mark the locations of herring salteries, charcoal kiln ruins on public lands, old Japanese Canadian communities, and other notable sites. Accompanying these visual markers will be brief texts providing historical context and facts, offering a quiet homage to the legacies on the islands.

## **(3) Signage: Okano Creek and Little Japan**

An interpretive panel about Little Japan and Okano Creek will be installed on the unpaved sidewalk along Lower Ganges Road.

The area along Sharp Road and Lower Ganges Road in the north of Ganges was once known as Little Japan. A total of eleven properties were owned by Japanese Canadian families in this community until they were forcibly uprooted in 1942. This historical narrative reflects a poignant chapter in local history, underscoring the shared experiences and resilience of Japanese Canadian families in the face of forced displacement.

## **What the feature of the project “Memorial Story Corridor” will offer to the community:**

The Memorial Story Corridor will offer a unique opportunity for exploration and discovery. Strolling along the pathway, people will gain insights into the intertwined history of Japanese Canadians and Salt Spring Island. The revitalized pathway promises a delightful, aesthetically pleasing, and safe environment, encouraging people to take leisurely walks. This initiative is expected to boost foot traffic, subsequently minimizing the potential for misuse in the area.

# 1. Japanese Garden Society of Salt Spring Island

Founded in 2004 Heiwa Garden opening 2009 Historical Charcoal Kiln Restoration 2014 Mearnie's Memorial Corner 2019



**June 2nd - 30th**  
**Program Room**  
**Salt Spring Island**  
**Public Library**

June 2nd (Fri)  
 Opening Reception 6pm  
 Artist Talk by Kayla Isomura 7 - 8:30pm

June 16th (Fri) 5 - 8pm  
 Community Workshop  
 Exploration of Intergenerational Memories  
 Facilitated by Susanne Hunter, MD, RCC  
 Pre-registration required: <http://www.japanese-spring-island.com>

June 23rd (Fri) 7 - 8:30pm  
 Community Talk  
 Japanese Canadian Memory Projects: Rebuilding the Community and Recognizing our Responsibilities Today  
 by Kirsten Emiko McAllister  
 Professor, School of Communication  
 Simon Fraser University

**THE SUITCASE PROJECT** by Kayla Isomura

Presented by the Japanese Garden Society of Salt Spring Island  
 Sponsored by the Salt Spring Island Public Library  
 The Suitcase Project is a collaboration between artists and scholars from Salt Spring Island  
 and the Japanese Canadian Memory Project to explore the impact of the War Relocation Authority  
 on the lives of Japanese Canadians and their families.

Chie Hanawa  
 Anna Sato  
 Kelita Kanazashi

**Tsumugu Project**  
 tickets \$20

April 15

**Taiko Drum Workshop**  
 a Drum for the Road workshop  
 April 15th - 16th 10am - 12pm

**Moving in Peace**  
 at the Heiwa Garden

The Heiwa Garden to inspire an improvised dance performance by Ontario dance duo Suzanne Liska and Takako Segawa

Music:  
 Shakuhachi by Masa Ito  
 Sound by Tetsu Aoyama

September 18th  
 Sunday from 5pm

Japanese Garden Society & SS Japanese Community present

**12th annual Blossom Picnic @ the Heiwa Garden in the Peace Park**

**11:00 ~ 2:00**  
**Sunday May 7th**

Celebrate spring with the friends and families!

**Eat** homestyle inari sushi and sweets  
**Enjoy** martial arts demos  
**Listen** to the music of old and new  
**Dressup** for costume contest  
**Make origami** **Play** games  
**and Love** the spring blossoms!

Don't miss our homestyle inari sushi lunch \$7

For pre-order lunch: call 250-653-0099  
 or email <http://www.japanese-spring-island.com>  
 For more information: email JGS <http://www.japanese-spring-island.com>



## 2. Japanese Canadian Legacy Society

BC Heritage Sites grant is intended to commemorate and celebrate

our historic places and promote public awareness of the history of Japanese Canadians in our community.



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# Heritage Preservation

\$14.5 Million

The Heritage package totals \$14.5 Million. This total was arrived at by surveying and aggregating funding needs for the establishment and maintenance of important community heritage sites in BC.

\$10 Million BC Heritage Sites Fund will include the further project planning of: Pitt Meadows/Maple Ridge; Surrey; Hastings Park; Miyazaki House; VJLS; Powell Street; Nanaimo; Cumberland; four Gulf Islands; Ucluelet; Prince Rupert; gardens & cemeteries. In addition to large projects, a second tier of smaller heritage sites projects will be considered for funding. Project guidelines and planning documents will be developed through February 2023.

\$3.5 Million fund for the NCMCC's Digital Database Hub and Heritage Portal, which will benefit Japanese Canadians across Canada, will be initiated in the next two months.

\$1 Million fund to the Village of New Denver for maintenance and operations of the Nikkei Internment Memorial Centre will be initiated in the next two months.

[BC Heritage Sites](#) →

## Related News & Updates

### BC Heritage Sites: Ocean Falls Visit

BC Heritage Sites • December 5, 2023

In November, Linda and Lane visited Ocean Falls, an isolated former pulp and paper mill town located at the head of Cousins Inlet at the west end of Dean Channel, just west of Bella Coola. Ocean Falls has historic and cultural value for the Japanese Canadian community which represented a significant part of the pulp [...]

[Read post](#) →

### BC Heritage Sites: Northern BC Visit

BC Heritage Sites • December 5, 2023

The North Pacific Cannery emerged as a promising collaboration site, boasting National historical significance and designated spaces for telling a fuller story of JC history of the surrounding areas of the Nass & Skeena Rivers. Prince Rupert Archives revealed ledger pages listing Japanese Canadians who worked at the canneries.

[Read post](#) →

### 3. Pathway connecting SS Coffee / PharmaSave parking via Heiwa Garden to ArtSpring

Photos taken February 2nd 2024



The wooden Bridge beside the thrift store.



Standing on the corner of the building looking into the pathway.



Looking back.  
The building wall covered with graffiti



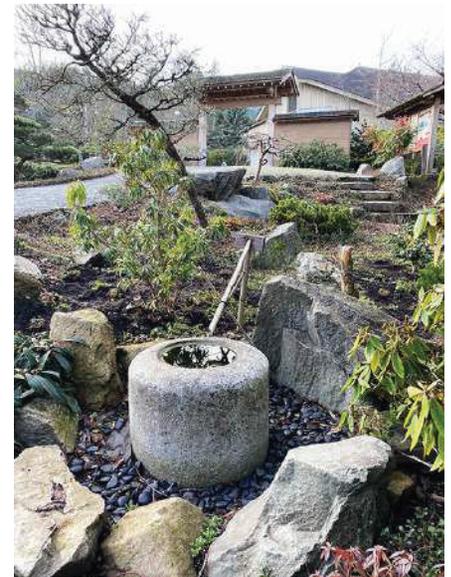
The old bridge site behind the library.



The tree and the lighting post with graffiti.



Looking at the pathway from the edge of Heiwa Garden.  
You can see the building with graffiti.

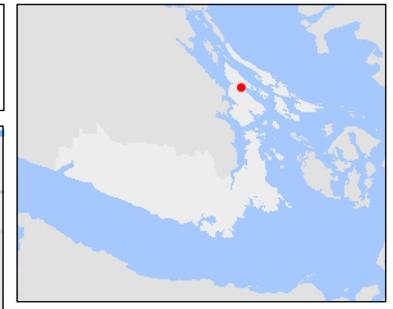
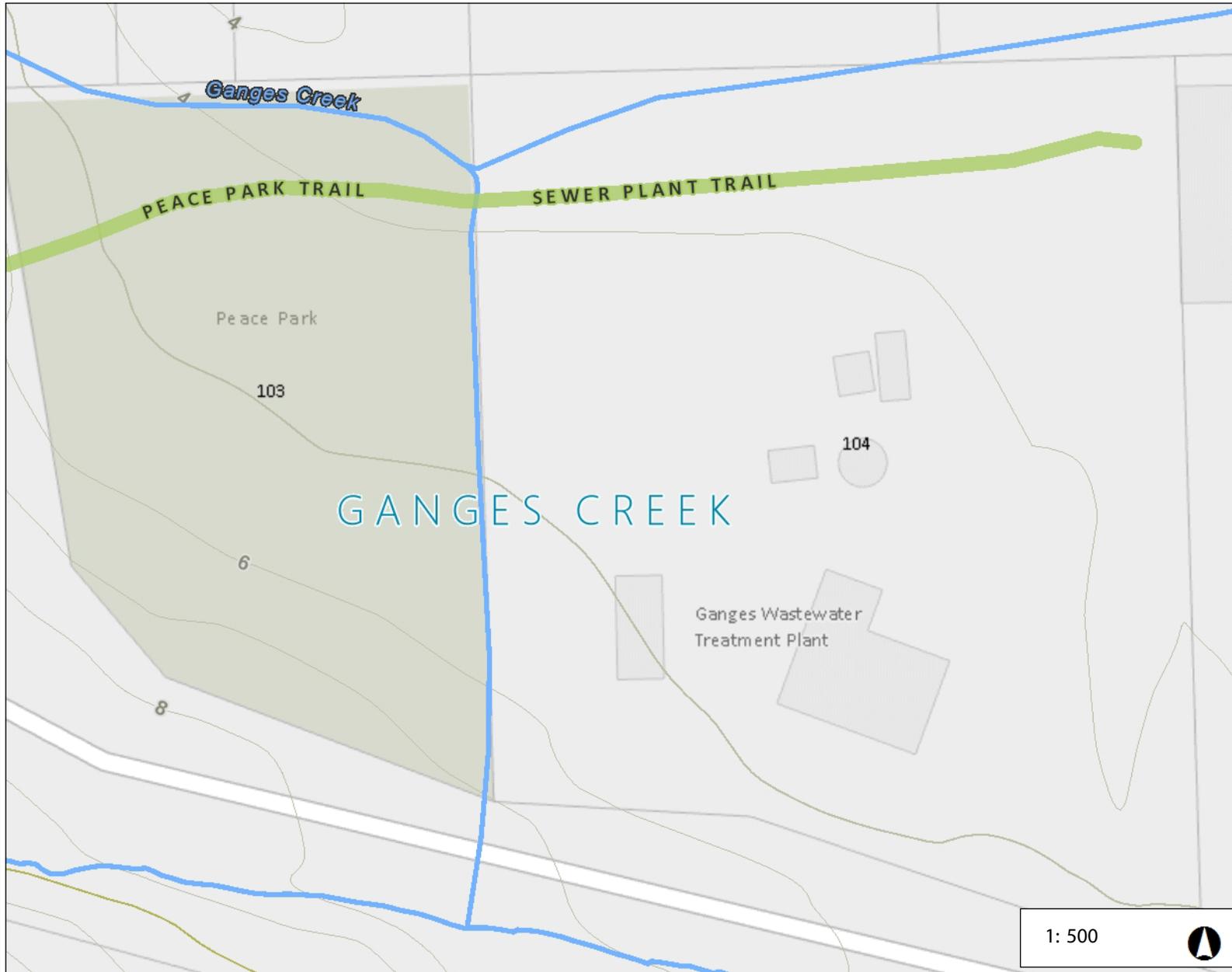


Mearnie's Memorial Corner in Heiwa Garden.  
ArtSpring is behind the gate up the slope.

#### 4. Interpretive Panels and Panel Casing sample images



## 5 a. Japanese Canadian Memorial Story Corridor i.e. Sewer Plant Trail



**Legend**

- Cycling
- Equestrian
- Regional
- Park Trail to 2501
- Watercourses Primary 20,000
- Watercourses Secondary 20,000
- Watercourses Tertiary 20,000
- River

**Water Body Primary**

- Pond
- Lake
- Reservoir
- Wetland

**Water Body Secondary 50,000**

- Pond
- Lake
- Reservoir
- Wetland

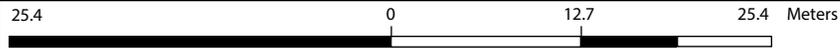
**Water Body Tertiary 20,000**

- Pond
- Lake
- Reservoir
- Wetland

**Watersheds**

- Full Watershed
- Sub Watershed

1: 500

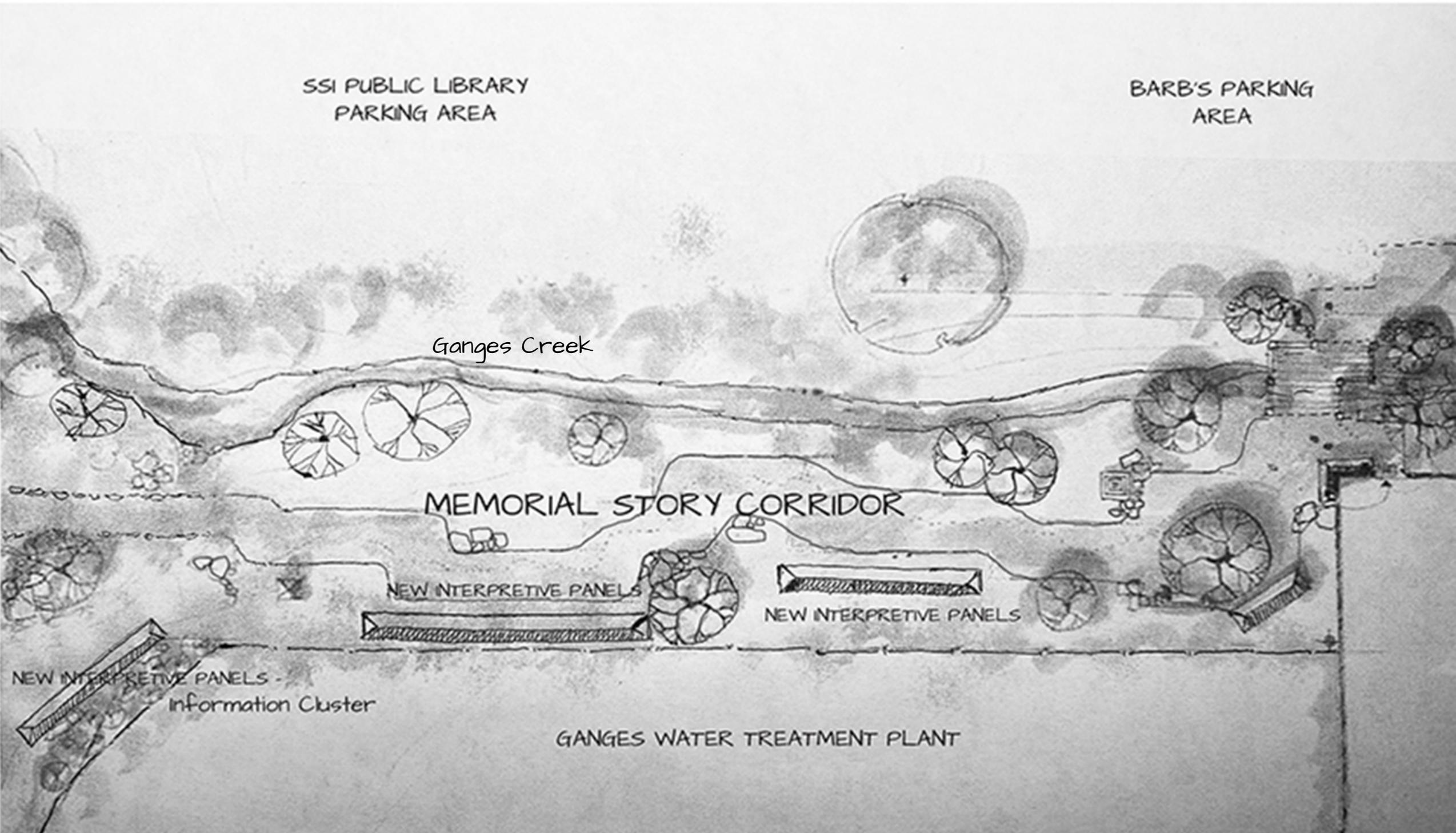


NAD\_1983\_UTM\_Zone\_10N  
© Capital Regional District

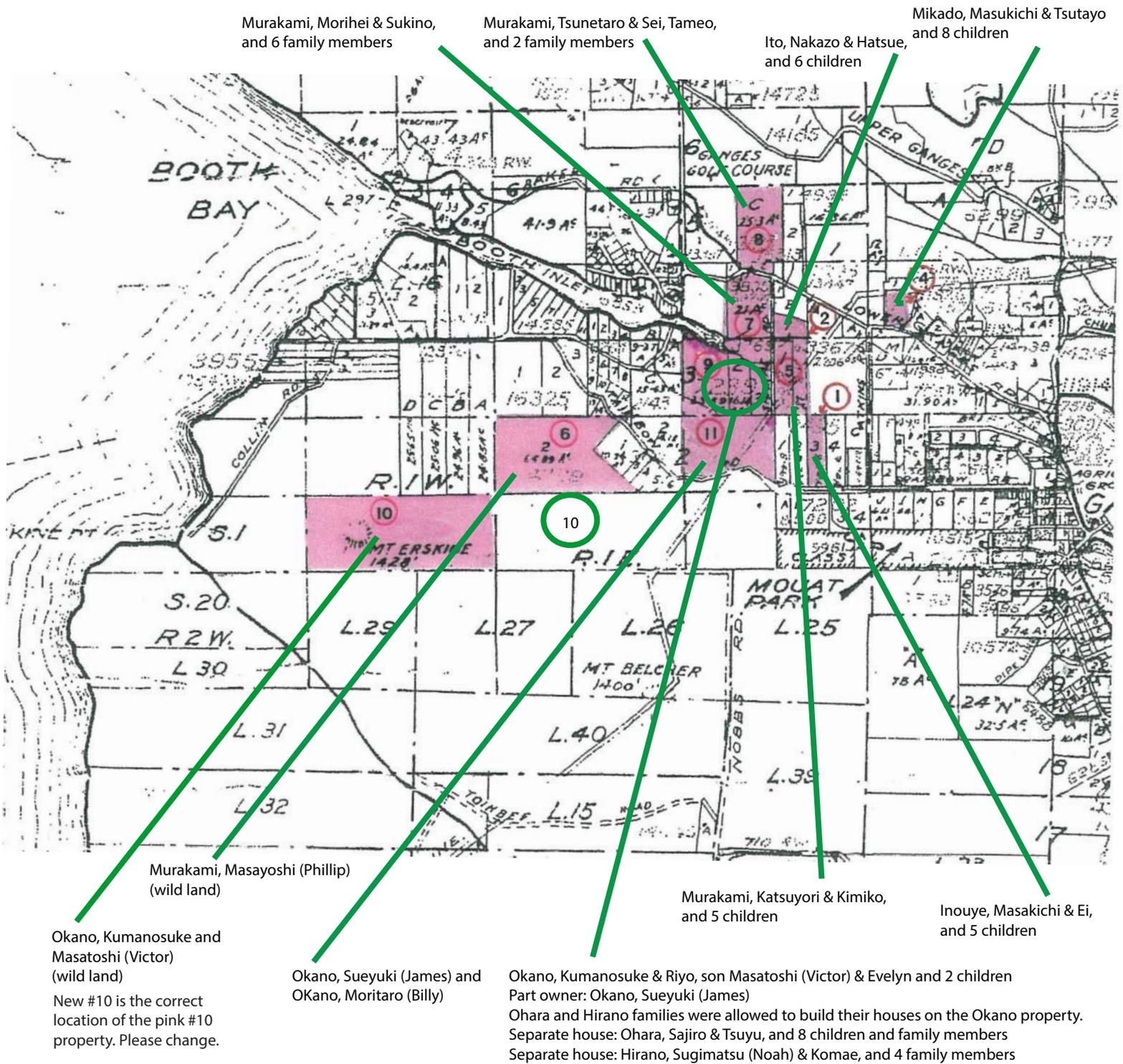
Important: This map is for general information purposes only. The Capital Regional District (CRD) makes no representations or warranties regarding the accuracy or completeness of this map or the suitability of the map for any purpose. This map is not for navigation. The CRD will not be liable for any damage, loss or injury resulting from the use of the map or information on the map and the map may be changed by the CRD at any time.

**Notes**

5 b. Image sketch of the Japanese Canadian Memorial Story Corridor



## 6. Japanese Canadian Vested Properties in the Area around Sharp Road



# GROW LOCAL AGGREGATION & DISTRIBUTION BUSINESS MODEL FINAL

For Salt Spring Island Farmland Trust Society

By Greenchain Consulting Inc.



October, 2023

## Executive Summary

There are several successful farms on Salt Spring Island that mainly sell direct to customers either at the farmers' market, gate sales or in some cases direct to wholesale buyers like Country Grocer.

However, it is challenging for small scale and start-up farms to enter the market and get traction.

**Grow Local** is an initiative by Salt Spring Island Farmland Trust Society to investigate the opportunities to increase the demand for local food in consumer, retail, wholesale, and institutional markets to support small scale and start up farms.

Grow Local's market expansion program involves developing relationships with **small scale and start up producers** and potential buyers to understand market needs, production capacity, operational requirements, infrastructure needs and staff capacity. In some cases, over the past year or two, trials were coordinated to test opportunities.

Grow Local **conducted trials** with various sales channels, including Localsalt, The Foodraiser, and the Fresh Sheet, to expand the availability of local produce and determine the best business model. Localsalt, an online order platform, partnered with Grow Local, but low sales couldn't cover labor and additional costs. Metrics showed 66 total sales, \$3,416 income, and a need for platform development. The Foodraiser, selling donated food, garnered community support, earning \$1,382 with profits donated to FLT. The Fresh Sheet aimed to sell crops from multiple farms to wholesale customers but faced challenges, achieving 11 sales totaling \$1,993.75.

The **School Meal Program trial**, involving various initiatives like a salad bar, breakfast program, meal kits, and a chef's conference, engaged 8 farms, resulting in approximately \$4,000 in local ingredient sales. The key findings emphasized positive reception, growing interest from students and teachers, and discussions for provincial funding. The Salt Spring 2022 Vital Signs Report revealed a high local food demand, with 75.5% buying locally and spending an average of \$151.38/month. The island's strong supply from eager growers supports direct marketing initiatives, while similar communities operate successful channels like farm gate sales, CSAs, and farmers' markets, reflecting broader trends in BC with significant growth in these areas.

The **overall findings** highlight the need for winter planning sessions to initiate aggregation and distribution initiatives and increase farmer participation. The challenging economics of farming on Salt Spring Island, with thin profit margins, necessitate secondary income sources for many farmers. Administrative challenges in coordinating trials underscore the difficulty of funding coordination roles, often relying on a combination of price markups and grants. The trials collectively generated \$11,834.75 in revenue, indicating a need for multiple channels, such as a multi-farm CSA, gate sales outlet, and farmers' market table, to increase volume and decrease reliance on subsidies. Business model recommendations include creating a paid position to coordinate aggregated growing and selling, expanding the successful school food coordinator role, and collaborating with the Salt Spring Farmland Trust and Localsalt for scalability.

Over the next few years Grow Local will offer aggregation and distribution services to boost the demand for locally grown and processed foods. **The Foodraiser initiative** involves coordinating with multiple farmers and encouraging donations of root crops, with profits supporting the FLT. Different box options, including Harvest Boxes and Giving Boxes, aim to cater to various preferences and contribute to community causes. **The Farm Stand Gate Sales**, located in The Root's basement, allows local producers to drop off products for customers to purchase under an honor system. Additionally, Grow Local will consider initiatives like Localsalt, a school food program, a multi-farm CSA box, and a potential farmers' market table, depending on demand and capacity.

Grow Local's **operation plans** involve hiring a coordinator to manage various aggregation and distribution services, ensuring plans are in place, coordinating with food producers and processors, and maintaining accurate information for customers. The coordinator's responsibilities include managing the quality and delivery of food, handling customer issues, collecting payments, and maintaining equipment. Additionally, the coordinator will promote and market services to attract local customers and support producers and processors. The Foodraiser initiative for 2023 aims to include more variety and growers than in 2022, working with 10 commercial farms and 15 backyard gardeners. Foodraiser will offer bulk root crops and produce boxes on Localsalt, featuring two offerings: a \$30 medium box and a \$50 large box. The initiative will require storage at The Root and coordination with volunteers for packaging, emphasizing quality control and potential use of the wash pack station if available.

