



# HOUSING NOW

STATEMENT OF WORK 2026/2027 LCC

## ABSTRACT

This Statement of Work outlines the 2026 implementation of the Housing NOW Homeshare Referral Network and Community Connect program, which strengthens workforce housing stability on Salt Spring Island by operating a coordinated homeshare registry, formalizing referral pathways, and engaging community partners to improve access to housing for local workers and residents. Prepared by: Janey Rowland, Michael Cowan, and Joyce Budnyk

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# Housing NOW

## Statement of Work

Project Name: **Housing NOW Homeshare Referral Network & Community Connect**

Contractor Name: Southern Gulf Island Community Resource Centre

Dept./ Division: SSI LCC/Capital Regional District

Prepared by SGICRC Staff: Janey Rowland, Michael Cowan, and Joyce Budnyk.

## Project Overview

The Southern Gulf Islands Community Resource Centre's (SGICRC) Housing NOW (HN) program continues to respond to the persistent rental and workforce housing challenges across Salt Spring Island. Housing instability remains one of the most significant constraints on the island's labour market capacity. Local employers, service providers, and community organizations consistently identify housing scarcity as a primary barrier to recruiting and retaining workers. By reducing preventable vacancies, supporting homeseeker navigation, and helping homeowners confidently participate in homeshare, Housing NOW directly strengthens labour force participation, service continuity, and regional economic resilience.

In 2025, Housing NOW focused on strengthening the digital infrastructure of the Homeshare program and piloting enhanced platform and service features. This work improved system functionality while also surfacing operational gaps related to intake consistency, referral coordination, and follow-through protocols. The resulting structured referral model established an important foundation for labour market support by enabling more efficient matching between available housing and members of the local workforce.

In 2026, the program transitions from platform development to structured service integration. The Homeshare Referral Network and Community Connect model formalize standardized intake and screening procedures, referral tracking, defined service pathways, and coordinated case follow-up. This shift moves Housing NOW from pilot-based improvements to a clearly documented, workforce-aligned service framework designed to improve match efficiency, reduce time-to-housing for workers, and support measurable labour market outcomes across Salt Spring Island.

Housing stability is directly linked to labour force retention, business continuity, and the sustainability of essential services on Salt Spring Island. Employers across healthcare, nonprofit, retail, tourism, and small business sectors continue to report housing access as a critical workforce constraint. By strengthening referral pathways and providing structured homeshare navigation, Housing NOW reduces workforce mobility barriers, supports employee retention, and contributes to the overall stability and productivity of the local labour market. This work positions the program as a practical labour market support mechanism as well as a housing stability initiative.

## 1. Purpose

This Statement of Work defines the scope, deliverables, governance, and reporting structure for the Housing NOW program as delivered by the Southern Gulf Islands Community Resource Centre in partnership with the Capital Regional District through the Salt Spring Island Local Community Commission. The primary focus of this agreement is service delivery on Salt Spring Island, while maintaining coordinated engagement across the Southern Gulf Islands of Galiano, Mayne, North and South Pender, and Saturna.

## 2. Program Context and Alignment

Housing NOW supports Salt Spring Island priorities related to housing stability, workforce retention, and community well-being. The program aligns with CRD objectives for rural and island communities by providing practical, community-based housing solutions and strengthening coordination among housing, health, senior-serving, and workforce-support organizations.

## 3. Program Objectives

The objectives of the Housing NOW program under this agreement are to:

- Support workforce housing stability for local employers and essential service providers
- Increase homeowner participation in homeshare arrangements
- Standardize and formalize access pathway to housing navigation and referral services
- Establish defined inter-agency coordination protocols with community partners on Salt Spring Island
- Provide transparent reporting and accountability to the CRD and Local Community Commission

## 4. Scope of Services

### 4.1 Homeshare Registry Operations

Housing NOW will operate the Homeshare Registry on Salt Spring Island, including:

- Intake, screening, and support for homeowners and homeseekers
- Match facilitation and follow-up support
- Ongoing Registry management and data tracking
- Use of digital systems to support reporting and accountability

### 4.2 Referral and Community Connect Services

Housing NOW will provide a structured referral and navigation pathway for Salt Spring Island residents and organizations. Services include:

- A clear entry point for housing-related inquiries

- Referrals to appropriate housing and community services
- Collaboration with senior-serving, health, and workforce organizations
- Coordination with regional partners where appropriate

### 4.3 Outreach and Engagement

Program staff will prioritize outreach on Salt Spring Island through community events, presentations, employer engagement, and partnership development. Regional engagement across the Southern Gulf Islands will continue to support shared learning and coordinated service delivery.