Grow Local's **marketing plan** centers around its value proposition, targeting consumers interested in purchasing fresh produce, meats, or unique items directly from local sources. The unique selling propositions focus on convenience, diverse product range, freshness, reduced food waste, transparency, and support for food security. With a limited budget, the plan heavily relies on a strong online presence through a user-friendly website, an online ordering system, detailed product information, and online marketing techniques. Content marketing, email marketing, customer reviews, and collaboration with influencers are key components. Additionally, offline strategies include co-marketing partnerships, event participation, word of mouth, retention strategies, and occasional print promotions.

The **financial projections** highlight that Grow Local's Foodraiser and Farmgate sales programs will lose significant money for the next 3 years. The initiatives are projected to generate between \$20,000 to \$25,000 per year for the next 3 years, with costs between \$38,000 to \$40,000. Most of the losses can be attributed to the farmgate sales, however this is strategic with the hope that the farmgate sales can be merged with Local Salt and run together under the Farmland Trust umbrella. As Salt Spring Island has a small population the initiatives will still probably be reliant on donations and grants. The mission of the initiatives is to generate sales for micro local producers to help them establish their market gardens or farms and potential flourish into productive farms. This mission is likely never going to generate a profit. Because the mission is tied closely to food security, the initiatives will need to apply for grants that support this such as those funded by the BC Ministry of Health such as [The Critical Food Infrastructure Grant administered by The United Way](#) and similar initiatives such as [The Community Grants Program administered by the Victoria Foundation](#).

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## Introduction

There are several successful farms on Salt Spring Island that mainly sell direct to customers either at the farmers' market, gate sales or in some cases direct to wholesale buyers like Country Grocer. However, it is challenging for small scale and start-up farms to enter the market and get traction. Grow Local is an initiative by Salt Spring Island Farmland Trust Society to investigate the opportunities to increase the demand for local food in consumer, retail, wholesale, and institutional markets to support small scale and start up farms.

Grow Local's market expansion program involves developing relationships with small scale and start up producers and potential buyers to understand market needs, production capacity, operational requirements, infrastructure needs and staff capacity. In some cases, over the past year or two, trials were coordinated to test opportunities. Below is a list of farms Grow Local worked with on these trials:

### List of Farms that have Collaborated with Grow Local

- Bright Farm
- Backwoods Farm
- Paradise Within
- Heavenly Roots
- Quarry Farm
- Forest Gardens
- Northend Farm
- Holly Farm
- Salt Spring Sprouts and Mushrooms
- Duck Creek Farm
- Laughing Apple
- Ruckle Heritage Farm

### List of Other Grow Local Collaborators and Funders

- Island Coastal Economic Trust
- Salt Spring Island Community Economic Sustainability Commission
- Harbour House Hotel
- Caitlyn Pal
- The Farmland Trust
- Robin Jenkinson
- Transition Salt Spring
- Michelle Nisbin, Simon Fraser University
- Dr. Soma, Simon Fraser University
- Pat Reichart + Closing the Supply Gap
- On The Rise, Climate Grief + Action Festival

## Market Analysis

Below is an analysis of the Grow Local trials based on reports and information provided by Grow Local. Additionally, there is an analysis of other potential sales channels for Grow Local, to help determine the best business model going forward.

### Localsalt

Localsalt, online order platform, partnered with Grow Local to expand the availability of local produce on the platform, offering both retail and wholesale listings. Sales to both households and wholesale buyers were low and couldn't cover the costs of labour and any additional costs. There are no online grocery stores for pick up or delivery on Salt Spring Island, however there are a few farm CSA and gate sale services, a farmers' market and grocery stores that sell locally produced items.

### Localsalt Metrics

Total Number of Sales through Localsalt	66
Total Income Generated through Localsalt	\$3,416
Average Weekly Sales over the 15-week trial	4.4
Highest Number of Sales in a week	18
Number of Products Listed	33
Total Page Views	647

To improve sales further development of the online platform is necessary to enhance wholesale orders and improve the user experience for vendors and customers. Moving Localsalt's food drop-off and pick-up location to The Root would support increased sales and collaboration with the Salt Spring Farmland Trust. Additional strategies such as coordinated sales between multiple farmers, storefront and backend upgrades, cross-marketing efforts, and offering unique products on the platform contributed to increased sales and customer engagement, especially after the Tuesday Farmers Market had closed for the season. It is crucial for the marketplace to have a diverse selection of fresh produce from different farms to provide a well-stocked experience for customers.

Projections for this service range from \$500 to \$1000 weekly sales to households, with labour costs ranging from \$300 to \$600 per week and \$200 to \$600 losses after cost of goods sold and labour costs, but before other costs.

### Crops sold by Grow Local

To incentivize farmers to participate, Grow Local offered administrative assistance for onboarding and streamlined the process. Farmers provided crop lists, and harvest only took place when an order was placed. Grow Local handled product listings, payment processing, invoicing, and delivered the crops to the Farmer's Institute for pick-up on Tuesdays. The trial revealed key findings: many farmers were initially reluctant to use new online sales tools, but eliminating administrative time made them willing to participate; the trial's timing was not optimal, resulting in limited farm participation; coordination of delivery/drop-off is crucial for scalability, as small orders are not cost-effective for farmers to deliver individually; some farmers were hesitant to list their crops under the Grow Local brand due to concerns about being associated with lower quality products from other farms.

### Sold By Grow Local Metrics

Total Number of Sales	29
Total Income Generated	\$346
Average Sale Amount	11.9
Number of Unique Customers	23
Time Commitment Per Week	2 hours

### The Foodraiser

The Foodraiser trial, selling donated food to raise money, was conducted in collaboration with The FLT, tested The Root as the island's Local Food Hub and found it to be well-equipped, with recommendations for additional equipment. The cooler at The Root provided optimal storage conditions for the root crops, which remained fresh throughout the project. The community showed strong support for the philanthropic event, with school programs being consistent and high-volume customers. Sales increased after the Tuesday Market ended, and the larger produce boxes were the most popular offering.

### Foodraiser Metrics

Total Income	\$1,382
Total Farmer Income	\$610.75
Profits Donated to FLT	\$771.25
Bulk Root Crop Sales Income	\$522
Produce Box Income	\$860
Number of Sales	40
Value of Food Donated	\$240
Time Commitment	3 - 10 hrs / week

### Fresh Sheet

The Fresh Sheet trial aimed to explore the potential of selling crops from multiple farms to wholesale customers, providing a more consistent supply of fresh produce. Farmers submitted weekly lists of their crops, quantities, and prices, which Grow Local compiled and shared with customers for ordering. The trial also facilitated coordination between farmers for harvesting and delivery. Wholesale buyers are currently serviced direct by a few local producers.

### Fresh Sheet Metrics

Total Number of Sales	11
Total Sales Income	\$1993.75
Number of Customers Approached	12

Number of Customers Onboarded	7
Number of Farmers Approached	79
Number of Farmers Onboarded	7
Weekly Time Commitment	4-8 hrs/ week

Key findings revealed challenges: local grocery stores did not participate due to disinterest, low price points, and insufficient quantities; most farms approached were not willing to sell at wholesale prices, preferring retail markets; participating farms were hesitant to allocate more than a small percentage of their crops to grocery stores at lower prices; timing constraints limited engagement with restaurants already committed to their seasonal menus; and the lack of a streamlined system necessitated significant administrative effort for order, harvest, and delivery coordination.

Projections for the service range from \$500 to \$1000 weekly sales to households, with labour costs ranging from \$150 to \$300 weekly labour costs and \$50 to \$200 losses after cost of goods sold and labour, but before other costs.

### School Meal Programs

The School Meal Program trial included an end-of-school celebration with a salad bar featuring local produce, a breakfast program with bicycle-powered smoothie blending using local ingredients, meal kits distributed to families featuring Salt Spring produce, a Halloween pumpkin soup lunch with ingredients sourced from local farms, and a school chef's conference that involved farm tours and a lunch at Paradise Within Farm. In total 8 farms were involved in the programs and sold ~\$4,000 of local ingredients through the year. While local schools aren't buying from other local food providers, some are buying non-local ingredients.

### School Meal Metrics

Number of Farms Worked With	12
Overall Money Spent on local ingredients	\$4,700
Time Commitment	5-15 hrs/week

The key findings highlighted the positive reception of the programs due to ongoing advocacy for school garden programs, growing interest from students, families, and teachers to integrate local food into school life and curriculum, discussions between the Ministry of Education and Ministry of Agriculture for funding a provincial school lunch program, the need for winter planning sessions to involve farmers in pre-planning and growing larger quantities of crops for future school programs, and the potential for utilizing the budget more effectively by pre-planning and involving more local farmers in community initiatives. Overall, the trial showcased the enthusiasm for incorporating local food into school programs and the potential for further collaboration and planning to maximize the impact of these initiatives.

### Other Potential Services

There is a strong demand from customers on SIL for local food. Anecdotally, most local producers sell most of their items at the local farmers' market or at their own gate sale outlets. The Salt Spring

2022 Vital Signs Report, from a survey of 841 residents, found that 75.5% said they buy locally, whenever possible and 57.7% frequently support local farmers. On average they spend \$151.38/month on local food. Most shoppers who purchase a larger proportion of local food tend to have a higher household income. While Salt Spring Island does have a low average household income, \$58,650 in 2020, 25% of households have an income of more than \$90,000 per annum. According to Wander Victoria BC, Salt Spring Island sees an additional 33,000 tourists per year, nearly three times that than its population. Tourists tend to be more discretionary when it comes to buying local food.

As highlighted above there are multiple farms and market gardeners keen to work with Grow Local. Therefore, there is enough supply from growers to support direct marketing initiatives and provide varied and consistent local food supply. Additionally, similar communities to SIL operate multiple direct marketing channels to aggregate and distribute local produce to support local growers. For example, Wildsight Elk Valley in Fernie operates a community table at the local farmers' market to sell product from multiple food producers. They also offer a food box program and manage a local only store called Local<sup>1</sup>, that is open a few days per week.

**Farm gate sales** for BC farmers have increased significantly over the past few years as more customers are wanting to know where their food comes from and develop relationships with the people who produce it. Farms can expect between \$100 to \$1000 per week of sales for farm stands. There is already a strong market for farm gate sales on Salt Spring Island. The provincial government is actively encouraging farm gate sales by providing funding for buy local awareness campaigns, changing regulations around what farms can sell and build on their farms and regulations around food growing, production and selling.

**CSAs**, like online sales and gate sales, are seeing growth as customers want to form a relationship with the growers. A CSA is further commitment and support from the customer as they pay money upfront and give flexibility to the farmer as to what is in the box depending on what is available. CSA services can expect between 20 to 200 customers per season. CSAs are supported and promoted by FarmFolk CityFolk<sup>2</sup>.

**Farmers' markets** are seeing some huge growth in BC, with a 150% increase in sales over the past several years according to BCAFM. There are over 140 markets across BC including 2 on Salt Spring Island. Vendors can expect to get between \$500 to \$3,000 revenues per market.

## Overall Findings

The planning session for aggregation and distribution initiatives needs to start during the winter to increase farmer participation. Timing is crucial as it is difficult to engage farmers once the growing season has begun and they have already committed to marketing avenues and crops. Encouraging farmer involvement is vital for the success of these initiatives.

The economics of farming on Salt Spring Island (SSI) present significant challenges. Profit margins for most crops are thin, as small-scale local farmers compete with larger farms benefiting from economies of scale or subsidized imports. Many farmers on SSI require a secondary income source to sustain their operations. Additionally, the limited number of customers who can afford the higher prices of local food further constrains the market.

---

<sup>1</sup> [Local Store – Wildsight](#)

<sup>2</sup> [FarmFolk CityFolk | Strengthening Community Supported Agriculture - FarmFolk CityFolk](#)

All the trials conducted in the study required administrative time and incurred costs for coordinating between farmers and customers. Funding the coordination role is a major challenge, given the tight profit margins in farming. Research on Food Hubs suggests that a combination of price markups (passed on to customers) and grants from governments and institutions is the standard approach to cover the coordination costs of aggregation programs.

Each of the initiatives has had some success and interest from both suppliers and customers. In total the trials generated \$11,834.75 revenues which required dozens of hours to coordinate. If Grow Local earned as much as 20% profit on the sales it would have generated \$2367 profit. If it needed to spend \$2,000 on labour (100 hours at \$20 per hour) to help coordinate the trials, then this would have left \$367 profit. However, this does not cover additional costs such as rent and transportation costs.

In all cases revenues are too low for each one to be profitable on its own or to generate enough volume to have any significant increase in local production. Therefore, any aggregation and distribution model on Salt Spring Island will have to incorporate multiple channels. Therefore, additional to the services that were trialled, Grow Local should consider offering its own multi-farm CSA, gate sales outlet and farmers' market table to increase revenues. If these are successful, then Grow Local should also consider having a local food only store that is open a few days per week, for a few hours per each day it is open. With a low population, offering multiple sales channels is the only way to increase the volume of local food production and rely less on subsidies.

Additionally, where possible, Grow Local producers should try and support these channels by not competing against them. Typically, food businesses need to generate north of \$500,000 per year (if not close to \$1 million) to be financially independent and not rely on non-food revenues or rely on any kind of subsidies such as grants or in kind such as volunteer labour. Unless there is a significant increase in demand from any of the channels, Grow Local will have to rely on grants and subsidised costs of some kind. However, the more revenue channels it offers the less subsidies it will need.

### Business Model Recommendations

To scale up local food production from 2023 onwards, the main recommendation is to create a paid position that coordinates aggregated growing and selling among multiple farmers and customers. This role would involve planning sessions with farmers and customers during the winter, securing purchase commitments in advance, and focusing on elementary schools as potential customers. Replicating the successful school food coordinator role in other schools could expand the market for local food.

In addition, the position would work with the Salt Spring Farmland Trust (FLT) to develop The Root as the island's Local Food Hub. This involves setting up the necessary systems for receiving, processing, storing, and distributing crops. Collaborating with Localsalt, an online marketplace, and the eventual relocation to The Root would enable scalability and support the expansion of sales and distribution.

Based on the market analysis it is recommended Grow Local comprise of the services outlined in the next chapter. In the Appendix there are additional operational recommendations some presented in the 2022 Grow Local report. These are mainly for consideration by The Root and to invest in infrastructure to support Grow Local initiatives.

## Description of Services and Products

Grow Local will offer the following aggregation and distribution services and products to help increase the demand of locally grown and processed foods from market gardeners, farm start-ups and micro-entrepreneurs:

### Foodraiser

The Foodraiser initiative focuses on coordinating growing and selling with multiple farmers, as well as encouraging local gardeners to contribute food for a community cause. Growers are encouraged to grow root crops, as they have long shelf lives and can be planted late in the season. Crops are donated to Grow Local, and the profits from the sales donated to the FLT to support programming at The Root. The Foodraiser offers different boxes, including bulk root crops, Harvest Boxes, Bounty Boxes, and Giving Boxes, some of which were also donated to food-insecure individuals.

### Farm Stand Gate Sales

A “farm stand” will be built in the basement of The Root for local producers and processors to drop their product off to be sold under the honour system. Customers will choose from the selection of products (that will be individually priced) and pay for the products by dropping cash in a cash box or transferring money.

### Other Potential Programs

Grow Local will also consider and assess the following initiatives over the next few years to see if there is enough demand and if Grow Local has the capacity to manage them.

**Localsalt<sup>3</sup>** - Localsalt is an online marketplace that connects local food growers and processors with customers on Salt Spring Island (SSI). Customers, mainly households, can purchase products directly from the growers through the platform and currently collect their orders from the Farmers Institute every Tuesday. The recommended plan would be for Localsalt to become part of Salt Spring Island Farmland Trust Society/The Root and for the current owner of Localsalt to still lead and manage the service. Further information on how this could be run is in the Appendix.

**School Food Programs** - A Grow Local School Food Program could focus on incorporating island-grown food into school meal programs, specifically collaborating with Salt Spring Elementary School (SSE) for various initiatives. In the next school year, the BC Government is investing millions of dollars into school food programs and encouraging these programs to source local where possible, therefore potentially seeing an increase in orders for Grow Local school food programs. Grow Local will wait and see how this initiative roles out and how local schools will adopt it and what needs they will have. Further information on how this could be run is in the Appendix.

**Multi-farm CSA box** - Grow Local could coordinate set boxes using products from multiple farms and food makers. These boxes will be like the Foodraiser boxes; bulk root crops, Harvest Boxes, Bounty Boxes, and Giving Boxes and sold through Localsalt and picked up at The Root and Fulwood Hall as the main pick-up locations. Further information on how this could be run is in the Appendix.

**Farmers’ Market Table** - Due to low sales and competing vendors, it was decided that Grow Local won’t initially operate a farmers’ market table. If demand increases for one, then it will be reviewed at a later date. Further information on how this could be run is in the Appendix.

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<sup>3</sup> [How it works – Marketplace \(localsalt.ca\)](https://www.localsalt.ca)

## Operation Plans

Grow Local will employ a coordinator to coordinate all the following aggregation and distribution services. As customers are buying direct from food producers and are picking up their food from various locations, the main roles of the coordinator will be to make sure:

- Plans are in the place (e.g. suppliers, equipment, customers and labour) to manage Grow Local's various aggregation and distribution services.
- There are enough Grow Local food producers and processors to provide a wide selection of products with a consistent volume to meet the needs of the different services.
- Information shared with customers is accurate and relevant (e.g. product descriptions, photos, pricing and quantities).
- The quality of the food meets Grow Local guidelines and to deal with any returns or shorts.
- Food is delivered in the right volume, at the right time, to the right place and sorted accordingly.
- Customers have received what they have ordered, are happy with the service and deal with any customer issues (e.g. product quality).
- Payments have been collected from customers, payments are made to suppliers and any other costs are paid for (e.g. website hosting costs).
- Any equipment needed for the services are purchased, maintained and/or repaired to support the smooth running of all the services.
- To promote and market the services so there are enough customers buying local food that support local producers and processors.

## Foodraiser

The 2023 Foodraiser will feature more variety of crops and include more growers than 2022. As in 2022, farmers will be contracted to grow root crops that will be purchased by Grow Local and then sold as bulk root crops on Localsalt. Individual gardeners and members of the Grow Local Collective will be invited to grow crops specifically for donation to the Foodraiser. Members of the Grow Local Collective will be asked to donate a portion (50% to 75%) of the crops they bring to the harvest sharing gatherings to The Root and these crops will be sold in the Foodraiser.

The goal is to work with 10 commercial farms in the 2023 Foodraiser and open to working with new farmers. Backyard gardeners will be encouraged to grow and donate crops for The Foodraiser. Instead of asking backyard gardeners to grow specific crops as last season, gardeners will be provided with a list of preferred crops and encourage gardeners to donate crops that they have an abundance of (quantity), and that grew particularly well (quality). The goal is to work with 15 backyard gardeners in the 2023 Foodraiser.

Based on market research Foodraiser will strive to offer: carrots, potatoes, mushrooms, salad greens, beets, squash, onions and beans. The Foodraiser will feature two offerings of bulk root crops and produce boxes on Localsalt for customers to purchase: a \$30 medium box and a \$50 large box. Customers will also be able to purchase a \$30 Giving Box to be donated through Community Services.

To ensure that produce boxes have adequate quality and quantity of crops Grow Local will partner with Forest Gardens to supplement the donated crops as necessary. This will enable Grow Local to offer a specific number of boxes each week without knowing how much produce will be donated each week.

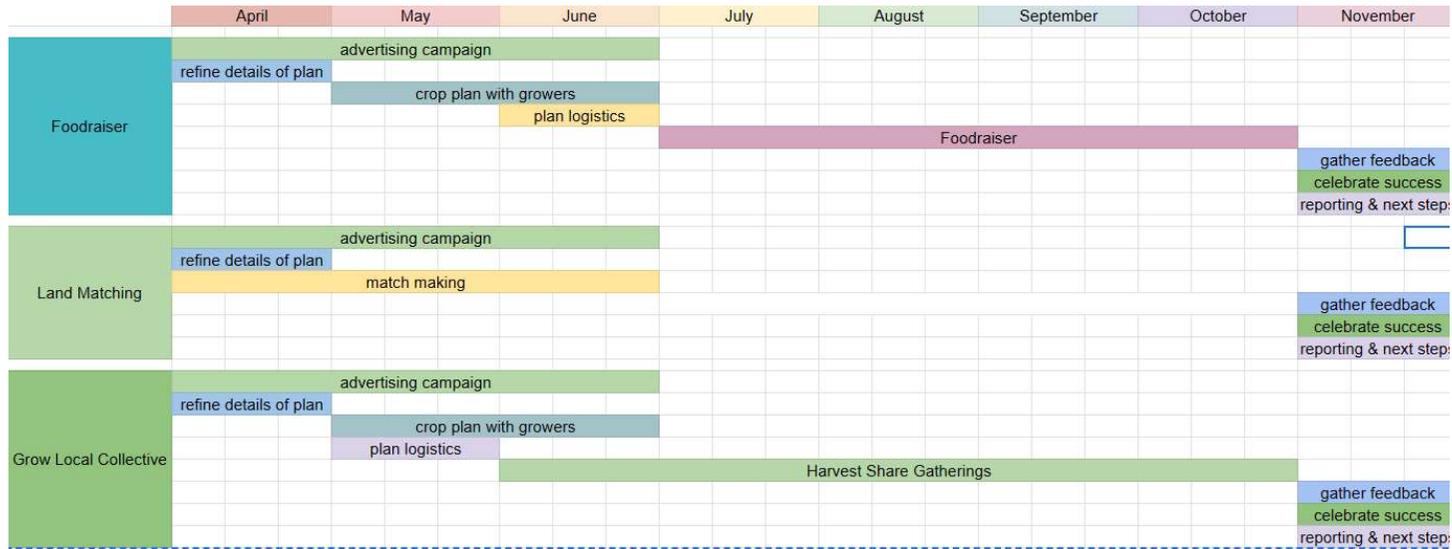
Foodraiser will feature primarily donated crops from backyard gardeners, with commercial farmers supplementing the produce boxes as needed, and providing high quality root crops. This will allow Foodraiser to charge a price that will allow it to pay some money to farmers and raise money for the fundraiser.

The Foodraiser will require crops to be stored in the walk-in cooler and basement at The Root for variable periods of time. Perishable produce will be harvested and brought to The Root for packaging between Sunday and Monday. Grow Local will pack the boxes using volunteers. Orders will be packed in Localsalt wooden boxes so when customers pick up their orders, they will be asked to bring bags and take their orders out of the wooden boxes and to leave the boxes at The Root. Root and other storage crops can be brought in and stored in the basement or walk in cooler for longer periods of time. Most root crops can be stored for at least one month in sealed Rubbermaid bins in the walk-in-cooler. Squashes and pumpkins are able to be stored for at least one month in the basement. Foodraiser will need access to 10-15 medium sized plastic Rubbermaid bins with lids that seal, or equivalent type bins.

Growers will be asked to cool and clean crops prior to bringing them to The Root. However, if the wash pack station is installed by the time the Foodraiser starts then we will explore the feasibility of growers being able to bring crops to The Root to be cleaned. Foodraiser will need two anchor farms to make sure there is enough volume for the whole program.

The Grow Local co-ordinator schedule for Foodraiser will be as follows:

### Annual Schedule



### Weekly Schedule

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Harvest Share Gathering @ The Root 10AM - 12PM	Send farmers pick sheet (9 AM)	Farmers deliver crops to Root (AM)		Pay farmers		
Assemble boxes with donated food & determine crops needed from farmers (12PM - 2PM)		Add farmer crops to boxes & assemble orders (12PM - 2PM)		Administration		
FoodRaiser orders placed by 12AM		Donate Giving Boxes & any food that can't be sold next week (2-2:30PM)				
Administration		FoodRaiser orders picked up by customers (2 - 6 PM)				
		Update localsalt listings				
5 hours		3 hours		2 hours		

## Farm Gate Sales

Farm gate sales are where a farm or farms sell products direct to customers from its farm or another public location. This can range from a roadside stand (honesty box or attended), a basic store/room customers can be served or a grocery store that is staffed and has a wide range of other products. Initially, Grow Local/Localsalt will offer gate sales in the basement of The Root. Localsalt currently uses this space for pick up as well as storage space. Instead of products just sitting in the basement for a week, the concept is to make them available for sale when The Root is open and staff on site. The store will still be unattended and managed by an honour system.

Grow Local will need to fill out an application form with Island Health, comply with the regulations and be inspected every 6 months to be able to operate. Island Health uses the term Temporary Food Markets<sup>4</sup>. There is no fee for inspection. If there is no processing/handling/preparing of the food items at the location of the gate sales and the food arriving is prepackaged, then the application should be straight forward. If, however, the organisation decides to do any food handling, the farm will require a food safety plan, sanitation plan, along with other requirements set out by the district inspector.

The “store” will be unattended but will have an honesty box and instructions on how customers can e-transfer money to Grow Local/Localsalt for items they have purchased. Suppliers will be encouraged to stock, merchandise and price items left at the stand. If sales go well and there is the infrastructure for it, then reach in fridges and freezers will be used to offer a wider selection of foods. At this point Grow Local/Localsalt will also consider installing security cameras with signs letting customers know they are there. The Grow Local/Localsalt co-ordinator will inspect the stand on a regular basis, provide guidance to suppliers on supply, merchandising and pricing, and deal with any customer issues.

Grow Local plans to offer farm gate sales in the basement of The Root, utilizing the space currently used for pick-up and storage by Localsalt. The unattended store will operate on an honor system, with customers making purchases through an honesty box or e-transfers. To comply with regulations, Grow Local will need to submit an application to Island Health, undergo inspections every six months, and adhere to food safety requirements if handling occurs at the location. If successful, the stand may expand to include reach-in fridges and freezers, with security measures such as cameras considered for future infrastructure.

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<sup>4</sup> [Food Safety | Island Health](#)

## Marketing Plan

Below is Grow Local's marketing plan to help establish and grow its aggregation and distribution services.

### Value Proposition

Providing convenience, access to a diverse range of local products, quality assurance, and supporting sustainable and resilient food systems. Customers can benefit from a more efficient and enjoyable shopping experience, knowing that they are making informed choices and supporting local producers, while having multiple ways to access the local food.

### Key Customers

Besides the school food program, which will target K to 12 students at Salt Spring Island schools, all of the services provided by Grow Local will target food consumers. It has been established with previous pilots that Grow Local will find it challenging to supply wholesale customers. Grow Local will target consumers that are interested in purchasing fresh produce, meats, or other products directly from local sources, supporting sustainable agriculture, or accessing unique or specialty items that are not readily available in traditional retail outlets. From previous experience these consumers tend to be of higher income and higher education qualifications.

### Unique Selling Proposition

The services will provide the following unique selling propositions which will be a focus of any communications.

- Convenience and efficiency
- Diverse product range
- Freshness and quality assurance
- Market access for local and small-scale producers
- Reduced food waste
- Transparency and traceability
- Support for food security and resilience
- Expertise and customer support

### On-line presence

The food aggregation and distribution services will have a very limited budget and will therefore rely on a strong online presence. This will include:

- **User-friendly website:** Localsalt will showcase the services, products, and value proposition of the aggregation and distribution services. It will be visually appealing, easy to navigate, and mobile-friendly to cater to a wide range of users.
- **Online ordering system:** Localsalt will allow customers to browse products, place orders, and schedule deliveries or pickups. The system will be intuitive and user-friendly, with clear product descriptions, pricing, and convenient payment options.
- **Product Information and transparency:** Localsalt will provide comprehensive information about the sourced products, including details about the producers, farming practices, certifications, and any other relevant information that customers may value. Highlight the transparency and traceability of the products to build trust with customers.

- **Online marketing and social media:** Grow Local will utilize online marketing techniques, including search engine optimization (SEO) strategies and targeted online advertisements (e.g. Facebook), to increase the visibility and reach of the service. Grow Local will leverage social media platforms (e.g. FLT newsletter, Transition Salt Spring newsletter, Ag Alliance Newsletter, ING newsletter, Facebook, SaltSpringExchange and Instagram) to engage with customers, share updates, promote special offers, and showcase the products and stories behind them.
- **Content marketing:** where applicable Grow Local will share informative and engaging content related to food, recipes, sustainability, local agriculture, and other topics of interest to the target audience. This can help establish the aggregation and distribution service as an authority in the field and attract organic traffic to the website and its services.
- **Email marketing and newsletters:** Grow Local will implement an email marketing strategy to build a customer database and send regular newsletters. It will provide subscribers with updates on product availability, promotions, new partnerships, and any other relevant news. Grow Local will strive to personalize the content to cater to the specific interests and preferences of the recipients.
- **Customer reviews and testimonials:** Grow Local will encourage satisfied customers to leave reviews and testimonials on the website or other review platforms.
- **Collaborate with influencers and partners:** Grow Local will collaborate with influencers, bloggers, local chefs, or nutrition experts who align with the values and mission of the service. Grow Local will engage them to promote the service, review products, or develop content collaborations.
- **Data Analysis and Continuous Improvement:** Grow Local will utilize web analytics tools to track website traffic, customer behavior, and conversion rates. Analyze the data to gain insights into customer preferences, identify areas for improvement, and refine the online strategy accordingly.
- **Customer support and engagement:** Grow Local will continue to provide excellent customer support through various online channels, such as live chat, email, or social media. Respond promptly to customer inquiries, address concerns, and maintain a positive and engaging online presence.

## Offline Marketing Strategies

Grow Local will also manage the following offline strategies in parallel with its online presence:

- **Co-marketing partnerships** – Grow Local will partner with related organisations such as The Root, Salt Spring Island Farmland Trust Society, Kitchen Collective, farmers’ market and other food and farm related organisations to co-market each others’ services.
- **Events** – Grow Local will attend locally hosted events to engage potential new customers and current customers e.g. Mosaic Arts & Culture Festival, other gatherings and presentations.
- **Word of Mouth (WOM)** – Grow Local will encourage family, friends and customers to spread the word of its services and in some cases provide promotional opportunities for referrers to use.
- **Retention strategies** – aggregation and distribution services are notorious for high attrition rates. So, Grow Local will implement strong customer service, support and engagement to increase retention, which in turn will also help referrals.
- **Print** – Grow Local from time to time will design and print posters and publish print articles to promote its services.

## Finances

### Financial Assumptions

Foodraiser Revenues	Price	No. sold per week	Max. Sales per month	
Medium Box	\$30	12	\$ 1,560	
Large Box	\$50	12	\$ 2,600	
Giving Box	\$30	12	\$ 1,560	
<b>MAX. SALES PER MONTH</b>			<b>\$ 5,720</b>	
<b>Foodraiser Costs</b>				
Staffing	Hours/week	7.00	Hourly Rate	\$ 30.00
Cost of Goods Sold	\$30 box =	\$ 12.00	\$50 box =	\$ 20.00
Local Salt Fee	10%			
Monthly Marketing Costs	\$ 50.00			
Packaging costs	\$ 2.00	per order		
<b>Farmgate</b>				
	Max. Revenues/ wk	Average order size	No. customers per week	
	\$ 150.00	\$ 15.00	10	
<b>Farmgate Costs</b>				
Staffing	Hours/week	12.00	Hourly Rate	\$ 30.00
Monthly Marketing Costs	\$ 50.00			
Packaging costs	\$ 0.50	per order		
<b>Farmgate Cost of Goods Sold</b>				
	50%			

The financial projections (outlined in the table below and in further detail in a separate Excel file) highlight that Grow Local's Foodraiser and Farmgate sales programs will lose significant money for the next 3 years. The initiative is projected to generate between \$20,000 to \$25,000 per year for the next 3 years, with costs between \$38,000 to \$40,000. Most of the losses can be attributed to the farmgate sales, however this is strategic with the hope that the farmgate sales can be merged with Local Salt and run together under the Farmland Trust umbrella. As Salt Spring Island has a small population the initiatives will still probably be reliant on donations and grants. The mission of the initiatives is to generate sales for micro local producers to help them establish their market gardens or farms and potential flourish into productive farms. This mission is likely never going to generate a profit. Because the mission is tied closely to food security, the initiatives will need to apply for grants that support this such as those funded by the BC Ministry of Health such as [The Critical Food Infrastructure Grant administered by The United Way](#) and similar initiatives such as [The Community Grants Program administered by the Victoria Foundation](#).

### 3 Year Financial Projections

	2024	2025	2026
<b>Income</b>			
<b>Revenue</b>			
Foodraiser	\$ 17,160	\$ 18,876	\$ 20,764
Farmgate	\$ 3,413	\$ 4,095	\$ 4,914
	\$ -	\$ -	\$ -
<b>Total Income</b>	\$ 20,573	\$ 22,971	\$ 25,678
<b>Expenses</b>			
Foodraiser staffing	\$ 4,550	\$ 4,641	\$ 4,734
Foodraiser COGs	\$ 6,864	\$ 7,001	\$ 7,141
Foodraiser packaging costs	\$ 936	\$ 955	\$ 974
Foodraiser storage	\$ 270	\$ 275	\$ 281
Foodraiser Local Salt fee	\$ 1,716	\$ 1,750	\$ 1,785
Farmgate staffing	\$ 10,408	\$ 10,616	\$ 10,828
Farmgate COGs	\$ 1,706	\$ 2,048	\$ 2,457
Farmgate packaging costs	\$ 114	\$ 116	\$ 118
Farmgate rent	\$ 720	\$ 734	\$ 749
5615 Advertising & Promotion	\$ 1,050	\$ 1,071	\$ 1,092
Keela	\$ 425	\$ 434	\$ 442
5679 Insurance	\$ 1,625	\$ 1,658	\$ 1,691
5611 Bookkeeping Expenses	\$ 500	\$ 510	\$ 520
5608 Accounting & Legal	\$ 250	\$ 255	\$ 260
5626 Board Meeting Expenses	\$ 125	\$ 128	\$ 130
Executive Director/admin	\$ 6,500	\$ 6,630	\$ 6,763
<b>Total Expenses</b>	\$ 37,759	\$ 38,821	\$ 39,966
<b>Net Position</b>	<b>-\$ 17,186</b>	<b>-\$ 15,850</b>	<b>-\$ 14,288</b>
<b>Loans, Grants &amp; Fundraising</b>			
Cash from operating income	\$ -	\$ 14	\$ 164
4020 Donations - Receipted	\$ -	\$ -	\$ -
4030 Donations non-receipted	\$ 3,200	\$ 3,000	\$ 2,500
4600 In Kind Donations	\$ -	\$ -	\$ -
4050 Foodraiser Grant Income	\$ -	\$ -	\$ -
4050 Farmgate Grant Income	\$ 14,500	\$ 13,500	\$ 12,500
Loans	\$ -	\$ -	\$ -
<b>Total Fundraising Income</b>	\$ 17,700	\$ 16,514	\$ 15,164
<b>Grow Local Expenditures</b>			
Large equipment	\$ -	\$ -	\$ -
Small equipment	\$ 500	\$ 500	\$ 500
Consulting	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>Grow Local Expenditures</b>	\$ 500	\$ 500	\$ 500
<b>Profit/Loss</b>	<b>\$ 14</b>	<b>\$ 164</b>	<b>\$ 376</b>

## Risk Assessment and Mitigation Plan

The following is a list of key risks and mitigation strategies Grow Local will need to consider and plan for to improve the success and viability of the aggregation and distribution services.

<b>Risk</b>	<b>Mitigation Strategy</b>
<b>How to fund the coordination role in between such tight margins</b>	Combination of price markups (passed on to customers), and grants and funding from governments and institutions
<b>How to manage all the tasks for the various services with low revenues</b>	Recruit a strong group of volunteers who are passionate and knowledgeable about local food and have enough time to dedicate to the services.
<b>Enough funds to invest in the services such as Localsalt, gate sales stand.</b>	Secure money from applicable grants before launching the services.
<b>Not attracting enough customers</b>	Implement a strong marketing plan, be consistent with communications and continuously review marketing performance and adjust accordingly.
<b>Low margins to cover operational costs.</b>	Manage operations as lean as possible to keep costs down.
<b>Volume will be low to start.</b>	Develop a comprehensive budget to get a good idea of cash flow and how much buffer is needed initially for how long. Then to track costs and revenues regularly.
<b>It will take time to develop the services.</b>	Regular communication with suppliers and customers informing them of any challenges and why. Reviewing the services and adjusting accordingly.
<b>It will take time to develop partnerships.</b>	Continuous communication with partners, especially suppliers.
<b>Will require specific management of operating costs.</b>	Implement robust financial management procedures and train staff.
<b>Some of the services are new to Grow Local</b>	Employ an experienced coordinator.
<b>Supplier challenges impacting consistent supply of quality food.</b>	Implement a comprehensive supplier induction program, having clear guidelines and providing ongoing support.
<b>Ensuring the quality and freshness of farm products</b>	Implement strict quality control measures, conduct regular inspections or audits of participating suppliers, and establish clear guidelines for product standards.
<b>Building trust and maintaining a good reputation</b>	Verify the authenticity and credibility of participating suppliers, encourage customer reviews and ratings, and promptly address any customer complaints or issues.
<b>Coordinating the logistics and timely delivery of products can be complex, especially when dealing with perishable goods</b>	Develop efficient logistics and delivery systems, train suppliers, and establish proper packaging and handling guidelines to ensure product freshness during transportation.
<b>Adhering to local regulations and standards related to food safety,</b>	Stay updated on relevant laws and regulations, educate participating suppliers about compliance requirements, and

<b>labelling, and certifications is crucial</b>	conduct periodic audits to ensure adherence to the necessary guidelines.
<b>Protecting customer data and maintaining robust cybersecurity measures</b>	Invest in secure payment gateways, implement encryption protocols, and follow best practices for data storage and protection to safeguard customer information.
<b>Competition</b>	Highlight the services unique value proposition, differentiate the service through personalized customer experiences, and engage in effective marketing and branding to stand out from competitors.
<b>Seasonal variations which impact availability and pricing.</b>	Educate customers about seasonal produce, provide alternative options during off-seasons, and work closely with farmers to diversify product offerings or implement sustainable farming practices to minimize seasonal challenges.
<b>Scaling operations while maintaining quality and customer satisfaction.</b>	Plan for scalability from the start, invest in scalable technology infrastructure, and continually assess and optimize processes to accommodate increased demand.

## Implementation Plans

Below are key tasks to support the coordination of the Grow Local aggregation and distribution services for the first year. These tasks are additional to the day-to-day operations of the services.

### Foodraiser

Foodraiser Tasks	Lead Resource	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Apply for relevant grants to secure funding to support operations	Co-ordinator	█	█									
Recruit and train volunteers to work on specific tasks	Co-ordinator	█										
Finalise details of plan	Co-ordinator	█										
Co-ordinate advertising campaign	Co-ordinator	█										
Finalise crop plan with growers	Co-ordinator	█										
Finalise logistics	Co-ordinator	█										
Finalise land matching	Co-ordinator	█										
Manage Foodraiser	Co-ordinator	█	█	█	█							
Manage Harvest Share gatherings	Co-ordinator	█	█	█	█							
Gather feedback	Co-ordinator					█	█					
Celebrate success	Co-ordinator						█	█				
Report and next steps	Co-ordinator							█	█			

### Farm Gate Sales

Farm Gate Sales	Lead Resource	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Finalise the business model of the gate sales and its offerings (i.e. product mix, budget, expenses, equipment, payment, regulations and locations)	Co-ordinator	█										
Apply for relevant grants to secure funding to support operations	Co-ordinator	█	█									
Finalise the group of local farmers and food producers to supply the stand	Co-ordinator		█	█								
Recruit and train volunteers to work on specific tasks	Co-ordinator				█							
Finalise and marketing plan and begin to execute (e.g. communications, offering, social media, posters, signage and website content)	Co-ordinator					█	█					
Set-up efficient logistical and merchandising plan for suppliers to follow.	Co-ordinator					█	█					
Set-up a staff/volunteer program to inspect the stands and collect money.	Co-ordinator					█	█					
Design and build the stands (i.e. shelving, honesty box, signage)	Co-ordinator					█	█					
Implement the program	Co-ordinator							█	█	█	█	█
Gather feedback	Co-ordinator											█
Celebrate success	Co-ordinator											█
Report and next steps	Co-ordinator											█

## Appendix

### Operational Recommendations

The following recommendations were presented in the Grow Local report for the Root to consider for further infrastructure investment to support Grow Local initiatives and to optimize the space for future use from the agriculture community.

Further equipment installation is needed to prepare the space for processing high volumes of produce.

#### Food Storage and Preservation

- Additional shelves are needed to hold a higher volume of crops that are appropriate for storage in the lower basement.
- Additional walk-in coolers and chest freezers in this area would allow more crop storage capacity without having to use the kitchen cooler, which also maximizes workflow to have all crops in the same space they are stored and processed.
- A scale that can handle large weights is needed to document quantities of crops as they come in. Having an analog version that is portable is also recommended.

#### Washing and Packaging Equipment

- Spray tables or foot operated washers that are used outside of the basement storage with a simple greywater system would allow for efficient washing of slightly dirty produce in smaller quantities.
- In addition to the sink that has already been installed, a larger produce wash station is required within the basement to handle large quantities. This should include a wash table that can hold large quantities of produce and a system for dealing with greywater generated. Drying racks or bins will also be needed.
- A large barrel washer is recommended for processing large quantities of root crops.

#### Storing Crops

- The Root is well suited to store large quantities of different types of crops.
- The dry ambient storage of the basement maintains a very stable temperature relative to the outside. During the summer when we were testing temperature and humidity in the basement the temperature stayed constant at 18 degrees Celsius even during the heatwave where outdoor temperatures were in the mid 30s.
- The basement was an ideal space to store squash and pumpkins, as well as to allow potatoes to dry out before being placed in the walk-in cooler.
- The basement is too warm to reliably store root crops without mold developing quickly (potatoes were growing eyes and beets were showing rot at the stem after 2 weeks of storage in Rubbermaid bins in the basement).
- The walk-in cooler is an excellent space for storing root crops for long periods of time. Root crops in Rubbermaid bins to maintain humidity lasted reliably for over one month without noticeable losses.
- The walk-in cooler is an excellent storage space for crops that will perish quickly that need to be stored for a short period of time before being transported to their destination.

## Localsalt

Localsalt is an online marketplace where customers can buy from a variety of local food producers directly and pick up at the same time. Customers will have 2 order and pick up options:

1. Place their order by 9pm on Sunday and pick up from The Root (189 Beddis Road) on Tuesdays between 2pm and 9pm.
2. Place their order by 9pm Thursday and pick up from the Harvest Food Truck at Fulford Hall between 9am and 2pm on Saturdays (this will need to be confirmed with Salt Spring Island Community Services).

For items that are not picked-up, then customers need to first triple-check that they have the correct address, farm, date, and time. Then check the order notes to see if there was something written there. If this doesn't resolve the issue, then the customer should click the "Contact Us" button on the order to talk to the vendor about that order. For further information on the service and Localsalt's obligations to customers, visit the Terms and Conditions<sup>5</sup>.

For vendors to sell on Localsalt they need to create an account and adhere to the vendor terms and conditions<sup>6</sup>. There are no sign-up or subscription fees, but a 10% fee of any sale to cover the secure payment processing fee and operations costs. Vendors are paid automatically by direct deposit to their bank account on the first Wednesday of the month. Or they can also manually withdraw their funds at any point. Further information on setting up a vendor store, payment terms, product details etc. can be found on the vendor information section<sup>7</sup>. Vendors will be able to see orders placed by customers up to the cut off point. Vendors then need to prepare customer orders and deliver them to the designated drop off points by the below deadlines:

- 9:30 am – 1:30 pm on Tuesdays at The Root (189 Beddis Road)
- 7am – 9am on Saturdays at Harvest Food Truck (Fulford Hall).

Each order must have the buyers name and order number clearly marked. Orders are to be placed in a vendor labeled box on the table. There is freezer and fridge space for items that need it. Any questions or issues will be dealt with by the Localsalt co-ordinator.

It is expected Localsalt will generate \$300 to \$750 per month of produce sales. There are not many costs to the operation apart from:

- 10% fee to Localsalt.
- Rental fee of Localsalt to The Root.
- Any contribution to the paid position (this is also hoped to be covered by grants and revenues of other items).
- Nominal fee to The Harvest for using their location as a pickup point.

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<sup>5</sup> [Term & Conditions – Marketplace \(localsalt.ca\)](#)

<sup>6</sup> [Become a Vendor – Marketplace \(localsalt.ca\)](#)

<sup>7</sup> [Vendor Info – Marketplace \(localsalt.ca\)](#)

The Grow Local co-ordinator schedule for Localsalt will be as follows:

	<b>Saturday</b>	<b>Sunday</b>	<b>Monday</b>	<b>Tuesday</b>	<b>Wednesday</b>	<b>Thursday</b>	<b>Friday</b>
<b>Morning</b>	7am to 9am – receive customer orders from suppliers at the farmers’ market and check orders.	9am to 10am -check online details posted by suppliers for Tuesday pick ups are accurate and customers are placing orders. Send deadline reminder out to customers.		9:30am to 1:30pm – receive customer orders from suppliers at The Root and check orders.	9am to 10am Manage uncollected orders from The Root.	9am to 10am - check online details posted by suppliers for Tuesday pick ups are accurate and customers are placing orders. Send deadline reminder out to customers.	
<b>Afternoon</b>	9am to 2pm – at the Harvest Food Truck handing out customer orders. Check off picked up orders and manage uncollected orders.	Promote the service to customers and target audience to grow number of orders. Manage customer payments.		1:30pm to 4pm – at The Root leave orders stored properly for unattended pick up.	3pm to 5pm check online details posted by suppliers for Tuesday pick ups are accurate and customers are placing orders. Manage supplier payments (monthly).	Promote the service to customers and target audience to grow number of orders. Manage customer payments.	
<b>Evening</b>	4pm to 5pm check online details posted by suppliers for Tuesday pick ups are accurate and customers are placing orders.	9pm to 10pm – process online orders and make sure suppliers have all received them and able to fulfill.				9pm to 10pm – process online orders and make sure suppliers have all received them and able to fulfill.	
<b>29.5 hrs</b>	<b>10 hours</b>	<b>4 hours</b>		<b>6.5 hours</b>	<b>3 hours</b>	<b>4 hours</b>	

## Localsalt Implementation Plan

Localsalt Tasks	Lead Resource	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Apply for relevant grants to secure funding to support operations	Co-ordinator											
Recruit and train volunteers to work on specific tasks	Co-ordinator											
Takeover responsibility of Localsalt	Co-ordinator											
Communicate to Localsalt customers and suppliers that Grow Local is now operating Localsalt	Co-ordinator											
Train coordinator and volunteers on the operating of Localsalt	Localsalt											
Update procedures, guidelines and website content	Co-ordinator											
Establish new pick up points	Co-ordinator											
Analyse any product gaps and work with current and new suppliers to fill gaps	Co-ordinator											
Begin to execute marketing strategy to increase current customer orders and new customers	Co-ordinator											

## Farmers' Market Table

Grow Local could coordinate a shared table at both the Tuesday and Saturday farmers' markets. To coordinate this service staff and volunteers will perform the following key steps. It is estimated 100 hours will be needed to establish a shared farmers' market table and 25 hours per week to manage two tables per week during the farmers' market season.

- 1. Product selection and preparation:** staff will coordinate with food suppliers the products to be sold at the market based on availability, seasonality, and customer demand. The service will strive to offer a diverse range of products to attract a wider customer base.
- 2. Packaging and presentation:** food suppliers will ensure to package the products appropriately to ensure their freshness, protection, and ease of handling. i.e. use clear, attractive packaging that allows customers to see the quality of the produce. Label the products with clear and accurate information, including the farm's name, product name, price, and any relevant certifications or organic labeling. Suppliers will drop off the required inventory before the start of each of the markets.
- 3. Pricing and inventory management:** suppliers will determine the pricing strategy based on factors such as production costs, market value, and competition. Staff will keep track of inventory and estimate the quantity of each product needed for the market day. Staff will try to avoid overstocking or understocking products to meet customer demand and minimize waste.
- 4. Equipment and display:** on market day staff and volunteers will prepare the necessary equipment and supplies, such as tables, tents, chairs, weighing scales, cash registers, and signage. They will set up an attractive and organized display that showcases the products effectively. They will arrange products in an aesthetically pleasing manner, making it easy for customers to browse and access the items.
- 5. Pricing and product knowledge:** staff and volunteers will be trained to have a good understanding of the products being sold, including their unique qualities, flavors, and uses. Staff and volunteers will also be educated about the farming practices and values of the farm, enabling them to answer customer questions and provide relevant information.