## 5. Deliverables

Key deliverables under this Statement of Work include:

- Ongoing Homeshare Registry operations on Salt Spring Island
- Documented referral pathways and service protocols
- Ongoing activity and outcome reports to the CRD and LCC
- Financial reporting in accordance with CRD requirements
- Annual summary of outcomes, lessons learned, and priorities

## 6. Governance and Reporting

The Southern Gulf Islands Community Resource Centre will serve as the contract holder and fiscal agent. Housing NOW staff will report through CRC management structures. Reporting to the CRD and Salt Spring Island Local Community Commission will include:

- Quarterly written reports outlining program activities and outcomes
- Financial statements, as requested
- Participation in LCC meetings or presentations as requested

## 7. Performance Measurement

Performance indicators may include:

- Number of Salt Spring Island homeowners and homeseekers served
- Number of successful or supported homeshare arrangements
- Employer and community partner engagement activities
- Referral volume and service outcomes
- Qualitative feedback and case examples

## 8. Term and Review

This Statement of Work applies to the 2026 funding period. Program activities and deliverables will be reviewed in collaboration with SSI CRD staff to ensure continued alignment with Salt Spring Island priorities.

### SCOPE

In Scope	Out of Scope
Homeshare Registry Platform Operations	
Housing NOW Internal Referral Framework Development	
Housing NOW Community Connect Development	
Housing NOW Community Connect Coordination and Launch	
Housing NOW Website Upgrade	

### PROJECT DELIVERABLES

	Deliverables
1.	Ongoing Homeshare Registry Awareness Campaign
2.	Housing NOW Internal Referral Framework Development
3.	Housing NOW Community Connect Development
4.	Housing NOW Community Connect Awareness Campaign
5.	2026 HN Year in Review

## TIMELINE

Milestones, etc.	Delivery Date
Referral Framework Development	April - May 2026
SGI Homeshare Registry Awareness Campaign	April - December 2026
Website Revisions	June 2026
YouTube Channel Launch	July 2026
Community Connect Awareness Campaign	July 2026
2026 HN Year in Review	January 2027

## BUDGET

Explanation	Amount
Project Management	\$5,000
Registry Coordinator	\$3,825
HN SSI Coordinator	\$9,200
Print & Marketing / Awareness Campaign	\$1,500
Website & YouTube Development / Digital Support	\$1,000
Travel & Accommodations	\$900
Administration 15%	\$3,500
<b>TOTAL</b>	<b>\$ 24,925</b>

## Project Team

Role	Team Member	Implementation	Project Review
Project Sponsor	SGI CESC, SSI LCC		
CRD Project Manager	Justine Starke, CRD		
CRC Managing Director	Michael Cowan, CRC	Program Oversight and Final Deliverables	
CRC Financial Oversight	Melody Pender, CRC	Financial Oversight and Reporting	
Project Lead	Joyce Budnyk, CRC	Creation, Coordination, and Execution of Project Plan  Program Reporting	
Housing NOW Registry Coordinator	Jacqueline Dupuis, CRC	Execution of Registry Processes, Reporting,  Communications, Homesharer Support	
Housing NOW SSI Coordinator	Adam Evanik	Execution of Program Directives, Reporting, Community Engagement, Homesharer Support	
SSI Island Associate	<u>TBD</u>	Coordinator Support, Community Engagement	

SGI Island Associates	TBD, Galiano Roberta Cremonez, Mayne/Saturna	Coordinator Support, Community Engagement  Homesharer Support	
Project Support	<u>TBD</u> , CRD	Advisory	