**6. Customer engagement and sales:** customers will be greeted warmly and engaged in conversation to build a personal connection. Staff and volunteers will offer samples or tastings to allow customers to experience the quality and flavor of the products. They will also provide recommendations, cooking suggestions, or recipes to help customers make informed purchasing decisions. They will handle transactions efficiently, including accepting different payment methods (cash, credit/debit cards, mobile payments).

**7. Market Regulations and Compliance:** staff and volunteers will familiarize themselves with the rules, regulations, and permits required by the farmers' market and local authorities. They will ensure compliance with food safety and hygiene standards, including proper handling and storage of perishable products. Suppliers are asked to adhere to any labeling requirements or specific guidelines set by the market organizers.

**8. Market promotion and customer relations:** staff will participate in promotional activities organized by the farmers' market, such as newsletters, social media, or special events. They will establish good customer relations by providing excellent customer service and addressing any concerns or inquiries promptly.

**9. Evaluation and adaptation:** similar to other services staff will continuously evaluate sales data, customer feedback, supplier feedback and market trends to identify areas for improvement. They will adjust product selection, pricing, or display arrangements based on customer preferences and market demands. They will seek feedback from suppliers, customers and engage in open communication to build a loyal customer and supplier base.

### Farmers' Market Table Implementation Plan

Farmer's Market Table	Lead Resource	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Finalise the business model of the farmers' market table and its offerings (i.e. product mix, budget, expenses, equipment, payment, regulations and logistics)	Co-ordinator	█										
Apply for relevant grants to secure funding to support operations	Co-ordinator	█	█									
Finalise the group of local farmers and food producers to supply the table	Co-ordinator		█	█								
Recruit and train volunteers to work on specific tasks	Co-ordinator				█							
Finalise and marketing plan and begin to execute (e.g. communications, offering, social media, posters, signage and website content)	Co-ordinator					█	█					
Set-up efficient logistical and merchandising plan for suppliers and staff to follow.	Co-ordinator					█						
Set-up a staff/volunteer program to coordinate the table	Co-ordinator					█						
Purchase equipment to help manage the table (e.g. display boxes, Point of Sale material, bags, pay system, signage)	Co-ordinator					█	█					
Implement the program	Co-ordinator							█	█	█	█	█
Gather feedback	Co-ordinator											█
Celebrate success	Co-ordinator											█
Report and next steps	Co-ordinator											█

## School Food Programs

2023 will be a pilot program for the school food programs. Grow Local will initially offer a weekly salad bar or soup bar once a week over a 3-month period at Salt Spring Elementary (400 students) to test out the school food framework and prepare for larger programs and more substantial funding in the future. It is expected meals for vulnerable children will be subsidised and non-vulnerable will pay a fee. The BC government has committed to \$218M over the next three years to support school food programs and therefore demand is expected to rise. The Root will be an integral component of the school lunch program as the aggregation and commercial kitchen space where the meals will be prepped and delivered from.

As part of the pilot a steering committee will be setup to identify what the community's vision is for the island school food program. Members will include school district reps (principal, etc.), local Indigenous leaders, farmers, community members, etc. The program will follow key guidelines such as BC School Meal Guide, Traditional Food Procurement resources and Healthy Food Guidelines by Canada Food Guide. Grow Local strongly believes that all programs connected with the land and food have a responsibility to center and uplift Indigenous knowledge. Grow Local will therefore consult with Indigenous leaders Earl Claxton Jr., ŚW,XELOSELWET (Tiffany Joseph) and Beangka Elliott to help do this.

The 2023 Grow Local co-ordinator schedule for School Food Program will be as follows:

<b>April &amp; May</b>	<b>June to August</b>	<b>Sept to December</b>
<ul style="list-style-type: none"> <li>• Develop logistical plan based on Farm to School BC Capital Region program.</li> <li>• Host steering committee meetings</li> <li>• Obtain sign off from VIHA</li> <li>• Identify and apply for funding</li> <li>• Liaise with Grow Local producers to plan crops and pricing</li> </ul>	<ul style="list-style-type: none"> <li>• Implement meal kit program and end of school salad bar</li> <li>• Include feedback from Indigenous community into the implementation strategy for the school food program</li> <li>• Present program to local school boards</li> <li>• Acquire equipment and set up volunteer structure</li> <li>• Design program assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Implement the weekly program               <ul style="list-style-type: none"> <li>○ Order food</li> <li>○ Coordinate volunteers</li> <li>○ Prepare food/meals at The Root</li> <li>○ Deliver food to schools</li> <li>○ Setup salad/soup bar</li> <li>○ Serve food</li> <li>○ Take down salad/soup bar and return unused food and equipment back to The Root</li> </ul> </li> <li>• Meet with all stakeholders to receive feedback on initial pilot and adjust.</li> <li>• Report and celebrate successes with the broader community</li> </ul>
<b>32 hours</b>	<b>36 hours</b>	<b>240 hours</b>

## School Food Program Implementation Plan

School Food Programs	Lead Resource	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Apply for relevant grants to secure funding to support operations	Co-ordinator											
Recruit and train volunteers to work on specific tasks	Co-ordinator											
Develop logistical plan based on Farm to School BC Capital Region program.	Co-ordinator											
Host steering committee meetings	Co-ordinator											
Obtain sign off from VIHA	Co-ordinator											
Liaise with Grow Local producers to plan crops and pricing	Co-ordinator											
Implement meal kit program and end of school salad bar	Co-ordinator											
Include feedback from Indigenous community into the implementation strategy for the school food program	Co-ordinator											
Present program to local school boards	Co-ordinator											
Acquire equipment and set up volunteer structure	Co-ordinator											
Design program assessment	Co-ordinator											
Implement the weekly program	Co-ordinator											
Meet with all stakeholders to receive feedback on initial pilot and adjust.	Co-ordinator											
Report and celebrate successes with the broader community	Co-ordinator											

### Multi-farm CSA box

Community Supported Agriculture (CSA) is where a farm offers weekly boxes to customers for a season. A multi-farm CSA is where multiple farms and food producers collaborate to offer a box with a mix of their products. Normally one or two farms that have the highest volume take the lead and make up many of the items. Customers normally pay upfront for the season to commit to the program. However, Grow Local will offer one or two boxes for customers to order on a weekly basis. They will be offered a free 11<sup>th</sup> box if they order 10 during the season. Each week Grow Local will put together boxes of items supplied by the producers to the value agreed with the customer. Grow Local will follow the following steps to establish and operate a multi-farm CSA/ It is estimated 100 hours will be needed to establish the service and ~20 hours per week to coordinate.

- 1. Establish a core group of staff and volunteers:** recruit staff and volunteers to take on responsibilities for organizing and managing the multi-farm CSA. This group will play a crucial role in coordinating activities and communicating with farmers and members.
- 2. Identify participating farms:** Grow Local will establish which farms and food producers will supply the multi-farm CSA box based on selection, consistent volume and quality.
- 3. Share options:** based on what products are available Grow Local will strive to offer the following boxes: \$40 produce only box and \$60 produce only box. Depending on the success and potential demand the box program will look at offering other boxes that contain grocery items (e.g. eggs, meat, preserves). Customers can order boxes weekly with no commitment, however they will be incentivized to order 10 boxes, by being given a free box after 10 orders.
- 4. Distribution Logistics:** Food suppliers will be required to drop off items at The Root on Tuesday mornings. Staff and volunteers will make up the customer boxes for pick up from The Root or Tuesday from Fulford Hall.

5. **Establish communication channels:** Set up effective communication channels to keep CSA members informed. This will include a website, email newsletters, social media platforms, and a dedicated online portal for managing subscriptions, share customization, and sharing updates about the CSA, participating farms, and upcoming events. Ideally, the service will use Localsalt to manage subscriptions. If not Grow Local will review alternatives such as Farmigo and Local Line.
6. **Coordinate harvest planning:** Staff and volunteers will work closely with the participating farms to coordinate harvest planning. Determine the quantities and types of products each farm will contribute to the CSA shares based on seasonal availability and member demand. Establish clear guidelines and timelines for farmers to communicate their harvest offerings.
7. **Member engagement and education:** Staff will educate and promote about the concept of a multi-farm CSA, the benefits of local and sustainable agriculture, and the specific practices of the participating farms. Grow Local will look at organizing farm tours, workshops, or events to foster a sense of community and connection between the members and the farmers.
8. **Financial management:** Staff will determine the cost of each share based on the anticipated expenses, including farm payments, distribution costs, and administrative overhead. Implement a payment structure that works for both the CSA and its members, such as upfront payments or installment plans.
9. **Evaluate and adjust:** Staff will continuously evaluate the CSA's operations and seek feedback from members and farmers. Assess the effectiveness of the distribution system, the quality of the produce, and the overall member satisfaction. Staff will make adjustments and improvements based on the feedback received to ensure the CSA's success and longevity.

### CSA Boxes Implementation Plan

CSA boxes	Lead Resource	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Finalise the business model of the CSA and its offerings (i.e. box sizes, duration, budget, expenses, equipment, payment, pick up points & software)	Co-ordinator											
Apply for relevant grants to secure funding to support operations	Co-ordinator											
Recruit and train volunteers to work on specific tasks	Co-ordinator											
Finalise the group of local farmers and food producers	Co-ordinator											
Finalise and marketing plan and begin to execute (e.g. communications, offering, social media, website content, brochures, newsletters, events)	Co-ordinator											
Set up efficient systems for packing, labeling, and organizing the boxes, including any additional farm products offered.	Co-ordinator											
Arrange for any necessary transportation or storage facilities to maintain the quality and freshness of the produce.	Co-ordinator											
Implement the weekly program	Co-ordinator											
Gather feedback	Co-ordinator											
Celebrate success	Co-ordinator											
Report and next steps	Co-ordinator											

# SALT SPRING ISLAND FARMLAND TRUST SOCIETY EDUCATION PROGRAM BUSINESS MODEL

## GROW LOCAL - CULTIVATING COMMUNITY THROUGH LOCAL FOOD

For Salt Spring Island Farmland Trust Society

By Greenchain Consulting Inc.



October 2023

## Executive Summary

Salt Spring Island Farmland Trust Education Program managed by the **Grow Local team, Cultivating Community through Local Food**, is a transformative initiative aimed at strengthening the role of the SSI Farmland Trust (SSIFT) within its community as a vital source of information exchange and networking within the local food system on the island. At the heart of SSIFT's vision lies the mission to foster meaningful connections between community food producers, gardeners, and farmers, while engaging them through relevant programming.

Grow Local envisions an **educational platform** that empowers farmers, growers, and food entrepreneurs to share their invaluable knowledge with one another. Grow Local's primary focus is on spotlighting local speakers who will champion and highlight the endeavors of Salt Spring Island farmers, producers, food entrepreneurs, and experts.

The island has an **engaged population** of both community members as well as business owners and not profit coordinators. Grow Local has experience organising educational programs which have been well attended and financially viable, highlighting programs can be organised with successful outcomes. There is also a good variety of available locations and facilities to host programs, as well as no shortage of experienced and knowledgeable educators, either on the island or willing to travel to the island or facilitate the programs remotely. There are dozens of topics and workshops available in BC (virtual or in person) that the society could offer. Finally, Urban Bounty (as well as other similar food security non-profits) have well established and successful food and farming education programs, if they are managed well, and fees are competitive. Therefore, a well managed agri-food education program on Salt Spring Island has a high chance of success and impact.

Grow Local will operate an agri-food educational program aimed at **promoting sustainable food production, healthy eating, and holistic living**. The program consists of a variety of events and workshops that cater to the community's interests, taught by experienced facilitators and experts. Grow Local will offer pricing on a sliding scale from \$20 to \$60. From previous sessions, it is expected the average fee per participant will be between \$30 to \$40 for those offered on a sliding scale. Additionally, Grow Local will invite people who can not afford the session to communicate with Grow Local to see if they can attend for free. Grow Local's educational program will offer approximately 15 events and workshops in 2024. These offerings will encompass a diverse range of subjects, including farming, food processing, food business management, cooking, foraging, gardening, market gardening, healthy eating, holistic living, and beekeeping.

Grow Local's **educational programs**, coordination and planning will be carried out by two paid part time staff, averaging approximately 15 hours per event. Grow Local will leverage the expertise of third-party specialists to lead sessions, thereby enriching Grow Local's offerings with specialized knowledge tailored to specific topics. Where applicable, the Grow Local team will be supported by volunteers (from the board and community) to help host the events (such as greeters, setting out chairs etc.) as well as paid marketing staff.

Grow Local's workshop **pricing structure** will be designed to reflect the cost of materials, facilitator, and location. Typically, session costs have included ~\$150 for materials (e.g. food, cans for preserving) and \$70 for 4-hour kitchen use at The Root and \$50 for 2-hour rental room at the Farmers' Institute. There will also be costs for The Root's Barn, but none for the use of the BVCF. In the interest of fostering effective learning environments, participant numbers will be based on venue capacities, unless they are also offered via teleconference. Typically previous sessions have had 10 to 20 participants.

Grow Local's educational programs offer a **unique and enriching experience** that blends hands-on learning, expert guidance, and community engagement. By participating in Grow Local's programs, individuals will gain access to a range of benefits that will make the program a valuable resource within the community. Grow Local's program is designed to engage a diverse range of participants, fostering a community of learners who share a common interest in sustainable food practices, and holistic living. Grow Local will target key potential participants and will utilize various communication channels, including Keela, social media platforms, email newsletters, and community bulletin boards, to reach a wide audience. To increase its effectiveness Grow Local will invest, on average \$100 per event, on some marketing channels to broaden and target its reach. Grow Local's retention strategy will focus on cultivating a sense of community, continuous learning, and personalized engagement.

The **risks** of operating the education program include low participant engagement, competing events and offerings, program scalability, financial sustainability, participant satisfaction, expert availability, technological challenges. By proactively identifying and addressing these risks through well-thought-out mitigation strategies, Grow Local will ensure the smooth operation of its educational programs and enhance participant satisfaction and program success.

**Financial projections** show that the education program could generate \$15,000 of revenues in 2024 and increase to \$28,000 by 2026 driven by an increase in the popularity of the online sessions. Costs for each year hover around \$20,000 to \$27,000, with most of the costs going to the facilitators, administration from FFT's Executive Director, staffing, advertising, insurance and room rentals.

Therefore in 2024 the program will need some **grants (or donations)** to supplement its losses, however after 2026, if the assumptions are close, then the program should start to generate income for the Trust. This again is reliant on the popularity of the online courses, because not only can they generate high revenues, but the costs are low and not directly tied to the number of participants. Any grants will likely be from grantors wanting to support food security initiatives, similar to that of Grow Local's aggregation and distribution initiatives.

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## Introduction

Salt Spring Island Farmland Trust Education Program managed by the Grow Local team, Cultivating Community through Local Food, is a transformative initiative aimed at strengthening the role of the SSI Farmland Trust (SSIFT) within its community as a vital source of information exchange and networking within the local food system on island. At the heart of SSIFT's vision lies the mission to foster meaningful connections between community food producers, gardeners, and farmers, while engaging them through relevant programming.

As SSIFT embarks on the first operational year of the Root facility—a space boasting a commercial kitchen, food storage, and a food/restoration garden—all set to be accessible to the public on a regular basis, SSIFT recognizes the incredible opportunity to expand and enrich SSIFT's community engagement with local food initiatives.

## Vision

At the core of the SSI Farmland Trust Education Program, managed by Grow Local, is a passionate belief in the importance of local food and the resilience it brings to Salt Spring Island. Grow Local envisions an educational platform that empowers farmers, growers, and food entrepreneurs to share their invaluable knowledge with one another. Furthermore, Grow Local aims to create awareness among the public about the significance of supporting and consuming local food, while building essential skills to bolster its production and sustainability.

## Key Focus

Grow Local's primary focus is on spotlighting local speakers who will champion and highlight the endeavors of Salt Spring Island farmers, producers, food entrepreneurs, and experts. By elevating local voices, Grow Local seeks to forge stronger connections within the agricultural community, fostering a sense of collaboration and mutual support. Grow Local firmly believes that partnerships with organizations like the Agricultural Alliance, among others, will play a pivotal role in shaping Grow Local's programs and expanding their reach.

## Education as a Pillar

Education is the bedrock of SSIFT's mission, informing every aspect of what it does. Therefore, Grow Local envisions a comprehensive approach that integrates educational elements into all Grow Local's initiatives, including workshops, seminars, and events. By emphasizing knowledge sharing and skill-building, Grow Local aspires to create a community that is not only passionate about local food but also equipped to contribute actively to its resilience and prosperity.

In conclusion, SSIFT stands at the cusp of an exciting journey, ready to cultivate a thriving network of individuals and organizations committed to the promotion and sustainable production of local food. With the Root facility and Burgoyne Valley Community Farm (BVCF) as SSIFT's central hubs, SSIFT aims to bring Salt Spring Island's community together, nurturing a profound appreciation for the richness of Salt Spring Island's local food system. As Grow Local embarks on this endeavor, it will attract the support and collaboration of like-minded partners who share our vision for a resilient and interconnected community that works together, to sow the seeds of knowledge, growth, and prosperity for generations to come.

## Market Analysis

Salt Spring Island, while having a small population of 11,635 of full-time residents in 2021, has a thriving food scene with close to 200 farms<sup>1</sup> and dozens of food businesses, including 24 restaurants, 12 café/bakeries and 8 food trucks. Of these food businesses, 33 have Salt Spring branding.

Additionally, The Salt Spring 2022 Vital Signs Report, from a survey of 841 residents, found that 75.5% said they buy locally, whenever possible and 57.7% frequently support local farmers. Previous education programs, such as “Where have all the Insects gone?” (see below), and upcoming events such as the Spirited Kitchen with Carmen Spagnola, have either been sold out or very well attended.

### Previous Programs

Grow Local piloted three education programs in early 2023 to see how much interest there was, learn how to market and co-ordinate and what costs and revenues are involved in organising them.

**Table 1: Tracking of Education Plan 2023 - Knowledge Series**

Date	Program Name & Location	Presenter & Partners	Number of participants	Fees & Funds raised	Expenses
Jan. 8th	“Where have all the Insects gone?”  Online	Linda Gilkeson	102	By donation Av.: \$14 Max: \$51  \$1446.79	<ul style="list-style-type: none"> <li>• Technical support Kya Dalton: \$415</li> <li>• Presenter donated her time</li> </ul>
Jan 17 & 18	Agriculture Business Planning  Lions Hall	Greg McLaren (Small Scale Food Processors)	12	Fees by donation: \$235  100% Funded by Rural Dividend Grant	<ul style="list-style-type: none"> <li>• Venue: \$250</li> <li>• Food: \$746.92</li> <li>• Hotel for presenter: \$275.08</li> <li>• SSFPA / presenter costs: \$5040</li> </ul> <p>Total: \$6,320.50</p>
Jan 23 & 24	HACCP for Commercial Kitchens  Farmers’ Institute	Nancy Ross (Small Scale Food Processors)	18	Fees by donation: \$414  100% Funded by Rural Dividend Grant	<ul style="list-style-type: none"> <li>• Venue: \$135</li> <li>• Food: \$ 936.05</li> <li>• SSFPA / presenter costs: \$5040</li> </ul> <p>Total expenses: \$6,119.55</p>

All three of the pilot programs were fully booked with keen and interested participants. All the costs were covered by grants or fees raised through participant donations. The main costs were for the

<sup>1</sup> [HOME | SSI Farmland Trust](#)

presenter's time and in one case the presenter donated their time. Feedback from participants was very positive with most of them requesting further program information.

## Other Planned and Potential Programs

Grow Local developed a list of potential programs to include in a comprehensive educational program. This list was compiled by Grow Local from the following resources:

- A survey of key community agricultural allies, gardeners at the BVCF and farmers.
- The Area Farm plan renewal created a list of "Community Ideas for Sharing Knowledge".
- FLT board of directors and partners.
- Input from gardeners – related to "Gazebo meetups".
- TSS collaborations.

Planned Grow Local educational programs:

- Combi Oven – how to use a commercial scale combi oven for food processors.
- Hazard Analysis and Critical Control Points (HACCP) – how to develop an HACCP plan for a food processing business.
- Business Planning – how to compile a business plan and why, for small scale agri-food businesses.
- Pest Management – how to develop a pest management plan for a small scale farm or market garden.
- Bio Char – how to create and use bio char in a garden or farm.
- Spirited Kitchen – learn how to cook with the seasons.

During the writing of this report some of these courses have been hosted and reviewed. Feedback and findings have gone into the development of the overall business model and will continue to do so as other workshops and events are hosted. Other potential educational programs researched by Grow Local include:

### **Farming**

- Composting
- Regenerative food production on the small to medium scale.
- Saving seeds
- Landowners; match land to farmers
- How to impact your farm or gardens carbon footprint
- Tried and true farming practices – for sustainable and regenerative food production
- Seed cleaning
- Neighbourhood Farm School program overview
- Profiling the EcoDrum
- Soil health
- How to open and manage a successful Farm Stand business

### **Cooking and Eco-living**

- Preserving
- Preserving basics : storage, canning, fermenting
- Speciality cooking class
- Solar panels
- Wine pairing
- Foraging/harvesting

### **Gardening**

- Composting basics
- Planning your garden for seeds and food
- Planning your garden – 20X40 – for a diverse food pantry

## Best Practice Example: Urban Bounty Educational Program

The following information was provided by Urban Bounty during an interview with the Executive Director, Ian Lai, in August 2023. Urban Bounty<sup>2</sup>, initially established in 2002 by the Richmond Poverty Response Committee as the Food Security Task Force, grew to become an independent society in 2009. Their mission is to build a resilient local food system through education, advocacy, and community-building initiatives. They coordinate community gardens in both Richmond and Burnaby, host Seedy Saturday events, coordinate fruit gleaning, run various kids' programs and coordinate multiple events and workshops around food, gardening and cooking.

In 2023, they will have hosted nearly 70 events and workshops<sup>3</sup> which are a core program of the society (see the below table for examples). Events range from pop up markets, fundraisers and community focused events. Their workshops include cooking, foraging, gardening, market gardening, eating healthy, holistic living and beekeeping. Events and workshops are coordinated by the executive director and community programs assistant, who both dedicate ~10 hours each per week coordinating, promoting and in some cases hosting or facilitating the events. It takes on average 4 to 6 hours to coordinate and promote a class. Some events and workshops are put on by 3<sup>rd</sup> party facilitators that provide expertise on certain subjects.

The educational workshop and events program is a cost recovery program that is partially funded by a \$5,000 annual grant. Most events and workshops have a participant fee, ranging from \$15 to \$50. The market gardening fees are typically \$20 and last 1.5 hours, some of which are virtual. The cooking class fees, which tend to be more expensive, are between \$30 and \$50 and classes are up to 2 hours in length. The more expensive workshops attendants usually include a takeaway item e.g. participants leave with some of the food they prepared. The fees are determined by the cost of the program, and the desire to offer a fair and competitive price. The City of Richmond hosts various similar events throughout the year, which are mostly free.

Figure 1 Urban Bounty staff (courtesy of Urban Bounty)



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<sup>2</sup> [About Us - Urban Bounty by Richmond Food Security Society](#)

<sup>3</sup> [Urban Bounty Events | Eventbrite](#)

**Table 2: Examples of workshops and events hosted by Urban Bounty**

Topics	Theme	Audience	Facilitator(s)	Location	Notes
<ul style="list-style-type: none"> <li>● Indigenous Visual Plant Walk</li> <li>● Wild, Edible &amp; Medicinal Plants</li> </ul>	Wild plants	Community	Lori Snyder, Indigenous Metis herbalist and educator	Terra Nova Rural Park	\$20 per person 1.5 hours
<ul style="list-style-type: none"> <li>● Growing &amp; Eating Great Garlic</li> <li>● Winter Food Growing</li> <li>● Natural Pest Control</li> <li>● Grow Your Own Salad Greens</li> <li>● Growing Great Tomatoes</li> <li>● Growing Great Ginger</li> <li>● Crop Planning</li> <li>● Starting from Seed</li> </ul>	Farming and gardening	Farmers and market gardeners	Arzeena Hamir from Amara Farms	Terra Nova Rural Park or virtual	\$20 per person 1.5 hours
<ul style="list-style-type: none"> <li>● Starting a New Garden in the Fall</li> <li>● Winter Gardening</li> <li>● All About Gardening</li> </ul>	Gardening	Gardeners	Staff	Terra Nova Rural Park or virtual	\$20 per person 1.5 hours
<ul style="list-style-type: none"> <li>● Baking Bread</li> <li>● Cooking the perfect Festive Turkey</li> </ul>	Cooking	Home cooks	Staff	The Red Barn kitchen	\$30 to \$50 per person 2 to 3 hours
Bees wax candle workshop	Crafting	Home crafters	Staff	The Red Barn	\$50 person 2 hours
Beekeeping	Beekeeping	Community	Staff	Terra Nova Rural Park	\$20 per person 1.5 hours

Urban Bounty makes a point to pay their staff and third-party facilitators a living wage for their time and even when classes are cancelled, facilitators are paid 30% of their fee. Attendees are also fully refunded. This is so Urban Bounty attracts high calibre facilitators who return year after year. They strive to offer high calibre classes to support a reputation for excellence and to provide value to attendees. Costs to facilitate classes include: staff time to coordinate and promote, the facilitator, Square for credit card processing and Eventbrite to coordinate the calendar and manage bookings. There are no costs involved for the location, including the kitchen which they get for free. Marketing is done through social media and referrals, which have no costs. Any profit goes back to the society.

Farming and gardening courses tend to sell the best, averaging between 15 to 20 attendees. This is especially if they are facilitated by a well-known expert such as Arzeena Hamir (organic farmer). Cooking courses are also popular with around a dozen participants. New age classes have not done as well in Richmond. Classes that only have 6 or less, tend to be cancelled or postponed. They do not offer business focused classes such as farming, HACCP, food safe or business planning.

Their key recommendations to running a similar program are to understand the competition and not duplicate courses, as well as engage well known experts to facilitate classes e.g. Michael Abelman. The more well known someone is, the more popular the program will be.

## Conclusion

From the above analysis there is proven demand for a comprehensive educational program on Salt Spring Island. The island has an engaged population of both community members as well as business owners and not profit coordinators. The Farmland Trust also has experience organising educational programs which have been well attended and financially viable, highlighting programs can be organised with successful outcomes. There is also a good variety of available locations and facilities to host programs, as well as no shortage of experienced and knowledgeable educators, either on the island or willing to travel to the island or facilitate the programs remotely. Additional to the programs identified by the society, there are dozens more topics and actual workshops available in BC (virtual or in person) that the society could offer. Finally, Urban Bounty (as well as other similar food security non-profits) have well established and successful food and farming education programs, if they are managed well, and fees are competitive. Therefore, a well managed agri-food education program on Salt Spring Island has a high chance of success and impact.

## Description of Services and Products

Grow Local will operate a successful agri-food educational program aimed at promoting sustainable food production, healthy eating and holistic living. The program consists of a variety of events and workshops that cater to the community's interests, taught by experienced facilitators and experts. The facilitators will be paid a fair compensation (over and above a living wage) and if any sessions are cancelled within a brief period, through no fault of the facilitator, the facilitator will be paid 33% of their fees. This strategy is to support the goal of attracting high calibre facilitators and therefore offering high quality sessions.

Grow Local is committed to universal program access and will offer programs for free or for a nominal fee. This means it will need to attract funds from private donors, foundations and or government agencies to offset the cost of developing, organizing and presenting its programs. Previously, Grow Local has managed to attract \$20,000 per year from grants for educational programming. Grow Local will offer pricing on a sliding scale from \$20 to \$60. From previous sessions, it is expected the average fee per participant will be between \$30 to \$40 for those offered on a sliding scale. Additionally, Grow Local will invite people who can not afford the session to communicate with Grow Local to see if they can attend for free. Currently, Grow Local does not plan to offer memberships or membership discounts for its programs, but will continually review this with SSIFT.

Grow Local's educational program will offer approximately 15 events and workshops in 2024, serving as a cornerstone of the organization's mission. These offerings will encompass a diverse range of subjects, including farming, food processing, food business management, cooking, foraging, gardening, market gardening, healthy eating, holistic living, and beekeeping. Depending on the success of the program, the society will strive to increase the number and variety of workshops and events year by year. The below check list will help guide the Grow Local team on identifying future workshops and events:

- Mission – the topic relates to and enhances the mission of the Trust.
- Program diversity – the topic adds to the variety of the annual program.
- Facilitator – a well respected, knowledgeable, and engaging facilitator can facilitate.
- Costs – costs can be managed within the maximum budget.
- Location – a suitable location is available.
- Popularity – participants have previously liked the workshop or event or identified it as one they would like to attend.
- Grants – there is a strong chance a grant can be secured with hosting the workshop or event.
- Gap – there is an identified gap in the program or skill gap on the Island that could be filled.

Below are two lists of workshops and events that the society could offer.

## Farming and Market Gardening Events and Workshops

Topic	Fee	Length	Facilitator(s)	Location	Notes
Composting	\$20 non-member \$15 member	1.5 hours	<ul style="list-style-type: none"> <li>Jane Squire.</li> <li>Nigel Kay</li> </ul>	<ul style="list-style-type: none"> <li>Jane S's location</li> <li>Rainbow Rd. Gardens</li> <li>BVCF</li> </ul>	<ul style="list-style-type: none"> <li>Build a composter from pallets</li> <li>Potential Grow Local Sunday Workshop</li> <li>Link to speaker event</li> </ul>
Regenerative food production on the small to medium scale	\$40 non-member \$30 member	2 hours	Nick and/or Moe	BVCF	<ul style="list-style-type: none"> <li>Potential Grow Local Sunday Workshop</li> <li>Link to speaker event</li> </ul>
Seed Sanctuary on Seedy Saturday- saving seeds	\$20 non-member \$15 member	1.5 hours	David Catzel – FFCF	The Root	Speaker event
Composting basics	\$20 non-member \$15 member	1.5 hours	<ul style="list-style-type: none"> <li>Jane Squire.</li> <li>Nigel Kay</li> </ul>	The Root	<ul style="list-style-type: none"> <li>Speaker event</li> <li>Intro to workshop</li> </ul>
Planning your garden for seeds and food	\$20 non-member \$15 member	1.5 hours	David Catzel – FFCF	The Root	<ul style="list-style-type: none"> <li>Speaker event</li> <li>Intro to workshop</li> </ul>
Planning your garden – 20X40 – for a diverse food pantry	\$30 non-member \$25 member	1.5 hours	Garden Committee	BVCF	<ul style="list-style-type: none"> <li>Gazebo Meet Ups</li> <li>Linked to Soils speaker ( see below)</li> </ul>
Landowners; match land to farmers	Free	1.5 hours	Young Agrarians	The Root	
How to impact your farm or gardens carbon footprint	\$20 non-member \$15 member	1.5 hours	TSS partnership	BVCF	
Tried and true farming practices – for sustainable and regenerative food production	\$20 non-member \$15 member	1.5 hours	TSS partnership	BVCF	Possible intro to workshop
Seed cleaning	\$20 non-member \$15 member	1.5 hours	Farm Folk City Folk	The Root	<ul style="list-style-type: none"> <li>Speaker event</li> <li>Leading up to seed cleaning trailer event in fall</li> </ul>

Topic	Fee	Length	Facilitator(s)	Location	Notes
Neighbourhood Farm School program overview	\$20 non-member \$15 member	1.5 hours	Neighbourhood Farm School program	The Root	Speaker event
Soil health	\$30 non-member \$25 member	1.5 hours	Brandon Baur	The Root	Workshop with site visits
How to open and manage a successful Farm Stand business	\$20 non-member \$15 member	1.5 hours	Staff	The Root	Speaker event
“Where have all the Insects gone?”	\$20 non-member \$15 member	1.5 hours	Linda Gilkeson	Virtual	Technical support needed <ul style="list-style-type: none"> <li>● Presenter to donate her time</li> </ul>
Agriculture Business Planning	\$235	10 hours	Greg McLaren (Small Scale Food Processors)	Lions Hall	100% Funded by Rural Dividend Grant <ul style="list-style-type: none"> <li>● Hotel needed for presenter</li> </ul>
Pest Management	\$20 non-member \$15 member	1.5 hours	Linda Gilkeson	BVCF	Online to be recorded and made available long term. <ul style="list-style-type: none"> <li>● Knowledge transfer application with the Ministry of Ag to cover expenses -</li> </ul>
Bio Char	\$20 non-member \$15 member	1.5 hours	<ul style="list-style-type: none"> <li>● Transition Salt Spring</li> <li>● Brian Smallshaw</li> </ul>	BVCF	Kilns have been constructed. <ul style="list-style-type: none"> <li>● Particulars still needing to be determined.</li> <li>● Start in the fall 2023</li> </ul>
Growing & Eating Great Garlic	\$20 non-member \$15 member	1.5 hours	Arzeena Hamir from Amara Farms	BVCF/virtual	
Winter Food Growing	\$20 non-member \$15 member	1.5 hours	Arzeena Hamir from Amara Farms	BVCF/virtual	
Natural Pest Control	\$20 non-member \$15 member	1.5 hours	Arzeena Hamir from Amara Farms	BVCF/virtual	

Topic	Fee	Length	Facilitator(s)	Location	Notes
Grow Your Own Salad Greens	\$20 non-member \$15 member	1.5 hours	Arzeena Hamir from Amara Farms	BVCF/virtual	
Growing Great Tomatoes	\$20 non-member \$15 member	1.5 hours	Arzeena Hamir from Amara Farms	BVCF/virtual	
Growing Great Ginger	\$20 non-member \$15 member	1.5 hours	Arzeena Hamir from Amara Farms	BVCF/virtual	
Crop Planning	\$20 non-member \$15 member	1.5 hours	Arzeena Hamir from Amara Farms	BVCF/virtual	
Starting from Seed	\$20 non-member \$15 member	1.5 hours	Arzeena Hamir from Amara Farms	BVCF/virtual	
Starting a New Garden in the Fall	\$20 non-member \$15 member	1.5 hours	Staff	BVCF or virtual	FLT has local resources for this topic
Winter Gardening	\$20 non-member \$15 member	1.5 hours	Staff	BVCF or virtual	FLT has access to local resources for this topic
All About Gardening	\$20 non-member \$15 member	1.5 hours	Staff	BVCF or virtual	

## Food Processing, Cooking and Eco-Living Events and Workshops

Topic	Fee	Length	Facilitator(s)	Location	Notes
Preserving	\$40 non-member \$30 member	2x2 hours	TBD	The Root Kitchen	Possible 2 day workshop would include canning, dry storage and fermentation <ul style="list-style-type: none"> <li>● Seasonal, given demand, a recurring, annual program</li> <li>● Potential Grow Local Sunday Workshop</li> <li>● Link to speaker event</li> </ul>
Preserving basics : storage, canning, fermenting	\$30 non-member \$25 member	2 hours	Staff	The Root kitchen	Speaker event <ul style="list-style-type: none"> <li>● Intro to workshop</li> </ul>
Speciality cooking class	\$30 non-member \$25 member	2 hours	Staff	The Root kitchen	<ul style="list-style-type: none"> <li>● Two per year</li> <li>● March and April</li> </ul>
Profiling the EcoDrum	\$20 non-member \$15 member	1.5 hours	Abattoir Society	The Root	<ul style="list-style-type: none"> <li>● Speaker event</li> <li>● Late 2023 when hopefully it will be operational</li> </ul>
Solar panel project at BVCF	\$20 non-member \$15 member	1.5 hours	Agrovoltaics and Community Energy Group	The Root	Speaker event
HACCP for Commercial Kitchens	\$30 non-member \$25 member	2 hours	Nancy Ross (Small Scale Food Processors)	The Root	100% Funded by Rural Dividend Grant
Combi Oven	\$30 non-member \$25 member	2 hours	Kitchen equipment manufacturers	The Root Kitchen	<ul style="list-style-type: none"> <li>● Previous programs were successful</li> <li>● Moving ahead with more programs</li> </ul>
HACCP for food processors	\$50 non-member \$40 member	4 hours	Small Food Processors Association	The Root Kitchen	Previous programs were successful <ul style="list-style-type: none"> <li>● Moving ahead with more programs</li> </ul>
Business Planning	\$235 non-member \$200 member	10 hours	Greg McLaren (Small Scale Food Processors)	Lions Hall	<ul style="list-style-type: none"> <li>● 100% Funded by Rural Dividend Grant</li> <li>● Hotel needed for presenter</li> </ul>

Topic	Fee	Length	Facilitator(s)	Location	Notes
Spirited Kitchen	\$30 non-member \$25 member	2 hours	Carmen Spagnola	The Root Kitchen	Book launch & speaker & activity event <ul style="list-style-type: none"> <li>Two deliveries July 30<sup>th</sup> &amp; September</li> </ul>
Indigenous Visual Plant Walk	\$20 non-member \$15 member	1.5 hours	Lori Snyder, Indigenous Metis herbalist and educator	TBD	
Wild, Edible & Medicinal Plants	\$20 non-member \$15 member	1.5 hours	Lori Snyder, Indigenous Metis herbalist and educator	TBD	
Baking Bread	\$30 non-member \$25 member	2 hours	Staff	The Root kitchen	
Cooking the perfect Festive Turkey	\$50 non-member \$40 member	3 hours	Staff	The Root kitchen	
Bees wax candle workshop	\$50 non-member \$40 member	2 hours	Staff	The Root kitchen	
Beekeeping	\$30 non-member \$25 member	1.5 hours	Staff	BVCF	
Wine pairing	\$50 non-member \$40 member	1.5 hours	TBD	The Root kitchen	
Foraging/harvesting & cooking	\$75 non-member \$60 member	3 hours	TBD	BVCF & The Root kitchen	

## Operations Plan

In the execution of Grow Local's educational programs, coordination and planning will be carried out by two paid part time staff, known as the Grow Local team. Their combined commitment will average approximately 15 hours per event, which will encompass strategic planning, effective promotional strategies, and, when required, active participation in hosting or facilitating events. This commitment will ensure thorough preparation and optimal engagement of participants. Moreover, Grow Local will leverage the expertise of third-party specialists to lead sessions, thereby enriching Grow Local's offerings with specialized knowledge tailored to specific topics. Where applicable, the Grow Local team will be supported by volunteers (from the board and community) to help host the events (such as greeters, setting out chairs etc.) as well as paid marketing staff, if the program secures grants to pay them.

The cornerstones of Grow Local's success lie in an unwavering emphasis on quality, equitable compensation, and strategic partnerships. By steadfastly upholding these principles, Grow Local will foster a reputation for delivering valuable and trusted educational experiences in the community.

In determining pricing strategies, Grow Local will collaborate closely with instructors and carefully consider overhead costs to arrive at final workshop rates. Acknowledging that the average annual income of local farmers on Salt Spring falls below \$10,000, Grow Local's pricing approach will be considerate of these economic realities. Grow Local is committed to supporting Salt Spring's local contributors, including farmers, producers, and food entrepreneurs, through generous remuneration or, when feasible, donated time. Grow Local intends to establish collaborative ties with partners and the broader agricultural community, enabling Grow Local to co-create meaningful and valuable programs that resonate with Grow Local's audience.

Grow Local's workshop pricing structure will be designed to reflect the cost of materials, facilitator, and location. Typically, session costs have included ~\$150 for materials (e.g. food, cans for preserving) and \$70 for 4 hour kitchen use at The Root and \$50 for 2 hour rental room at the Farmers' Institute. There are also costs for The Root's Barn, but none for the use of the BVCF. In the interest of fostering effective learning environments, participant numbers will be based on venue capacities, unless they are also offered via teleconference. Typically previous sessions have had 10 to 20 participants.

To ensure the ongoing development and relevance of Grow Local's program content, Grow Local will draw insights from feedback received through surveys. This information will be curated and refined by a Program Committee comprising local farmers, growers, producers, food entrepreneurs, as well as Grow Local's staff and Board members. Grow Local will use the Keela platform to support the marketing of its programs, streamline program registration, payment processing, and issuance of receipts.

To solidify the sustainability of Grow Local's education programs, Grow Local will actively seek partnerships and support from the private sector and government entities. These collaborations will enable Grow Local to uphold Grow Local's mission and continue delivering high-quality educational experiences, as well as support Grow Local's commitment to universal access. .

In pursuit of program success, Grow Local will continue to remain attentive to the local competitive landscape to avoid duplication and offer unique value. By engaging well-known experts and facilitators, such as Michael Abelman and Arzeena Hamir, Grow Local aims to ensure the appeal of its programs, and to both engage and inform its community. Grow Local's commitment to

prioritizing exceptional quality and attendee experiences will underscore Grow Local's efforts to deliver enriching content that resonates with Grow Local's target audience of farmers, growers, producers and consumers.

## Marketing Plan

### Value and Unique Selling Propositions

Grow Local's educational programs offer a unique and enriching experience that blends hands-on learning, expert guidance, and community engagement. By participating in Grow Local's programs, individuals will gain access to a range of benefits that will make the program a valuable resource within the community.

1. **Comprehensive Skill Development:** Grow Local's programs provide a comprehensive platform for participants to acquire practical skills in agrifood business management, gardening, cooking, and eco-living practices. Whether it is planting seeds, preparing fresh ingredients, or understanding the intricacies of holistic living, Grow Locals curriculum will equip individuals with the knowledge and tools they need to improve their business and/or foster a deeper connection with their food and environment.
2. **Expert-Led Sessions:** Grow Local will collaborate with renowned experts and specialists to lead Grow Local's workshops and events. This ensures that participants learn from experienced professionals, gaining insights and knowledge that are both credible and applicable. Expert facilitation adds credibility and appeal of Grow Local's offerings and enhances the overall learning experience.
3. **Holistic Approach to Food:** Grow Local's integrated approach connects the dots between growing and preparing food. Participants understand the journey from seed to table, appreciating the importance of sustainable practices and healthy eating habits. This holistic perspective encourages a greater appreciation for the food that is grown and consumed.
4. **Supporting Local Communities:** Grow Local's focus on fair compensation for local farmers, producers, and food entrepreneurs not only encourages economic growth within Grow Local's community but also strengthens local networks. Participants contribute directly to supporting these local stakeholders, fostering a sense of shared responsibility and mutual support.
5. **Personalized Learning:** Limited class sizes ensure a personalized and engaging learning environment. Participants benefit from focused attention, active participation, and opportunities to ask questions and engage with experts directly.
6. **Networking Opportunities:** Grow Local's workshops and events foster a sense of community among like-minded individuals who share an interest in agri-food businesses, gardening, cooking, and sustainable living. Networking opportunities arise naturally, allowing participants to connect, share experiences, and build lasting relationships.
7. **Real-World Application:** Participants will leave Grow Locals programs with practical skills that can be immediately applied to their everyday lives and businesses. From preparing

nutritious meals to tending to their farms, the knowledge gained is both actionable and rewarding.

8. **Reputation for Excellence:** Grow Local's commitment to quality, evidenced by expert facilitators, well-structured programs, and satisfied participants, will mean participants can expect a consistently high standard of content and experiences.
9. **Contribution to Sustainability:** By promoting sustainable food practices and holistic living, Grow Local contributes to a healthier environment and community on Salt Spring Island. Participants will become advocates for positive change, driving a collective shift towards more sustainable food systems.
10. **Lifelong Learning:** Grow Local's educational programs will inspire a lifelong journey of learning and exploration. Participants will leave with new perspectives, skills, and the motivation to continue their growth and exploration in the realms of farming, operating food businesses, gardening, cooking, and sustainable living.

In essence, Grow Local's educational programs offer participants not just education, but a transformative experience that empowers them to become more connected to their food, their community, and the environment. By enrolling in Grow Local's initiatives, individuals invest in their personal growth while contributing to the greater good.

### Key Customers

Grow Local's program are designed to engage a diverse range of participants, fostering a community of learners who share a common interest in sustainable food practices, and holistic living. The key participants of the program will include:

1. **Enthusiastic Learners:** Families, children, seniors and individuals with varying levels of experience and expertise in gardening and cooking, who are eager to enhance their skills and knowledge in these areas.
2. **Home Gardeners:** People who are interested in cultivating their own home gardens, whether in outdoor spaces, balconies, or small plots, to grow fresh and nutritious produce.
3. **Aspiring Cooks:** Individuals who wish to expand their culinary skills, learn new cooking techniques, and explore the world of creating delicious and healthy meals from scratch.
4. **Health-Conscious Individuals:** Participants who are focused on maintaining a healthy lifestyle and are interested in understanding the connection between food, nutrition, and overall well-being.
5. **Sustainability Advocates:** Those who are committed to promoting sustainable food practices, reducing their ecological footprint, and supporting local food systems.
6. **Community Builders:** People who value community engagement and wish to connect with like-minded individuals, forming relationships and networks around shared interests.
7. **Food Entrepreneurs:** Individuals operating food and farm businesses or with aspirations of starting food-related businesses, such as market gardening, small-scale food production, or catering, who seek foundational knowledge and skills.

8. **Farmers and Producers:** Local farmers, producers, and food entrepreneurs who wish to expand their expertise, connect with their community, and potentially share their knowledge as guest facilitators.
9. **Environmentalists:** Individuals who are concerned about environmental sustainability, climate change, and the impact of food production on the planet, and are eager to adopt more eco-friendly practices.
10. **Educators:** Teachers, educators, and community leaders looking to incorporate farming, gardening, food business management and cooking concepts into their curricula or community outreach programs.

Grow Local's program will cater to individuals of all ages, backgrounds, and skill levels, fostering a diverse and inclusive community of participants who come together to learn, share, and contribute to a more sustainable and knowledgeable society.

### Sales and Retention Strategies

Grow Local will target the above key potential participants and will utilize various communication channels, including Keela, social media platforms, email newsletters, and community bulletin boards, to reach a wide audience. To increase its effectiveness Grow Local will invest, on average \$100 per event, on some marketing channels to broaden and target its reach. This will include:

- Salt Spring Exchange newsletter at \$60 per post and \$13 to feature an article for 3 days,
- Long term advertising in the Driftwood at \$200 per year,
- Sandwich boards with an initial investment of \$500,
- Posters on farmstands at \$100 for printing costs per year,
- Facebook and Google ads at \$250/year.

Grow Local will forge and utilise partnerships with other local organisations, local businesses, schools, community centers, and farmers' markets to extend the program's reach and tap into existing networks. These will include:

- Salt Spring Island Agricultural Alliance (SSIAA)
- Salt Spring Island Farmers' Institute
- Salt Spring Market
- Island Community Services
- Local Salt
- Salt Spring Seeds
- Salt Spring Abattoir Society

Grow Local will participate in local events, fairs, and community gatherings to promote the program's offerings and engage with potential participants face-to-face. This will include:

- Salt Spring Island Apple Festival
- Salt Spring Pride Festival
- Salt Spring Film Festival
- Salt Spring Island Farmers' Institute Fall Fair

Grow Local will communicate the reputation and credibility of expert facilitators, including local farmers, renowned chefs, and sustainability experts, to draw participants seeking authoritative guidance. It will also rely on its facilitators to promote the workshops and events. Grow Local will

showcase the profiles and accomplishments of these facilitators to demonstrate the unique value they bring to the program. Grow Local will further develop captivating content and testimonials, such as videos, blog posts, and success stories, that provide a glimpse into the program's educational experience and outcomes. It will highlight hands-on activities, interactive workshops, and real-world application to emphasize the practical nature of the learning journey. It will encourage participants to leave reviews and ratings on platforms such as Google, Facebook, Yelp, Instagram and other social media, contributing to the program's online credibility and visibility.

Grow Local will explore early bird discounts, limited time specials, free introductory workshops, referral incentives or other incentives, targeted online advertising campaigns on platforms like Facebook, Instagram, or Google Ads for participants to help increase participation.

Grow Local's retention strategy will focus on cultivating a sense of community, continuous learning, and personalized engagement. Grow Local will facilitate ongoing engagement through regular email newsletters featuring best practice business examples, gardening tips, cooking recipes, and sustainability insights, maintaining a connection with participants long after the workshops end. Implementing post-program surveys, Grow Local will actively seek feedback to tailor content and experiences to evolving participant needs, ensuring their ongoing satisfaction and loyalty to our educational initiative.