**KEY STAKEHOLDERS**

Stakeholder	Affected or interested	Role or Involvement
SGI, SSI EA - Capital Regional District	The project will help to address both short- and long-term housing shortages in the SGI and SSI Electoral Areas	I
SGI Community Economic Sustainability Commission	The project will create a functioning Housing Registry model that will facilitate numerous homesharing opportunities in the SGIs	C, A
SGI Tourism Partnership Society	The project will create opportunities for workforce housing in support of the entire region’s visitor economy	C
SGI Community Resource Centre	The project will support community capacity building through the creation of workforce housing	PD, A
SSI, SGI Businesses and NPOs	The project will support functionality of community services and programs through	I

	the creation of workforce housing	
SSI, SGI General Public	The project will help in the creation of immediate and affordable housing opportunities in the region	I

**COMMUNICATIONS**

Internal		
CRD Politicians		No
Management Teams		No
Specific Senior Management		No
External		
Public Consultation		No
Advertising		Yes
Politically sensitive updates		No

**RISK ASSESSMENT**

	Risks Identification (related to scope, budget, schedule, etc.)	High Level risk Response (if Applicable)
1.	Limited homeowner participation and housing availability.	Mitigation strategies include proactive outreach, education, and collaboration with community partners to reduce barriers to participation.

2.	<p>The availability of suitable housing units on Salt Spring Island remains constrained. Even with improved referral coordination, limited supply may restrict the number of successful homeshare matches and reduce overall program outcomes.</p>	<p>Housing NOW will mitigate this risk through proactive homeowner engagement and education, emphasizing the benefits and flexibility of homeshare arrangements. Outreach efforts will target underutilized spaces (e.g., secondary suites, private rooms) and seasonal housing transitions. The program will also maintain realistic performance targets aligned with current market conditions and provide transparent reporting to manage expectations regarding placement volume.</p>
3.	<p>The effectiveness of the Referral Network depends in part on sustained engagement from employers, nonprofit organizations, and community partners. Variability in partner participation may limit referral volume or reduce coordination efficiency.</p>	<p>Housing NOW will implement structured engagement processes, including regular employer check-ins, defined referral protocols, and quarterly partner communication updates. Clear documentation of service pathways and response timelines will improve predictability and confidence among partners. Ongoing reporting of outcomes and case examples will reinforce the value of participation and encourage continued collaboration.</p>

## WORK PLAN

Timeline	Description
Apr 1 - 30	Referral Framework: Development and Coordination Community Awareness: In person/online events  Project Lead Registry Coordinator SSI Coordinator
May 1 - 30	Referral Framework: Coordination and Implementation Community Awareness: In person/online events  Project Lead Registry Coordinator SSI Coordinator
June 1 - 30	Community Connect: Development and Coordination Homeshare Awareness: In person/online events Housing NOW Website Revision You Tube Platform Development and Launch  Project Lead Registry Coordinator SSI Coordinator
July 1 - 30	Community Connect with You Tube Platform: Launch Community Connect and Homeshare Awareness Campaign: In person/online events Project Lead Registry Coordinator SSI Coordinator
Aug 1 - 30	Community Connect and Homeshare Awareness Campaign: In person/online events  Project Lead Registry Coordinator SSI Coordinator

Sept 1 - 30	Community Connect and Homeshare Awareness Campaign: In person/online events  Project Lead Registry Coordinator SSI Coordinator
Oct 1 - 30	Community Connect and Homeshare Awareness Campaign: In person/online events Project Lead Registry Coordinator SSI Coordinator
Nov 1 -30	Community Connect and Homeshare Awareness Campaign: In person/online events Project Lead Registry Coordinator SSI Coordinator
Dec 1 - 30	Community Connect and Homeshare Awareness Campaign: In person/online events  Project Lead Registry Coordinator SSI Coordinator
January 2027	2026 HN Year in Review  Project Lead

**Additional Items**

ITEM	DESCRIPTION	NEED	COST
<b>Finance</b>	Upon receipt of the initial CRC invoice	1 <sup>st</sup> disbursement	\$10,000
<b>Finance</b>	Upon Community Connect Platform Launch	2 <sup>nd</sup> disbursement	\$10,000
<b>Finance</b>	Upon receipt of HN Year in Review	Final disbursement	\$4,925



c/o PO Box 661 Ganges  
Salt Spring Island BC V8K 2W3  
<https://www.ssiagalliance.org>

April 28, 2026

To Salt Spring Island LCC

Members of the SSI Agriculture Alliance are farming, food and community organizations that work individually and collectively to enhance agriculture and food production on Salt Spring Island. Members include SSI Farmland Trust, SS Farmers Institute, Abattoir Society, SS Community Services, Island Natural Growers, SS Seed Sanctuary, Transition Salt Spring.