# Financials

## Financial Assumptions

Revenues per session	2024			2025	2026	
	Average fee	Average Attendance	Average Revenue per session	Average Revenue per session	Average Revenue per session	
Speaker sessions	\$ 30.00	18	\$ 540	\$ 594	\$ 653	
Workshop sessions	\$ 40.00	12	\$ 480	\$ 528	\$ 581	
Online sessions	\$ 20.00	150	\$ 3,000	\$ 3,300	\$ 3,630	
<b>Year on Year Change</b>						
Expenses increase	102%	102%				
<b>Costs</b>						
Staffing	Hours per Speaker/Online session	3	Hours per Workshop session	6	Hourly Rate	\$ 30.00
Facilitator	Speaker/Online sessions	\$300	Workshop session	\$500		
Materials per workshop session	\$	150.00				
Marketing/session	\$	100.00				
Kitchen rent (workshops)	\$	70.00				
Farmers' Institute room rent (speaker)	\$	50.00				
The Root Barn (speaker)	\$	50.00				
Average room rent (Speaker)	\$	56.67				
Tech support	\$	250.00				

Financial projections (see below) based on the above assumptions show that the education program could generate \$15,000 of revenues in 2024 and increase to \$28,000 by 2026 driven by an increase in the popularity of the online sessions. Costs for each year hover around \$20,000 to \$27,000, with most of the costs going to the facilitators, administration from FFT’s Executive Director, staffing, advertising, insurance and room rentals.

Therefore in 2024 the program will need some grants (or donations) to supplement the losses, however after 2026, if the assumptions are close, then the program should start to generate income for the Trust. This again is reliant on the popularity of the online courses, because not only can they generate high revenues, but the costs are low and not directly tied to the number of participants. Any grants will likely be from grantors wanting to support food security initiatives, similar to that of Grow Local’s aggregation and distribution initiatives.

## Financial Projections

	2024	2025	2026
<b>Income</b>			
<b>Rental Revenue</b>			
Speaker sessions	\$ 3,780	\$ 4,752	\$ 5,881
Workshop sessions	\$ 2,400	\$ 3,168	\$ 4,066
Online sessions	\$ 9,000	\$ 13,200	\$ 18,150
<b>Total Income</b>	<b>\$ 15,180</b>	<b>\$ 21,120</b>	<b>\$ 28,096</b>
<b>Expenses</b>			
Staffing - Workshop	\$ 900	\$ 1,102	\$ 1,311
Staffing - Online & Speaker	\$ 900	\$ 1,102	\$ 1,311
Facilitator	\$ 5,500	\$ 6,732	\$ 8,011
Room rental	\$ 917	\$ 1,122	\$ 1,335
Tech support - online sessions	\$ 750	\$ 1,020	\$ 1,301
Workshop materials	\$ 750	\$ 918	\$ 1,092
5615 Advertising & Promotion	\$ 2,500	\$ 2,856	\$ 3,225
Keela	\$ 425	\$ 434	\$ 442
5679 Insurance	\$ 1,625	\$ 1,658	\$ 1,691
5611 Bookkeeping Expenses	\$ 500	\$ 510	\$ 520
5608 Accounting & Legal	\$ 250	\$ 255	\$ 260
5626 Board Meeting Expenses	\$ 125	\$ 128	\$ 130
Executive Director/admin	\$ 6,500	\$ 6,630	\$ 6,763
<b>Total Expenses</b>	<b>\$ 21,642</b>	<b>\$ 24,465</b>	<b>\$ 27,392</b>
<b>Net Position</b>	<b>-\$ 6,462</b>	<b>-\$ 3,345</b>	<b>\$ 704</b>
<b>Loans, Grants &amp; Fundraising</b>			
Cash from operating income	\$ -	\$ 38	-\$ 1,306
4020 Donations - Receipted	\$ -	\$ -	\$ -
4030 Donations non-receipted	\$ -	\$ -	\$ -
4600 In Kind Donations	\$ -	\$ -	\$ -
4050 Grant Income	\$ 6,500	\$ 2,000	\$ 2,000
Membership	\$ -	\$ -	\$ -
Loans	\$ -	\$ -	\$ -
<b>Total Fundraising Income</b>	<b>\$ 6,500</b>	<b>\$ 2,038</b>	<b>\$ 694</b>
<b>Education Program Expenditures</b>			
Large equipment	\$ -	\$ -	\$ -
Small equipment	\$ -	\$ -	\$ -
Consulting	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -
<b>Education Program Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Profit/Loss</b>	<b>\$ 38</b>	<b>-\$ 1,306</b>	<b>\$ 1,398</b>

## Risk Assessment and Mitigation Plan

The risks and mitigating strategies of operating the education program include:

Risk	Mitigation Strategy
<p><b>Low Participant Engagement:</b> Participants might lose interest or not engage actively in the program, leading to lower attendance and satisfaction rates.</p>	<p>Implement interactive and hands-on sessions, diverse content, and expert facilitators to maintain participants' interest. Offer gifts or items for participants to take away from the sessions to increase the value of the programs. Regularly gather feedback and adjust the program based on their preferences. Offer a variety of learning formats, such as workshops, webinars, and field trips, to cater to different learning styles.</p>
<p><b>Competing Events and Offerings:</b> Competition from similar workshops, events, or community programs could divert potential participants' attention and attendance.</p>	<p>Conduct thorough market research to understand competitors' offerings (such as Stowell Lake) and identify gaps. Differentiate the program by emphasizing unique benefits, expert facilitators, and practical learning experiences. Collaborate with local partners to cross-promote each other's events and maximize reach.</p>
<p><b>Program Scalability:</b> As participant numbers increase, maintaining personalized engagement and quality might become challenging.</p>	<p>Develop a scalable model that maintains the personalized touch. Increase facilitator support, segment participants into smaller groups, and use technology like online forums to facilitate ongoing interaction. Hire additional assistance or volunteers to manage administrative tasks and ensure participants receive timely responses.</p>
<p><b>Financial Sustainability:</b> Fluctuations in participant numbers and external factors could impact program revenue and financial stability.</p>	<p>Diversify revenue streams by exploring sponsorships, grants, and partnerships with local businesses. Set aside contingency funds to cover unexpected expenses or revenue shortfalls. Regularly review and adjust pricing based on costs and participant feedback.</p>
<p><b>Participant Satisfaction:</b> Participants might not find the program content, facilitators, or experiences meeting their expectations, leading to dissatisfaction.</p>	<p>Continuously gather feedback through surveys, focus groups, and post-event evaluations. Use this feedback to make necessary improvements, adapt content, and ensure alignment with participants' needs. Regularly communicate updates and improvements to participants to demonstrate responsiveness.</p>
<p><b>Expert Availability:</b> Relying on third-party experts to lead workshops could lead to scheduling conflicts or cancellations.</p>	<p>Pay fair compensation for their time and cover all expenses delivering the programs. Diversify the pool of expert facilitators to mitigate the risk of cancellations. Create a backup plan by maintaining a list of substitute facilitators who can step in if needed. Clearly outline cancellation policies in participant communications to manage expectations.</p>
<p><b>Technological Challenges:</b> Technical issues during virtual</p>	<p>Conduct thorough testing of virtual platforms and registration systems before events. Provide participants</p>

sessions or challenges with online registration systems could disrupt the program's delivery.

with clear instructions on how to join virtual sessions and a technical support contact in case of issues. Have a backup plan for in-person alternatives if technical difficulties persist.

By proactively identifying and addressing these risks through well-thought-out mitigation strategies, Grow Local will ensure the smooth operation of its farming, food business management, gardening and cooking educational programs and enhance participant satisfaction and program success.

# THE ROOT COMMERCIAL KITCHEN BUSINESS MODEL – KITCHEN COLLECTIVE

For Salt Spring Island Farmland Trust Society

By Greenchain Consulting Inc.



October 2023

## Executive Summary

**The Root Food Hub**, on Salt Spring Island, empowers farmers, food producers, and the community by making a commercial grade food hub accessible for processing, preserving, packaging, and distributing produce and food products at a larger scale, and by supporting local food and farming education. The Root is owned and operated by Salt Spring Island Farmland Trust (FLT). One of the facilities of The Root is a commercial kitchen called the Kitchen Collective. Below is an outline of its business model.

Salt Spring Island, with a small population of 11,635 residents in 2021, boasts a **vibrant food scene** supported by nearly 200 farms and various food businesses, including 24 restaurants, 12 café/bakeries, and 8 food trucks. About 33 of these businesses carry the Salt Spring branding, making them potential users of the Kitchen Collective for product processing and extra capacity production. The island's 2022 Vital Signs Report reveals that 75.5% of residents prefer buying local, with 57.7% frequently supporting local farmers, spending an average of \$151.38 per month on local food. Despite a relatively low average household income, 25% of households earn over \$90,000 annually. With 33,000 tourists visiting annually, Salt Spring faces increased demand for local food from a more discretionary market. The island hosts non-profits like Harvest Salt Spring and Salt Spring Island Food Bank. The Root, in negotiations with various programs and businesses, aims to operate the Kitchen Collective, addressing a lack of competition for shared commercial kitchen space on the island.

**The Kitchen Collective**, operated separately but in complement with other services by The Root, is a relatively small commercial kitchen offering rental services for a minimum of 4 hours. Targeting small to midsize farmers and food entrepreneurs, the rates are set on a cost-recovery basis, making them accessible to the price-sensitive market. Membership is a prerequisite for all users, and fees, based on time and inclusive of equipment and utilities, are 10% lower for full-day bookings. Long-term leases will be considered, cancellations within 48 hours will only receive a 50% refund, and continuous reviews of fees and policies aim to balance fairness and financial viability.

In addition to kitchen rental, the Kitchen Collective provides **storage rental** primarily for kitchen users, **equipment rental** for both in-kitchen and external use, staff support for tasks like food preparation at \$25/hour, and business advice from experienced staff at \$125/hour. The kitchen also plans to offer food programs, including courses on food preparation, handling, and business training, with a fee structure aiming for a 20% fee for third-party programs and at least 50% for courses developed and delivered by the kitchen. Co-packing services may be considered based on demand and staff capacity in the future.

All **users** of the Kitchen Collective must be members, with the membership process facilitating efficient onboarding. Annual membership is currently free, offering benefits like input to kitchen management and discounts on Root's education programs. To qualify, users need a Food Safe Certificate, a Food Safe Plan, and \$1 million minimum business liability insurance. The goal is to enroll around 10 Kitchen Collective members, who may collaborate on a joint long-term lease while allowing short-term users to access the facility. Bookings, managed by the Operations Manager, are on a first-come, first-served basis, with time allocated for setup and cleanup. A \$300 cleaning and damage deposit is required, refundable upon leaving the kitchen clean and equipment in good condition.

The **operational plan** for the Kitchen Collective outlines key strategies in six areas. Firstly, scheduling and resource allocation involve setting operational hours, using a centralized booking system, and

prioritizing anchor tenants. The categories include anchor tenants, part-time users, and organizations running food programs, each with specific usage criteria. Secondly, clear communication and collaboration focus on fostering a positive culture, maintaining transparent communication channels, and encouraging collaboration among users. Thirdly, user guidelines and policies draw on BC Food Hub Network resources, establishing expectations, responsibilities, and rules for equipment usage, cleanliness, storage, and waste management.

Fourthly, **regular inspections and maintenance** involve Kitchen Collective staff conducting regular checks, tracking issues in a shared document, and promptly addressing concerns. Fifthly, training and orientation sessions will be provided for new users, covering the kitchen layout, equipment usage, safety protocols, and topics like food safety and allergen management. Lastly, dispute resolution mechanisms are in place for users to address concerns with the Operations Manager or the board, promoting prompt and impartial resolution. Additionally, the plan includes performance monitoring and metrics using tools like Food Corridor, maintenance logs, feedback, and satisfaction surveys to analyze key metrics, optimize resource allocation, and annually evaluate the business model against the 3-year pro forma. Overall, these strategies aim to create a well-managed and productive shared commissary kitchen environment that meets user needs and ensures efficiency and satisfaction.

The Root Kitchen adheres to **government regulations**, meeting VIHA and provincial standards, including compliance with Islands Trust zoning by-laws and BC Public Health Act requirements. The Act mandates approved plans, construction and maintenance approval, an operating permit, and a food safe permit, ensuring proper handling, storage, and cleanliness. The Canada Food Inspection Agency regulations are mostly inapplicable as the center handles only local food. The Kitchen's well-equipped facility includes a variety of equipment, each with associated costs, for efficient food processing.

**Storage rental** is provided with dry and cooler shelves, and additional space can be rented. The Kitchen Collective uses Food Corridor for managing offsite equipment rentals, potentially from other owners. Qualified staff support can be hired for specialized processing needs, and business advice is available from food scientists and experts on a fee-for-service basis. The kitchen offers education and training services, collaborates with third-party organizations, and coordinates community food programs. The kitchen layout, approved by VIHA, spans 986 sq. ft., with detailed diagrams and photos provided.

The Kitchen Collective's **marketing plan** is integral to The Root's overall strategy, necessitating careful treatment due to its public-facing nature. The plan involves recruiting and training staff for marketing responsibilities, outlining key elements to attract and retain kitchen and program users. The value proposition centers on providing the only available kitchen space and services supporting the growth of local food processors and non-profit food programs. Targeting Salt Spring Island food businesses needing recurring long-term kitchen access, unique selling propositions include an affordable full suite of food processing services, shared equipment, and a dedicated team of mentors.

**Sales strategies** involve the Operations Manager developing a prospect list and taking the lead in attracting clients through direct contact and relationship-building avenues. An online presence includes comprehensive webpages on [ssifarmlandtrust.org](http://ssifarmlandtrust.org), social media utilization, and potential paid media advertising. The kitchen will contribute to The Root's newsletter and issue press releases to traditional and digital media. Co-marketing partnerships, hosting launch and annual events, and leveraging word of mouth are additional strategies. Retention strategies focus on attentive customer

service, creating a welcoming environment, offering a broad range of high-quality and affordable services, and nurturing collaboration among clients and partners.

**The Root's financials** reveal that suite and property rentals are currently the primary sources of revenue, particularly during the initial years as income from kitchen and storage rentals is gradually growing. The maximum potential revenues for kitchen and storage rentals are \$90,000 and \$32,400 per annum, respectively. Projected annual revenues for the next three years indicate potential growth, with kitchen and storage revenues expected to reach approximately \$20,000 and \$8,000, respectively. Despite operating expenses remaining steady at around \$57,000 per year, The Root is projected to break even in 2024, and potential profits could be realized after renovating The Barn, contingent on securing funds for \$50,000 in leasehold improvements. The installation of additional outside storage containers is also recommended for added benefits. By 2026, meeting projected targets could enable The Root to pay down its mortgage without relying heavily on donations, provided they secure favorable loan terms. The current offer from Vancity includes a 25-year amortization, a 5-year term at a fixed 7% interest rate, and various payment frequencies with a monthly payment of approximately \$2,450. Exploring options through the Investment Readiness Program for more favorable terms, potentially as low as 0% interest, from lenders like Thrive Impact Fund, The Social Finance Fund, and New Market Funds could significantly reduce overall interest to 4% or less, paving the way for financial sustainability. For more information on social finance lending opportunities, Innoweave offers a detailed FAQ section.

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## Introduction

The Root Food Hub, on Salt Spring Island, empowers farmers, food producers, and the community by making a commercial grade food hub accessible for processing, preserving, packaging, and distributing produce and food products at a larger scale, and by supporting local food and farming education. The Root is owned and operated by Salt Spring Island Farmland Trust (FLT). One of the facilities of The Root is a commercial kitchen called the Kitchen Collective. Below is an outline of its business model.

## Commercial Kitchen Market Analysis

Salt Spring Island, while having a small population of 11,635 of full-time residents in 2021, has a thriving food scene with close to 200 farms<sup>1</sup> and dozens of food businesses, including 24 restaurants, 12 café/bakeries and 8 food trucks on the island (see Appendix A). Of these food businesses, 33 have Salt Spring branding. All these businesses are potential users of the Kitchen Collective to either process products for retail or extra capacity production for their food service businesses.

These food businesses are supported by many consumers who want to buy locally produced food, from the local farmers' market, grocery stores and even direct from the food business themselves. The Salt Spring 2022 Vital Signs Report<sup>2</sup>, from a survey of 841 residents, found that 75.5% said they buy locally, whenever possible and 57.7% frequently support local farmers. On average they spend \$151.38/month on local food. Most shoppers who purchase a larger proportion of local food tend to have a higher household income. While Salt Spring Island does have a low average household income, \$58,650 in 2020, 25% of households have an income of more than \$90,000 per annum. According to Wander Victoria BC<sup>3</sup>, Salt Spring Island sees an additional 33,000 tourists per year, nearly three times that than its population. Tourists tend to be more discretionary when it comes to buying local food.

The island is also home to several non profits who either make food for various programs or run food preparation and cooking programs. These include Harvest Salt Spring and Salt Spring Island Food Bank. Further to this the Salt Spring Island Area Farm<sup>4</sup> plan recommends supporting The Root to provide capacity for local food producers.

The Root is currently in negotiation with the following programs and businesses to operate out of the commercial kitchen, as initial anchor users, multi-school Local Food Program, Local Salt and Vegan Food Truck.

There is little competition on the island for shared commercial kitchen space. There are several non profits and food businesses on the island that have kitchens, but most if not all, cannot be rented by a third party. This may mean the only opportunity for shared kitchen space is through informal relationships or the Kitchen Collective.

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<sup>1</sup> [HOME | SSI Farmland Trust](#)

<sup>2</sup> <https://ssifoundation.ca/vital-signs/>

<sup>3</sup> [Everything to Know about Salt Spring Island - Wander Victoria BC](#)

<sup>4</sup> [https://www.ssiagalliance.org/files/ugd/c2857e\\_b7dc2186e1834e7fa0ac57de4d233cfe.pdf](https://www.ssiagalliance.org/files/ugd/c2857e_b7dc2186e1834e7fa0ac57de4d233cfe.pdf)

## Description of Services

The Kitchen Collective will be run as a separate, but complimentary, facility to the other services provided by The Root. The commercial kitchen is relatively small, but will provide the following list of services:

**Kitchen rental** – the kitchen can be rented by outside parties for food production at a minimum of 4 hours (half day) at a time. The main users of the kitchen will be anchor tenants who will rent the kitchen on a recurring basis. The anchor tenants will rent the space, on an hourly basis, to be used just by them during that time or possibly by one other user, depending on needs. Prospective clients will be small to midsize farmers and food entrepreneurs, which means rates will be accessible to this price sensitive market. The Kitchen Collective will therefore offer the space on a cost recovery basis, including depreciation, plus utilities. All users have to be a member (see below).

Fees will be based on the time members use the kitchen and include equipment and utilities. Rates for full day are 10% less than ½ day rates.

Kitchen Rental	Rate	per hour	discount	no. hours
Short term half day	\$70	\$17.50		4
Short term full day	\$126	\$15.75	10%	8
Long term half day	\$63	\$15.75	10%	4
Long term full day	\$112	\$14.00	20%	8
Average cancellation	\$93			
Monthly deposit retained	\$50			

Longer term leases and lease rates will be considered and negotiated on a one on one basis. Users that cancel their booking within 48 hours of their schedule will only be refunded 50% of their fee. Fees and related policies will be continuously reviewed to be fair to users, but also to maintain the financial viability of the kitchen.

**Storage rental** – storage will be offered to rent primarily to kitchen users and other users if there is capacity. Kitchen users will be offered a dry storage shelf and walk-in cooler shelf as part of their kitchen rental fees. In addition to what is offered with a basic rental The Root Kitchen offers storage in a variety of sizes and durations in order to meet kitchen user needs. All storage is offered monthly unless otherwise noted. Additional storage is available downstairs as part of the aggregation and distribution service, as long as there is availability. Fees are outlined below.

Storage rentals	No. units/ rental fee	Fee per month	Max. No. rentals / month
Dry storage (18" x 48" or 21" x 48" shelf)	1	\$ 15	28
Speed rack (1 full size 20 pan)	1	\$ 45	2
Walk-in cooler (21" x 48" shelf)	1	\$ 30	16
Overnight Speed rack (24 hrs)	1	\$ 25	30
Basement freezer (24" x 72")	1	\$ 58	3
Basement freezer (25" x 54")	1	\$ 43	5.5
Basement Walk-in 18" x 48"	1	\$ 24	8
Basement Walk-in 18 x 72"	1	\$ 36	4
Basement Walk-in 21 x 48"	1	\$ 24	4
Basement Pallet 42" x 42"	1	\$ 55	2

**Equipment rental** – kitchen equipment will be available to kitchen users. However, if they or any other 3<sup>rd</sup> party want to use equipment outside of the kitchen then they can rent it, with a minimum of half a day. Equipment will only be rented if kitchen users do not need to use it during that time. Fees will be dependent on the type of equipment but will on average \$40/half day. It is not expected this service will be requested frequently and will only be offered if there are enough requests from clients to warrant it, to help manage risk.

**Staff support** – kitchen users can contract junior Kitchen Collective staff to support them with their food preparation. This will entail lower skilled tasks such as food peeling, cutting, cooking, packaging and cleaning. The cost will be \$25/hour, with a minimum of 4 hours support and then hourly after that. However, due to staff shortages on the island, this will only be offered if the Kitchen Collective can find capacity and there is a big enough need from clients. This could be an opportunity to create jobs and job training for high school students.

**Business advice** – kitchen users and outside users can contract experienced Kitchen Collective staff to provide advice on food processing, cooking and/or food business management. This will start at a minimum of 4 hours and hourly after that. Fees will be \$125/hour (with outside consultants (such as business planning consultants and food scientists) charging the kitchen ~\$100/hour). Staff will be encouraged to provide advice and guidance to kitchen users for free on an ad hoc basis. This service will be project based and comprehensive.

**Food programs** - the kitchen will also offer food programs for both businesses and individuals, via the Farmland Trusts' education programming. These will range from food preparation, food handling and cooking courses. The programs will be run by both staff and outside 3<sup>rd</sup> parties. Any outside third party running a food program at the kitchen will need to be a member of Kitchen Collective and have the necessary training as a kitchen user, before they can run the program. These programs will be potentially more profitable than renting kitchen space but will take more resources to organise. If a program is developed, promoted, and delivered by a third party, the goal would be for the kitchen to earn a 20% fee to promote and host it. For courses where the kitchen develops the training program and hires someone to deliver it, the goal will be for the kitchen to capture at least 50% of the training fee revenues, on average, to cover overhead. Fees will be dependant on the course. Business training courses can include GAP certification, business planning, HACCP certification, food safety, business development, marketing, and succession planning. Below is an example of a business food program:

A BC HACCP Plan Plus Workshop - Attendees are introduced to the concepts of HACCP and other globally recognized food safety management systems in a simple and easy to use format. Attendees will be provided with some basic tools and techniques that they can use to improve food safety.

**Co-packing** - depending on capacity (staff and kitchen resources) the kitchen may offer co-packing services, but this won't be an initial service. Firstly there needs to be enough demand from potential clients and then enough staff capacity identified before this service will be offered.

### [Kitchen Collective Members](#)

All users of the kitchen need to be members of the Kitchen Collective. The Root will launch Kitchen Collective membership exclusively for kitchen users, which will have overlapping benefits with the general Root membership. The Kitchen Collective membership process will facilitate the efficient and professional on-boarding of Kitchen Collective Users.

This approach is aligned with The Root's plan to attract small and medium scale food producers who will use the kitchen repeatedly for an incubation period for their business, or as an ongoing resource.

### **Membership details**

- Annual memberships to the Kitchen Collective will be \$0 until further notice, to help onboard new users and generate interest in the kitchen.
- Benefits are limited to use and input to the management of the kitchen, and discounts on education programs offered by the Root.
- A membership is required to book the commercial kitchen at the Root, secure a building passcode and access to a booking system.
- Onboarding and training session to be coordinated by the Root's Operations Manager for every new member. This will include orientation to all kitchen equipment, different building areas, and cleaning protocols.
- To qualify for membership, kitchen users must provide proof of a Food Safe Certificate and a Food Safe Plan. They must also have or secure business liability insurance (\$1 million minimum cover).
- The goal is to sign up ~10 Kitchen Collective members.

Kitchen Collective is open to members working together to secure a joint long term lease agreement providing this allows the opportunity for short term users (Kitchen Collective members that have not entered into a long-term lease) to use the facility.

### **Booking**

Using Food Corridor space will be booked on a first come, first served basis through the Root's Operations Manager. It is expected that the Operations Manager will be part of the Kitchen Collective, attend all meetings, and support an open exchange of information and trust.

### **Booking time includes set up and clean up**

Kitchen booking includes time to setup and clean up. Users are expected to leave the kitchen as they found it to ensure the kitchen is clean and usable for the next user. The kitchen will be inspected for cleanliness and additional cleaning performed, if necessary, at the end of the day. Any user that has not left the kitchen clean and usable at the end of their booking will be asked to do so before they leave. If this is not possible, they will then be warned or fined.

### **Cleaning and Damage Deposit**

Members will pay a \$300 cleaning and damage deposit. This amount will be refunded to members if the kitchen is left clean and all equipment remains in good working order at the end of their contract.

# Operations Plan

## Shared Kitchen Operational Strategies

### 1. Scheduling and Resource Allocation

The Root's office is currently open from Monday to Thursday 10am - 2pm, and available other times by booking office with the Operations Manager. The Kitchen Collective will be open 6 days a week (Monday to Saturday) between 7am to 7pm (8am start on Saturday) but will not be staffed all those times. Outside of staff hours users will have access to a lockbox to access the keys for the kitchen. The Root is also researching the benefits of installing cameras as well as researching how The Food Corridor software program can be used to help sign in keypad access. The Root will manage a scheduling system to allocate kitchen space, equipment, and resources among the different users. It will start off with a schedule similar to below to give priority to anchor tenants allowing them to rent the kitchen during peak times. The schedule will be continually reviewed based on demand, especially from anchor tenants. The kitchen will be available to two users at a time unless a user rents the whole space to themselves. Initially, a user using the kitchen for their sole use will be charged the same fee as sharing the space. However, this will be reviewed if more than one user frequently wants to use the kitchen at the same time as another user.

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
7am to 11am	Anchor tenants	Part time users	Community use				
11am to 3pm	Anchor tenants	Food programs	Community use				
3pm to 7pm	Food programs	Weekly clean					

- Anchor tenants – businesses or non profits that sign an agreement with the Kitchen Collective to use the kitchen for food processing and/or meal preparation more than 48 hours per month. The Operations Manager will work with the anchor tenants to develop a schedule that works for all tenants and allows regular maintenance and cleaning of the facility to meet health and safety standards.
- Part time users - businesses or non profits that sign an agreement with the Kitchen Collective to use the kitchen for food processing and/or meal preparation more than 48 hours per year.
- Food programs – organisations that sign an agreement with the Kitchen Collective to use the kitchen for food programs more than 16 hours per month. Food program examples include food preparation classes, HACCP course and cooking classes.

Kitchen users will have to schedule cleaning of their workstation and equipment they have used within the time slots they have booked. The Kitchen Collective staff will continually monitor and inspect the cleanliness of the kitchen during the day to make sure users are keeping it clean and adhering to health regulations. Kitchen Collective staff will perform a weekly deep clean additional to kitchen users on Sundays 3pm.

The Root will use software program Food Corridor<sup>5</sup> (annual subscription plus QuickBooks connection at ~\$320/month plus 2% to 4% of user fees) for its centralized booking system that will allow users

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<sup>5</sup> [Shared Kitchen Management Made Easy - The Food Corridor](#)

to reserve specific time slots or workstations in advance. The use of Food Corridor, its cost and potential savings will be assessed annually as the program is expensive.

## **2. Clear Communication and Collaboration**

Kitchen Collective will foster a welcoming, fair and firm culture at the kitchen with its users and staff. The kitchen will have transparent and effective communication channels between the shared kitchen management and the users. It will maintain open lines of communication to address any scheduling conflicts, maintenance issues, or operational concerns. The Operations Manager will maintain a positive and collaborative working environment for all commercial client tenants. They will encourage sharing of best practices among the users to enhance efficiency and build a sense of community.

## **3. User Guidelines and Policies**

The Root will utilise BC Food Hub Network resources such as guidelines, policies, contract templates and partnership agreements. These will outline the expectations, responsibilities, and rules for all users of the shared commissary kitchen. These [guidelines](#) will cover areas such as equipment usage, cleanliness standards, storage protocols, and waste management. All users will be made aware of and adhere to these policies to maintain a harmonious and organized environment, through an initial induction plus regular reminders.

## **4. Regular Inspections and Maintenance**

Kitchen Collective staff will conduct regular inspections of the kitchen space and equipment to ensure proper functioning, cleanliness, and compliance with safety regulations. Maintenance protocols will be established to address any issues promptly and minimize downtime. Kitchen users will be able to report maintenance concerns or repair requests directly with staff (verbally or via email). Staff will track the issues in a shared Google document and update with the resolution of the issues.

## **5. Training and Orientation**

Kitchen staff will provide comprehensive training and orientation sessions for all new users of the shared commissary kitchen. Users will be made familiar with the kitchen layout, equipment usage, safety protocols, and any specific guidelines or procedures in place. Users will also be offered training sessions on topics such as food safety, allergen management, and waste disposal to promote a safe and hygienic environment.

## **6. Dispute Resolution Mechanisms**

Kitchen users will be made aware to raise any concerns, disputes or conflicts with the Operations Manager or the board. They can do this via email or direct in person. The Operations Manager or board will then handle such issues promptly and impartially.

## **7. Performance Monitoring and Metrics**

Using Food Corridor, maintenance logs, regular user feedback and satisfaction surveys the kitchen will monitor and track the performance and usage of the shared commissary kitchen. The kitchen will collect data on key metrics such as utilization rates, equipment downtime, and cleanliness standards. The kitchen will analyze this data to identify areas for improvement, optimize resource allocation, and address any operational inefficiencies, as well as address user needs, and enhance the overall user experience. The kitchen will also evaluate the business model annually against the 3

year pro forma, understanding it will take three to five years for staff to truly understand the Salt Spring Island market and how best to meet its evolving needs.

By implementing these operational strategies, the kitchen can ensure a well-managed and productive shared commissary kitchen environment that meets the needs of all users while promoting efficiency, collaboration, and satisfaction.

### Government Regulations

The Root Kitchen has been approved by VIHA and has met provincial standards. It will comply with standard food handling requirements set out by the local, provincial and federal authorities, as set out below.

- 1) Must comply with Islands Trust zoning by-law allowed functions and activities.
- 2) BC Public Health Act
  - a) The plans for the premises will have to be approved.
    - i. Kitchen Schematic
    - ii. Food Safety Plan
    - iii. Sanitation Plan
    - iv. FoodSafe Certificate
  - b) The construction and maintenance of the premises will have to be approved.
  - c) An operating permit is required.
  - d) The operator must hold a food safe permit.
  - e) The food must be handled and stored in a manner that protects against
  - f) contamination.
  - g) Processed food must be stored at temperatures required by regulation.
  - h) Extraneous materials cannot be stored on the premises.
  - i) Food safety critical control points must be established, maintained and
  - j) monitored.
- 3) The Canada Food Inspection Agency food control Act (Agricultural Products Act) and regulations do not generally apply because the centre will be handling only local food; none of the food will be sold for export or inter-provincial trade. Packaging and labeling regulations will apply on products that the centre processes for sale to retailers.
- 4) Natural Products Marketing (BC) Act and the BC Vegetable Marketing Commission Consolidated General Orders may apply.

### Equipment

The Root will have a well-equipped food storage area equipped that includes a walk-in refrigerator, a 17.5 cu ft Danby chest freezer and 12 - 4 wire shelving units (72" H x 48" W x 21" D).

Equipment	Description	Cost
Food processor	Sammic Canada Model No. CK – 35V	\$5,511
Planetary Mixer	Hobart Canada Model No. HMM20 – 1STD	\$3,330
Blast Chiller Freezer, Reach In	Eurodib Canada Model No. BCB 05US 230V	\$7,504
Dishwasher, Undercounter	Stero Canada Model No. SUH – 1	\$5,677
One (1) Compartment Sink	EFI Sales Ltd. Canada Model No. S1824-1 B	\$773
Two (2) Compartment Sink	EFI Sales Ltd. Canada Model No. S1824-2L	\$944
Pre-Rinse Faucet Assembly, with add on faucet x 2	Fisher Model No. 34479	\$834
Hand Sink	EFI Sales Ltd. Canada Model No. SIH817 - W	\$171

Wall Mount Faucet	Fisher Model 1996	\$172
10 Worktables, Stainless Steel	EFI Sales Ltd. Canada Model T3048	\$242
Tilting Kettle	Tilting kettle – Vulcan Hart – Model No. K2 EL20	\$15,430
Combi Oven	Combi Oven Rationale Self Cooking Centre – Model # SCCWE62 Ra.no. E62SI 19082771028	\$10,000
Walk in Cooler - on ground floor with direct kitchen access		

### Storage Rental

Kitchen users will have a dry storage and cooler storage shelf during their user contract. Users can then rent additional storage space for fees stated above. Storage availability will be uploaded to Food Corridor with a schedule to allow users to rent space. Storage protocol will be developed to maintain cleanliness and food handling good practices. New users will initially be taken through the protocol and agree to its terms. Staff will regularly inspect the short-term storage areas for cleanliness and that users are adhering to the protocol.

### Offsite Equipment Rentals

The Kitchen Collective will use Food Corridor to manage offsite kitchen equipment rentals. Users can rent equipment either directly from the kitchen and potentially from other equipment owners that list their off-site equipment for rent on the site (the kitchen would take a 10% commission on rented equipment it does not own). Equipment will be made available for rent only when it is not needed by kitchen users, equipment that has a lower risk of damage and maintenance to reduce any issues.

This service would include professional management to ensure that each piece of equipment is cleaned and is in good working order before being returned to the owner or rented to the next party. This service would also include training on how to safely use the equipment and protocols for returning it clean and in good order. The service would maintain an up-to-date inventory of what is available to rent, for how long, and at what cost.

### Staff Support

Qualified food processing staff will be available for kitchen users needing specialist support for their processing needs. Staff can be hired to operate and run specialized processing equipment and assist in food processing. The user will need to inform the Operations Manager in advance to schedule staff support. As stated earlier this opportunity will be made available based on demand and the ability to retain and train staff (e.g. high school students or recently graduated high school students potentially looking for a career in the food business).

### Business Advice

Food scientists/technologists and subject matter experts will provide technical consultation to clients at the kitchen and/or by conference call on a fee-for-service basis. They take businesses from proof of concept to a viable commercial product. These individuals are part of the network of coaches and mentors that already exists amongst partner organizations. Sessions will be coordinated with the Operations Manager.

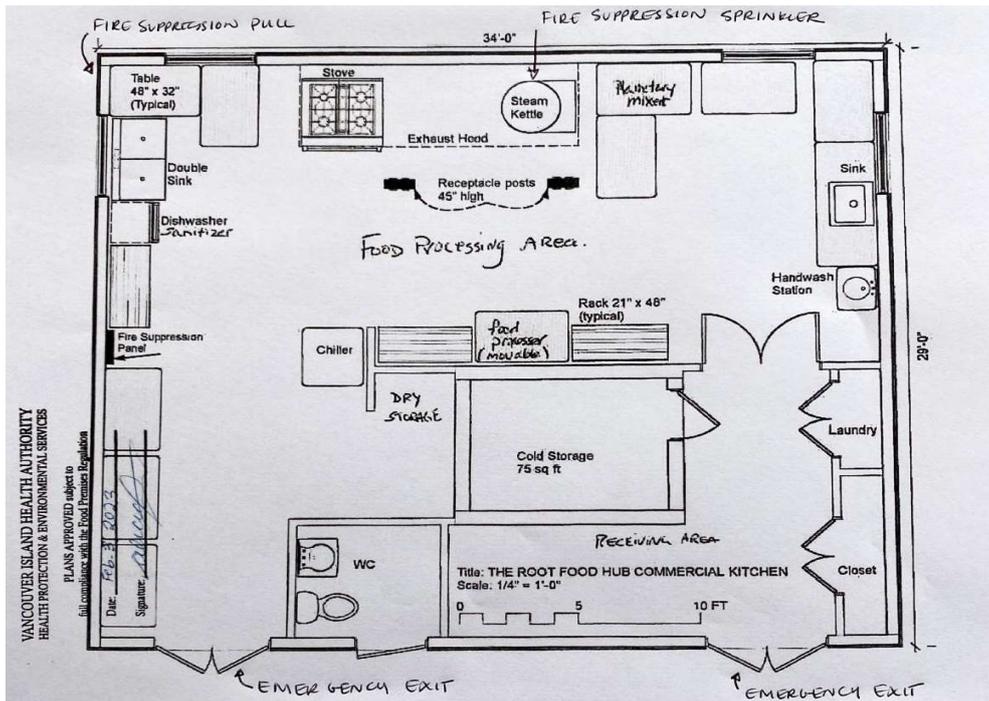
### Food Programs

The kitchen will offer business education and training services in conjunction with third party organizations, such as Young Agrarians and BC Ministry of Agriculture and Food, Knowledge Transfer and Farm Business Canada. The kitchen will also coordinate community food programs depending

on the needs of the community and will either run the food programs or work with third parties to run them. Details of each program (description, benefits, costs, and service provider) will be presented on the kitchen's website. Users could either access the programs via the website or by visiting the kitchen and discussing them with its staff. Programs will be coordinated by staff with the help of 1 or 2 volunteers, where applicable. Programs and workshops will be advertised via emails to members and participants of previous workshops and advertised through social media.

### Kitchen Layout

The kitchen is 986 sq. ft. (34 feet by 29 feet). Below is a diagram and two photos of the layout of the kitchen, which has been approved by the Vancouver Island Health Authority.



## Marketing Plan

The marketing plan for the Kitchen Collective is connected with The Root's overall marketing plan. The Root is a community resource and asset, has some history on Salt Spring Island and lots of partnerships and responsibilities. The marketing plan therefore needs to tread carefully, especially when it is publicly facing. The Root and Kitchen Collective will need to recruit and train staff who will be responsible for any aspects of the marketing plan. The following section outlines the Kitchen Collective's Marketing Plan to attract and retain kitchen and program users.

### Value Proposition

The Kitchen Collective's value proposition is to provide, the only available kitchen space, equipment and services that supports the growth of small and medium sized food processors and producers on Salt Spring Island, as well as non-profits' food programs.

### Key Customers

Salt Spring Island food businesses who need to use a commercial kitchen on a recurring long-term basis to help their business grow.

### Unique Selling Proposition

The kitchen's unique selling propositions include the following:

- Full suite of affordable food processing services and equipment in one facility to help scale food businesses.
- Reduced food processing costs through access to shared equipment and services.
- A dedicated team of well-respected, knowledgeable coaches/mentors, researchers, partners and staff that care about the success of local food producers and processors as well as the opportunity to network with fellow entrepreneurs on the same journey.

### Sales Strategy

The following strategies will be implemented to attract clients to use the kitchen and its services:

- The Operations Manager will develop a list of potential kitchen users (see Appendix A) and upload details to Keela. The prospect list will be generated from referrals, on-line research, events, and direct contact with sector-specific businesses. The Operations Manager and relevant staff will be trained on Keela and how to use it as a CRM tool. Keela will be reviewed ongoing to see if it is suitable as a CRM tool to recruit and retain kitchen users. If it isn't suitable Kitchen Collective will look at other CRM tools such as Zoho and Salesforce.
- The Operations Manager will take the lead sales role to attract and retain new clients to the kitchen. They will highlight the equipment and services they can offer and how they can reduce their total cost of production by accessing them.
- The Operations Manager will have direct contact with food producers and processors to foster new relationships. Face-to-face contact is the preferred method; however, the size of the budget will determine the level of contact. Email, telephone, and web conferencing will also help build these relationships. The kitchen needs to be seen as a trusted and reliable

partner on Salt Spring Island. To do this, it will conduct itself in a professional manner, strive to embed itself in the food producing community, and demonstrate unwavering commitment to growing the regional agri-food sector. Direct selling can best be done through the following avenues:

- Food and agri-tech innovation circles and events.
  - Familiarization tours and open houses.
  - Website requests.
  - Agri-food and agri-tech tradeshow and events.
  - Industry association events.
  - Education and research organization events.
  - Attendance at partner events, often through referrals from trade offices, relocation offices, and others.
- Once some clients have started to use the kitchen the Operations Manager will develop one or two case study examples to clearly articulate the benefits of the kitchen to prospective clients (e.g. develop new products, increase production, meet health standards, access new sales channels, increase profitability).

### On-line presence

The kitchen will maintain comprehensive and detailed webpages on [www.ssifarmlandtrust.org](http://www.ssifarmlandtrust.org). It will also utilise social media consistently and effectively. An online presence requires the following three distinct interrelated media networks:

- Owned and operated media (website and/or blog).
- Earned media (social media platforms); and
- Paid media advertising (Google AdWords, Facebook). Note that paid media advertising can be effective but only if it is highly targeted and the “click-through” rates are carefully tracked to determine the cost per customer lead.

If the Root decides to host its own website, then Kitchen Collective will host its webpages on The Root’s new website.

### Social Media

The kitchen will regularly add content to social media platforms used by its target audiences. This will include Facebook<sup>6</sup>, Instagram<sup>7</sup> and Salt Spring Exchange. Social media marketing is often less expensive than traditional PR strategies and can be easily tracked and evaluated with metrics. The kitchen will also contribute to the Root’s newsletter for its 500 subscribers, to help promote its services and programs.

### Press Releases

The kitchen will prepare press releases from time to time for both traditional and digital media formats. Releases might include success stories, profiles of producers and interesting products that they are creating, local food economy news, food hub success milestones.

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<sup>6</sup> [Salt Spring Island Farmland Trust | Facebook](#)

<sup>7</sup> [Salt Spring Island Farmland Trust \(@ssifarmlandtrust\) • Instagram photos and videos](#)

## Co-marketing Partnerships

By building community partnerships, the kitchen can more effectively promote its programs, events, equipment and services. Partners can cross-promote via website links, tradeshow, social media campaigns and sector-specific initiatives and events. Potential partners include Small Scale Food Processors Association and Salt Spring Island Agriculture Alliance.

## Hosting Events

The kitchen will host a launch event and possibly annual events. This event should be promoted to food producers, food program co-ordinators and other food businesses and organisations located on Salt Spring Island. The Operations Manager will take the lead in organizing this event, along with volunteers, such as local food producers/processors and retired farmers. The event will include tours of the kitchen and related services and equipment, as well as guest speakers.

## Word of Mouth (WOM)

The kitchen will rely heavily on WOM since it is such an important form of free advertising and one of the most successful ways to recruit clients. The Operations Manager will build strong client relationship and retention strategies to help promote the kitchen through referrals and ensure all communication is well managed on social media platforms. Clients who have a great experience with the kitchen will likely share that with their friends.

## Retention Strategies

As the kitchen builds its list of clients and contacts, every effort will be made to maintain those relationships. To do this the kitchen will provide a high level of customer service and provide services that its clients highly value, including:

- Be attentive to client's needs and actively help them grow their business (e.g. identify sales opportunities, bring in experts that can provide financial, business and/or production advice).
- Provide a welcoming environment at the kitchen where people want to linger and connect.
- Offer a broad range of services that are high quality, in high demand and affordable.
- Nurture collaboration among clients and partners.

## Financial Projections

The below financials are based on assumptions from other similar kitchens and The Root's own operations. In some cases, such as utilities, they will be adjusted when the kitchen is in operation. Currently a lot of the Operations Manager's time is helping setup and launch the kitchen. Once launched the Operations Manager will switch to supporting kitchen users and will have a better understanding of how many hours will be needed.

The Salt Spring Island Farmland Trust has secured significant funding from numerous sources including BC Rural Development Fund, Investing in Canada Infrastructure Program, The Salt Spring Island Foundation, The Berman Foundation and The Victoria Foundation. The majority of these resources have been used to create the infrastructure for The Root (e.g., construction, special food processing equipment including refrigeration) and to upgrade the infrastructure at Burgoyne Valley Community Farm and Garden (e.g., culvert, roads, composting toilet). A list of other potential grants are provided by the [BC Food Hub Network](#).

In addition, Salt Spring Coffee has designated the FLT as the recipient of its upcharge on single cup use program in 2023 (a portion of the upcharge is donated to local farm initiatives). This program should contribute an estimated \$5,000 towards the establishment of The Root.

A more detailed breakdown of the below financials are in a separate Excel file.

<b>Sources and uses of cash</b>			
<b>Sources</b>			
Opening cash balance	\$ 20,000	\$ 23,594	\$ 23,739
Cash from operating income	\$ 2,094	\$ 18,644	\$ 19,123
4020 Donations - Receipted	\$ -	\$ -	\$ -
4030 Donations non-receipted	\$ 30,000	\$ 3,000	\$ 2,000
4600 In Kind Donations	\$ 12,000	\$ 1,000	\$ 1,000
4050 Grant Income	\$ 40,000	\$ 5,000	\$ -
Membership	\$ -	\$ -	\$ -
New loans	\$ -	\$ -	\$ -
<b>Uses</b>			
Large equipment	\$ 5,000	\$ -	\$ -
Small equipment	\$ 3,000	\$ -	\$ -
Consulting	\$ -	\$ -	\$ -
Leasehold improvements	\$ 50,000	\$ -	\$ -
Root Capital Expenditure	\$ -	\$ 5,000	\$ -
5691 Interest on loans (at 4% interest)	\$ 15,000	\$ 15,000	\$ 15,000
Repayment of loans	\$ 7,500	\$ 7,500	\$ 7,500
<b>Closing cash balance</b>	<b>\$ 23,594</b>	<b>\$ 23,739</b>	<b>\$ 23,361</b>
Principal Value of Loans	\$ 375,000	\$ 375,000	\$ 375,000
Loan Balance	\$ 367,500	\$ 360,000	\$ 352,500

	2024	2025	2026
<b>Income</b>			
<b>Rental Revenue</b>			
The Root Rental - Suite	\$ 18,600	\$ 20,400	\$ 20,400
4120 Equipment Rental	\$ 550	\$ 578	\$ 606
4145 Kitchen Rental revenue	\$ 21,239	\$ 22,301	\$ 23,416
4110 Property Rentals - beddis	\$ 12,000	\$ 22,000	\$ 22,000
Storage Rental	\$ 7,539	\$ 8,916	\$ 9,362
<b>Total Rental Revenue</b>	\$ 59,928	\$ 74,195	\$ 75,785
<b>Total Income</b>	\$ 59,928	\$ 74,195	\$ 75,785
<b>Expenses</b>			
5190 Subcontractors (wages)	\$ 21,600	\$ 23,592	\$ 24,064
5160 Cleaning Supplies	\$ 1,200	\$ 1,224	\$ 1,248
5210 Small Tools & Supplies	\$ 1,200	\$ 1,224	\$ 1,248
5300 Freight, Courier & Postage	\$ 120	\$ 122	\$ 125
5615 Advertising & Promotion	\$ 1,210	\$ 1,234	\$ 1,259
5646 Comissions and fees	\$ -	\$ -	\$ -
5690 Interest & Bank Charges	\$ 120	\$ 122	\$ 125
5700 Office Supplies	\$ 2,400	\$ 2,448	\$ 2,497
5720 Licenses & Dues (inc. Keela)	\$ 5,340	\$ 5,447	\$ 5,556
5735 Garbage & Disposal Expenses	\$ 3,000	\$ 3,060	\$ 3,121
5765 Repair & Maintenance	\$ 1,644	\$ 1,677	\$ 1,710
5795 Utilities	\$ 6,000	\$ 6,120	\$ 6,242
5679 Insurance	\$ 1,625	\$ 1,658	\$ 1,691
5611 Bookkeeping Expenses	\$ 500	\$ 510	\$ 520
5608 Accounting & Legal	\$ 5,250	\$ 355	\$ 362
5626 Board Meeting Expenses	\$ 125	\$ 128	\$ 130
Executive Director/admin	\$ 6,500	\$ 6,630	\$ 6,763
<b>Total Expenses</b>	\$ 57,834	\$ 55,551	\$ 56,662
<b>Net Position</b>	\$ 2,094	\$ 18,644	\$ 19,123

The financials show that currently suite and property rentals are a key revenue generator for The Root, especially during the first few years when revenues from kitchen and storage rentals are building up. The maximum potential revenues for kitchen rentals are around \$7,500 per month (\$90,000 per annum) and \$2,700 for storage (\$32,400). With projected annual revenues of ~\$20,000 for the kitchen and ~\$8,000 for storage for the next 3 years, there is plenty of opportunity for growth, with even better opportunity for higher profits, as the costs shouldn't increase as much in line with revenues.