We are pleased to make a collaborative application for funding from the CRD's Sustainable Economic Development 2026/27 budget. And with gratitude for the support offered last year we have included in this package the report on those funded projects

For this year's request we have provided the proposals for the listed projects below - **the total for this collaborative request is \$21,450.**

These projects fall within the scope of Salt Springs Area Farm Plan & Climate Action Plan, and we believe they will help continue growth and development of local food production, bringing more land into production and supporting the marketing of local food products.

**1. Requested by the Agricultural Alliance: SSI Food Systems Research Design Project - \$3,000.** Design the research protocol and data collection approach to answer the questions of "How healthy is Salt Spring's local food system?" and "What are the practical ways we can measure it to support long-term food systems planning?". The ultimate goal of this project is to design a sustainable, long-term process so that we can regularly measure the health and performance of the island's local food system over time. Once this foundation is set and the research project has been designed with stakeholder input, then we can begin the data collection, analysis and reporting for our initial data set and then plan for regular updates to the data over time.

**2. Request by the SSI Farmland Trust - Water Infrastructure for the Burgoyne Valley Community farm - \$10,000.** See attached proposal.

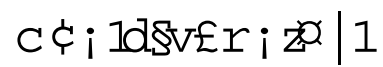
**3. Requested by Island Natural Growers: The Neighbourhood Farmer Training program; Volunteer Coordinator- \$3000.** See attached document.

**4. Requested by Farmers Institute: for their pollinator garden- \$3000.** see attached proposal.

**5. Abattoir Society: Pilot Project - \$2450.** This project will evaluate an expansion of its business model to purchase animals directly from local farmers, process them into market-ready products, and sell them to local customers. See attached proposal.

Members of the Alliance are committed to working collaboratively and synergistically to ensure agriculture and food production remains an important economic driver for Salt Spring Island.

Sincerely,

Chris Liverz

President of the SS Agricultural Alliance

## **Proposal to the Ag Alliance for Water Infrastructure at the Burgoyne Valley Community Farm**

Dear members of the Ag Alliance,

For over a decade the Farmland Trust has been managing the Burgoyne Valley Community Farm and in that time we have learned many lessons, with one of the biggest challenges being that our geographic location within the Fulford Valley (clay soils and perched water table) means we face highly saturated soil conditions in the Spring and Fall, making year- round crop production nearly impossible.

We are also facing the difficult reality that a farm- wide irrigation system was never developed, so although we are blessed with a reservoir that can supply ample water to our gardeners and farmers, we lack the infrastructure to properly supply this in a holistic manner. Our drainage and irrigation struggles have culminated in the loss of several farm tenants and increasingly undesirable land conditions.

Recognizing these barriers the Farmland Trust has invested in a comprehensive Water Management Plan currently being developed by professional engineer and agrologist Wayne Haddow. We have congruently hired Dr. Ruth Waldick to create a community engagement strategy which brings in local experts to analyse Mr. Haddow's report and create a strategic plan for the Community Farm.

We are now faced with the financial implications that come with such a plan: purchasing water tanks, plumbing fittings, irrigation lines, hiring heavy equipment operators, drainage pipes, etc. It is our belief that by completing these projects we will encourage successful farming on the land, resulting in economically viable farm businesses that do not have the added burden of fronting costs for basic irrigation supply and drainage. We also believe that the existing tenants of the farm will benefit from these projects for years to come.

We would gratefully appreciate your support of the Farmland Trust asking for \$10,000 for the above mentioned projects.