The current structure results in The Root having annual revenues of ~\$60,000 in 2024 and ~\$75,000 in 2025 and 2026 (driven by leasehold improvements to The Barn allowing it to be rented). Operating expenses, remain a steady ~\$57,000 per annum, resulting in The Root being break even in 2024 and with the Barn being renovated then The Root could then start to earn a profit, as long as money could be raised via grants and donations to pay for >\$50,000 leasehold improvement costs. It would also be beneficial for The Root to install additional outside storage containers.

By 2026 if The Root hits its projected targets, then it will be able to pay down its mortgage payments without the need for major donations and grants to sustain its operations. This is as long as The Root (SSI Farmland Trust) can secure beneficial loan terms that total 4% interest on a \$375,000 loan. They have currently been offered the following terms from Vancity:

The principal amount of the new mortgage to match the debt owing to current private lender, of \$350K:

- 25 year amortization
- 5 year term at a fixed rate of 7% (rate guarantee in place until November 27th)
- Other rate options: 4 year term at 6.90% or year open at Prime+1% (Prime is 7.20% currently)
- Monthly contractual payment of roughly \$2450
- Payment frequencies available: weekly, bi-weekly, semi-monthly, monthly

However, there are potential options to secure more beneficial terms from other lenders through the Investment Readiness Program. While details are lacking on what these terms are like, previous [examples](#) show terms as low as 0% interest rates. If SSI Farmland Trust could secure beneficial rates for 50% or more of their current debt, then it is feasible their overall interest could be 4% if not less. Good examples of such lenders that cover Salt Spring Island are [Thrive Impact Fund](#), [The Social Finance Fund](#), which is the follow on from the Investment Readiness Program where funds are channeled through various partners, and [New Market Funds](#). For further details on the opportunities of social finance lending, visit [Innoweave](#) which has a great FAQ section.

The Root and other programs of the Farmland Trust will still be reliant on grants and donations for the next 3 years, if not more. A list of some potential grants are provided by the [BC Food Hub Network](#).

## Risk Assessment and Mitigation Plan

The following is a list of key risks and mitigation strategies the Kitchen Collective staff and board need to consider and plan for to improve the success and viability of the kitchen.

<b>Risk</b>	<b>Mitigation Strategy</b>
Not attracting enough anchor tenants	Have a good business development strategy plan, using a CRM database and the Operations Manager continually networking.
Revenue margin will be low to support farm prices.	Manage operations as lean as possible to keep costs down. Make sure to charge for all services and equipment used.
Volume will be low to start.	Develop a comprehensive budget to get a good idea of cash flow and how much buffer is needed initially for how long. Then to track costs and revenues regularly.
It will take time to develop this service in step with increased primary production.	Regular communication with key users to understand their needs and adapt the service accordingly.
It will take time to develop the partnerships with business & community organizations.	Develop a comprehensive contact database, connect regularly with organisations and track progress.
Will require specific management of operating costs.	Implement robust financial management procedures and train staff.
Kitchen Collective is SSIFTS first commercial kitchen.	Employ an experienced operations manager.
Tenants not operating effectively and growing.	Implement a comprehensive induction program, having clear guidelines and providing ongoing support.
Not being a HACCO certified facility.	Communicate clearly the facility is not HACCP certified but is VIHA certified. Work with clients on which revenue channels don't require HACCP.
Users wanting the same time slots (peak times).	Implement a fair booking system prioritising frequent users who commit long term.
Equipment malfunction	Implement a procedure to report and track equipment malfunctions and breakages. As well as to make sure the Operations Manager has contact details of equipment repair businesses and a good understanding of how long repairs will take and cost. Build up a list of equipment that can be rented that can be temporarily used while equipment is being repaired.

## Implementation Plan

Below are key tasks to support the launch of the Kitchen Collective and its operations for the first year. These tasks are additional to the day-to-day operations of the kitchen.

Task	Lead Resource	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May
Ensure facilities meet required health and safety standards	Ops Mgr	█											
Develop contract templates from BC Food Hub Network resources to develop partnership agreements.	Ops Mgr												
Finalise the installation of all equipment	Ops Mgr												
Working with potential anchor tenants on a one on one basis to secure their commitment to use the commercial kitchen for more than 100 hours per year.	Ops Mgr	█											
Finalise induction plan	Ops Mgr		█										
Develop and coordinate orientation and equipment training for existing and new kitchen clients, staff and/or volunteers	Ops Mgr		█										
Create and maintain a preventative facility and equipment maintenance and renewal plan for all facilities and equipment at the Root	Ops Mgr		█										
Develop criteria for food hub user requirements using BC Food Hub Network and other resources e.g. ensure users have Health Authority Food Safety Plan, business licence, and insurance.	Ops Mgr		█										
Plan a launch event	Ops Mgr			█	█	█							
Coordinate third-party vendors (i.e., janitorial services, supplies, pest control, plumbing) while ensuring minimal impact to clients.	Ops Mgr			█	█	█							
Develop a CRM of potential anchor tenants and contact them individually.	Ops Mgr			█	█	█							
Develop a monthly performance report and begin to track	Ops Mgr			█	█	█							
Welcome and induct first few initial users	Ops Mgr			█	█	█							
Manage Root Food Hub membership program	Board/ED			█	█	█	█	█	█	█	█	█	█
Maintain accurate and current contact database	Ops Mgr			█	█	█	█	█	█	█	█	█	█
Assist in the development and implementation of fundraising strategy for the Root (public and private sector support)	Board/ED			█	█	█	█	█	█	█	█	█	█
Draft fundraising proposals and final reports	Board/ED			█	█	█	█	█	█	█	█	█	█
Host launch event	Ops Mgr			█	█	█	█	█	█	█	█	█	█
Coordination and promotion of programs and workshops, including liaising with presenters, production of events, and ticket sales	Ops Mgr			█	█	█	█	█	█	█	█	█	█
Update strategies, guidelines, training documents, contract templates, plans and other related documents based on operational learnings	Ops Mgr			█	█	█	█	█	█	█	█	█	█

## Appendix A – Salt Spring Island Food Businesses

### Value Added Food Products with Salt Spring Branding

1. Soya Nova Tofu
2. Salt Spring Sauerkraut & Kimchi
3. Stowel Lake Farm: salad dressing
4. Laughing Daughters: baked goods & granola
5. Sunset on Salt Spring Island: jams & jellies, honey, spices
6. Salt Spring Kombucha
7. Moonshine Mama's Elixirs
8. Kefir ??
9. Heart and Bone: bone broth
10. Butter Witch: pies
11. Salt Spring Pie Co
12. Truffles and Treats: Chocolates
13. Salt Spring Ice Cream
14. Salt Spring Gelato
15. Salt Spring Salt
16. Kyle's Hot sauce
17. Salt Spring Cheese
18. Me Cookin': sauces
19. Jana's: jams & preserves
20. The Olive Farm: olive oil
21. Salt Spring Island Artisan Vinegar: vinegar, pickles, fire cider
22. Kale chips ?
23. Salt Spring Kitchen Co: jams, jellies, sauces, dips
24. Salt Spring Picnic Co: tapenade, artichoke dip
25. Morningside: vegan cheeses
26. Salt Spring Fruitsicles
27. Still Mountain Farm: Cordials
28. Salt Spring Coffee
29. Super Beans Coffee
30. Salish Sea Chocolate Company
31. Rice Rolls ??
32. Salt Spring Gaia Foods: chili oil, chimichurri sauce, miso
33. Salt Spring Vital Kitchen: sauces

### Restaurants

1. Woodshed Provisions
2. Seaside Restaurant
3. Salt Spring Wild
4. Dos Amores
5. House Piccolo
6. Oystercatcher
7. Tree House
8. Boardwalk Burger Bar
9. Auntie Pestos
10. Buzzys
11. Wok Bar

12. Mateada
13. Rock Salt
14. Cassette
15. Dagwood Diner
16. Golden Island Restaurant
17. Uptown Pizza
18. Moby's
19. Salt Spring Inn
20. The Pizza Cavern
21. Fish & Chips on FG
22. Salt Spring Island Cheese
23. Express Sushi 2 Go
24. Arigato Sushi

### Cafes/Bakeries

1. Salt Spring Coffee
2. Barb's Buns
3. TJ Beans
4. Embes
5. Rock Salt
6. Switchboard
7. Morningside
8. Fernwood Cafe
9. Harvest Cafe
10. Francis Bread
11. Jane's Dough
12. Mountain View Bakery

# Salt Spring Island Administration Project Tracker

Report No. 13, 2023 | September - December



Project	Description	Status	%	Comments	Timing
<b>Priority Area: Drinking Water</b>					
Fulford Water Main Distribution System Replacement	Investigation, analysis, design and strategy for replacement of asbestos/concrete (A/C) sections of Fulford water main distribution system.	In-Progress	80	Consultant contract awarded Q4 2022. Draft Technical Report complete. Commission reviewed and provided comments. CRD responding to Commission questions and to bring forward report to Commission to finalize A/C replacement strategy.	Q1 2024
Beddis Intake Construction	Construct and install intake screen and pipe improvements	In-Progress	10	Seeking regulatory approval prior to procurement. Procuring riparian report. Met with registered biologist. Grant funding has been received to support this project.	Q2 2024
Highland Fernwood Intake Construction	Construct and install intake screen and pipe improvements	In-Progress	10	Seeking regulatory approval prior to procurement. Procuring riparian report. Met with registered biologist. Grant funding has been received to support this project.	Q2 2024
Highland/Fernwood - DAF Float Waste Pump Design and Construct	Design and construct waste pump.	On-Hold	50	Design complete. Delayed to 2023 due to insufficient funds available for construction in 2022. Revised operations procedures may preclude requirement.	Q1 2024
Highland (Legacy Service Area)	Highland Upper Reservoir Repair.	In-Progress	80	Option analysis complete. Staff presented the preferred option and budget to the Commission for approval. Detailed design underway with first draft reviewed by CRD PM.	Q1 2024
Highland / Fernwood Back Up Power	Design back up power system for Highland /Fernwood water system.	In-Progress	95	Engineering and design essentially complete. Need to integrate final design with Upper Reservoir project.	Q1 2024
Fulford Water System Connection	Request to include a proposed development connected to the Fulford System	In-Progress	60	Draft impact study reviewed and feedback provided. Consulting internal CRD stakeholders.	Q1 2024
Cedars of Tuam	New well and water treatment plant designs and construction; and water conservation plan.	On-Hold	10	Federal/provincial Investing in Canada Infrastructure Program grant application submitted February 2022. Grant application unsuccessful. Staff to develop alternatives. Staff seeking grant funding alternatives.	Q1 2024
Cedar Lane	Manganese treatment system engineering designs - Phase 1.	In-Progress	95	Engineering and design complete. Staff preparing report on the next steps to advance the infrastructure improvement and ratepayer consultation. Investigating alternate well. Grant funding has been received to support this project.	Q1 2024
Dam Safety	Review weir and water licenses; and CRD responsibilities	On-hold	5	Consultation with province on inspection and reporting requirements.	Q1 2024
Mt. Erskine water system	Mt. Erskine water conversion of community water system	Complete	100	Sep/22 grant awarded for an Infrastructure Planning grant for Mount Erskine Water Society to assess the water society's infrastructure, operations, and financial position. Technical report complete and presented to Erskine Water Society.	Q4 2023
Lake level monitoring	Install lake level monitors in Weston and Cusheon Lake	In-Progress	10	Purchase and install lake level monitors	Q2 2024
Dragonfly Commons Water System	Dragonfly water systems transfer to CRD ownership	In-Progress	20	Owner to provide housing agreement and required to build water system to CRD standards.	NA
Turbidity meter on influent line	Install turbidity meter on influent line on Fulford water system.	In-Progress	5	Specifying turbidity meter. Grant funding has been received to support this project.	Q1 2024

# Salt Spring Island Administration Project Tracker

Report No. 13, 2023 | September - December



Project	Description	Status	%	Comments	Timing
Install in-line strainers	Install in-line strainers at Stewart Creek and Sunnyside pressure control stations on Beddis system.	In-Progress	5	Specifying equipment. Grant funding has been received to support this project.	Q4 2024
Design and install lifting apparatus	Design and install lifting apparatus for saturator lid at Fulford, Beddis and Highland Fernwood	In-Progress	5	Grant funding has been received to support this project. Design contract awarded.	Q2 2024
Replace Impellers at Sunnyside Pump Station	Replace impellers at Sunnyside Pump Station to match Fulford WTP capacity.	In-Progress	5	Specifying impellers. Grant funding has been received to support this project.	Q1 2024
<b>Priority Area: Sewer/Liquid Waste</b>					
Ganges WWTP Storage	Concept Design for Storage at Ganges WWTP.	In-Progress	75	Currently reviewing preliminary design, analysis and cost estimates, as well as evaluating various options to optimize the construction of the storage/work area building. Coordinating with Aeration project.	Q1 2024
Ganges WWTP Aeration System Design	Design for upgrade to Ganges WWTP aeration system.	In-Progress	70	Consultant contract awarded Q4 2022. Providing flow data and testing results to consultant. Continuing to gather data to support design. Preliminary report received.	Q1 2024
Ganges WWTP VFD Installation	VFD installation for the EQ Tank at the Ganges WWTP.	In-Progress	5	Project initiated. Included in Aeration System.	Q2 2024
Maliview WWTP Upgrade Detailed Design	Detailed design and cost estimation for upgrading of Maliview WWTP	In-Progress	45	Major equipment proposals received and being evaluated. Issued purchase order for major equipment (MBBR). Grant funding has been received to support this project. Shop drawings received for major equipment and being reviewed.	Q2 2024
Maliview Electoral Assent for Borrowing	Electoral assent for borrowing of funds for the upcoming Maliview WWTP Upgrading Project	On-Hold	20	Grant awarded in the amount of \$1.98M. Staff hosted public open house/consultation March 2021. On hold until detailed designs and cost estimates are completed to determine amount of borrowing. Preparing FAQ for status update to ratepayers.	Q2 2024
Composting Facility	Community based composting facility and service agreement	In-Progress	70	Executing service planning and procurement of capital works to operationalize composting facility. Shelter redesign required for shelter foundation. Requesting an extension on the grant deadline (March 2024) to allow for improved ground conditions to install foundation. Grant funding has been received to support this project. Grant extension granted until June 30, 2024 to allow for facility completion due to ground conditions. Operating agreement and land tenure completed.	Q2 2024
Liquid Waste Treatment Upgrades	Phase 1: Options for treatment and disposal	Issue has arisen	90	Conduct an options analysis for treatment and disposal options for the Burgoyne Bay Liquid Waste Facility. Options presented to LCC Aug/23. Nov 23/23 staff to report back on the possibility of including geotubes pilot test study be in the options and to delay public consultation until options are clarified	Q3 2024
Liquid Waste Treatment Upgrades	Public consultation and engagement strategy	In-Progress	5	Prepare a public consultation and engagement strategy to gather comments and input from the community on Option 4.	Q2 2024

# Salt Spring Island Administration Project Tracker

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Project	Description	Status	%	Comments	Timing
Maliview Inflow and Infiltration Program	Investigation of sewer collection system to determine inflow and infiltration points and strategy for repair.	In-Progress	5	Project initiated. Grant funding has been received to support this project.	Q2 2024
Ganges WWTP Membrane Lifting Brackets	Replace MBR membrane lifting brackets.	In-Progress	50	Equipment purchased. Operations to install. One set installed as test. Four remaining in fabrication. Grant funding has been received to support this project.	Q1 2024
Liquid Waste Burgoyne Grit Chamber	Design and install Grit Chamber to reduce maintenance on pumps and improve process.	In-Progress	10	Project initiated. Design under way with Operations.	Q1 2024
<b>Priority Area: Transportation</b>					
Merchants' Mews Pathway Design	Design a separate pathway along Upper Ganges Rd from Leisure Lane to Merchants Mews	In-Progress	90	Contract awarded to Island Pathways to develop detailed designs to meet Min. of Transportation specifications; BC Active Transportation (BCAT) grant submitted Oct/22. Grant declined due to the designs not meeting standards. Drawings have been revised and BCAT Grant application to be submitted in October 2023. Awaiting MoTI approval of drawings.	Q2 2024
Rainbow Road Pathway Design	Design an asphalt sidewalk along Rainbow Road from 167 to Lower Ganges Road	On-Hold	5	Preparing Project Charter to define project scope. On-hold until Merchant Mews designs complete.	Q4 2024
Swanson Road Pathway Design	Design a pathway along Swanson Road from Atkins to Leisure Lane.	On-Hold	5	Preparing Project Charter to define project scope. On-hold until Rainbow Road designs complete.	Q4 2024
Bus Shelter	Design and construction for West Horel bus shelter.	In-Progress	20	Survey complete. Dec/22 application submitted through BC Transit's Bus Shelter Program. Will apply to MoTI's Minor Betterments program for funding. Grant funding has been received to support this project.	Q4 2024
Bus Shelter	Design and construction of art-inspired bus shelter at Mobrae Avenue and Vesuvius Bay Road.	Issue has arisen	5	Design/build contract being developed with local contractor. Contractor has declined to work on project. Will apply to MoTI's Minor Betterments program for funding. Grant funding has been received to support this project.	Q2 2024
Speed Reader Boards	Costing and installing speed reader boards at speed transition zones	In-Progress	50	Three of five locations approved by MoTI. Speed Reader Boards purchased. Support structure designed. Grant funding has been received to support this project. Installation contract has been awarded.	Q1 2024
Transit Bus Depot	Concept designs for a transit bus dept including EV chargers	See Parks Works Yard		Please see Parks Works Yard project under Park Land section for updates on a shared facility to accommodate park maintenance facility and bus depot including EV chargers for both buses and CRD vehicles	
Bus Tour Parking	Ganges Village Tour Bus Parking Study	In-Progress	20	Assessment of potential locations within Ganges Village for designated tour bus parking	Q1 2024
Parking Proposal	Review parking proposal for additional Saturday parking in Ganges	In-Progress	20	Proponent to submit a written proposal.	NA
<b>Priority Area: Economic Development</b>					

Project	Description	Status	%	Comments	Timing
Economic Sustainability Bylaw Review	Review economic development service authority limits	In-Progress	20	Review economic development service authority to expand authority scope to do promotion of economic development broadly and address housing needs.	Q4 2023
<b>Priority Area: Parks and Recreation</b>					
<b>Park Land:</b>					
Ganges Harbour Walk	A steering committee has been established to secure right of ways, develop designs and consult with the community to build the Ganges Harbour walk.	In-Progress	10	Application submitted to the Province to secure foreshore right of way within existing alignment. Province requested detailed designs be submitted. Conceptual designs are being drafted for consultation with upland owners, First Nations and the community to inform detailed design and Class D estimates (+/- 40%). An application for grant funding to support the detailed design phase has been submitted to support this project.	Q2 2024
Parks Works Yard	Maintenance facility designs and costing	In-Progress	5	Initiated conceptual designs to move ahead with approvals. Designs will be coordinated with SSI transit O&M facility planning project for EV bus charging infrastructure and storage. Grant funding has been received to support this project.	Q4 2024
Parkland Acquisition - Playing Fields	Purchase additional parkland for the purpose of playing fields	Issue has arisen	0	On hold until suitable land outside of ALR become available	
Portlock Park Master Plan	Develop a master plan to reconfigure the park with the replacement of failing infrastructure	In-Progress	20	Staff and stakeholder workshop, draft designs presented to LCC and two community surveys are now complete. Information received was presented to LCC and incorporated into one draft design for LCC consideration. LCC has referred back to staff for additional consultation with stakeholders.	Q2 2024
Hydrofield - Field Upgrades	Proposed enhancement project to upgrade fields with two minor baseball and a soccer practice	Issue has arisen	5	Conceptual designs and cost estimates have been obtained. CRD is working with SD64 to formalize a joint use agreement. A private donation has been received to support this project.	Q3 2024
<b>Community Parks:</b>					
Mt. Maxwell Community Park Management Plan	Management Plan to inform use and open to the public.	In-Progress	5	RFP has closed and contract has been awarded. Consultation with First Nations is underway. Community consultation scheduled to begin in March.	Q3 2024
131 Brinkworthy Road	Private owner offered CRD a statutory right of way to develop a pedestrian pathway to connect Lower Ganges Road to the Brinkworthy community, alongside the western portion of the property along Brinkworthy Road	On-Hold	50	Land survey identifying SRW and trail location has been completed and right of way registered on title. Project is reliant on Community Works Funding (CWF) or grant funding for the project to proceed.	Q3 2024
Trail Development - Trincomali	Development of a connector trail from Dunbabin Park to Trincomali Heights	On-Hold	25	Survey and environmental assessment now complete. Initial brush clearing partially complete. Project is on hold until additional staff resources become available.	Q2 2024

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Project	Description	Status	%	Comments	Timing
Park Development (Pecks Cove)	\$150,000 of community works funds were allocated the boardwalk studies and design. Any remaining project funds can be used towards the revitalization of this park	In-Progress	10	Conceptual design included in Harbourwalk scope of work.	Q2 2024
Fernwood Dock	Continue with maintenance and repairs as identified in the Condition Assessment report.	In-Progress	10	Completed condition assessment in 2023 to plan for capital works in 2024. Preventative maintenance has been completed in 2023.	Q4 2024
Centennial Park Plaza	Replace plaza and install lighting in Centennial Park	In-Progress	50	Grant funding has been secured, detailed designs complete. Construction began in November 2023 and is scheduled for completion in March 2024. Grant funding has been received to support this project.	Q1 2024
Saturday Market	CRD to hand over the operation and management of the Saturday Market.	In-Progress	10	RFP has closed and one submission was evaluated. Currently negotiating contract agreement.	Q1 2024
Drummond Park Playground	Replace the Drummond Park playground structure	Issue has arisen	5	An archaeologist has been retained to submit permits for approval of ground altering works on this site.	Q4 2024
Centennial Boardwalk Repair	Repair or replace boardwalk and railing as identified in the 2021 condition assessment report.	In-Progress	5	Preventative maintenance completed in 2023. Quotes for railing and piling repairs and been received and a contractor has been hired to complete repairs to damaged section following a sail boat tying up to the railing.	Q1 2024
<b>Community Recreation:</b>					
Program Development	Develop additional programming for seniors, adults, and youth. Additional programming to better utilize PARC bus	In-Progress	25	Recreation Program Assistant has been approved for 2024 to support additional program offerings including drop in gym activities and bus.	Q1 2024
<b>Pool:</b>					
Pool Electrical	Replacement of the Rainbow Recreation Centre electrical system	In-Progress	50	Assessment has been completed and so has a more detailed report with recommendations. Electrical room has been isolated and electrical equipment design is now complete. Tender has been awarded with replacement scheduled April 2024. Grant funding has been received to support this project.	Q2 2024
Pool Structural	Structural assessment for pool exterior wall	In-Progress	25	Assessment has been completed. Recommendations and costing have been brought back to LCC with a recommendation for debt borrowing. Alternative Approval Process (AAP) 2024 - repairs 2025	Q3 2025
Recreation Centre GHG Study - Recommendation Implementation #1	Installation of new cooling coil with heath pump replacement	Complete	100	Funding secured through CRD Climate Action for engineered designs. Design work has been awarded and is underway. Further investigation determined that the existing cooling coil was adequately sized and recommended adding plates to increase heat numo heating supply	Q4 2023
Pool Mechanical	Heat pumps are at end of life and need to be replaced.	Complete	100	Heat pump replacement scheduled for December 2023. Grant funding has been received to support this project.	Q4 2023

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Project	Description	Status	%	Comments	Timing
<b>Other</b>					
Library	Archives climate control system replacement	In-Progress	5	Climate control system to be replaced. CWF funding approved. Work will proceed upon Board budget approval in March 2024.	Q2 2024

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