Sincerely,

Shannon Farmer  
Farm Operations Manger  
Salt Spring Island Farmland Trust



Island Natural Growers  
Gulf Islands Chapter of Canadian Organic Growers  
c/o Anne Macey, 106 Old Scott Road  
Salt Spring Island, BC V8K 2L 6  
Phone: 250 537 5511; email: annemacey@shaw.ca

April 20, 2026

To the Salt Spring Island LCC & Dan Ovington

Funding request for the Neighbourhood Farmer Training Program

With assistance from the CRD, the development work for the NFTP was completed in 2025 as a joint project with the SSI Farmland Trust, Island Natural Growers and the Institute of Sustainable Food Systems at Kwantlen Polytechnic University. The training program successfully launched in April 2026. There are four students in the first cohort, four participating landowners and potentially four new farming enterprises coming into production in 2027.

Island Natural Growers has taken on administrative responsibility for delivering the training and expanding access to the training for subsequent years. In the fall and winter 2026/2027 we will be exploring options to increase accessibility of the program for interested parties. There are neighbourhoods interested in supporting a farmer but as yet without a matching landowner, and individuals wanting to participate but unable to commit to full-time training without financial support. Part-time options require a different funding model and more flexibility for customised trainings.

ING is a volunteer organization with no staff. We are requesting funds to hire a contractor to assist with this work.

25 hrs/month @ \$30/hr for 4 months - \$3000.

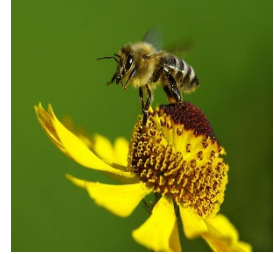
We believe the continuation of this new program bodes well for increased activity in the local food economy and hope the LCC will consider our request.

Sincerely

Anne Macey, Chair, Island Natural Growers

# Salt Spring Island Farmers' Institute

## Pollinator Garden



To whom it may concern.

The importance of pollinators, of all types, has long been known to farmers, orchardists, vineyards, and gardeners of all kinds. For this reason, the decline in the bee population should be of critical importance to everyone.

Recognising this the Salt Spring Island Farmers Institute is developing a portion of the institute property as a Pollinator Garden. Plantings were designed to attract all kinds of pollinators over the various seasons.

In addition to beautifying the property for our guests at the Fall Fair and other events and creating a home for bees we intend to use the Pollinator Garden as an educational tool to bring awareness to the importance of the various pollinators that support agriculture.

The hope is that the garden will be completed in time for the 2026 Fall Fair. The Salt Spring Island Farmers' Institute is requesting \$3000.00 from the CRD Economic Development Fund be allocated to assist with the cost of completing this wonderful project.

Thank you for your consideration.

Ron Stepaniuk  
Salt Spring Island Farmers' Institute

# Funding Request – Salt Spring Abattoir Society



## CRD Economic Development Program

Since 2012, the Salt Spring Abattoir has been an essential piece of local food infrastructure, supporting island farmers, ensuring access to high-quality local meat, and advancing the goals of the Area Farm Plan. By providing on-island processing, the Abattoir reduces transportation costs and emissions, improves animal welfare, and keeps more agricultural value within the community. As a small-scale, community-focused facility, it offers an alternative to large industrial processors and plays a critical role in maintaining the long-term viability of livestock farming on Salt Spring Island.

However, the Abattoir faces increasing competition from off-island, for-profit processors such as Berryman Brothers and Metchosin Meats. These businesses attract both farmers and local customers by purchasing animals directly and offering selected retail-ready cuts - services that the Abattoir and most Salt Spring farmers cannot provide on their own. This dynamic discourages local livestock production, reduces local food security, increases animal transport, and threatens the sustainability of the Abattoir as a community service.

To address this challenge, the Abattoir Society is evaluating an expansion of its business model to purchase animals directly from local farmers, process them into market-ready products, and sell them to local customers. This approach would strengthen the local food value chain, create new market opportunities for farmers, reduce off-island hauling, and improve the availability of local meat for residents and restaurants. It would also support climate goals by lowering transportation emissions and reinforcing regenerative livestock practices.

Launching this pilot requires modest start-up funding to test processing, pricing, marketing, and logistics. The Abattoir seeks support for the following project costs:

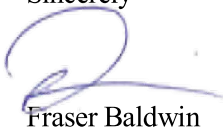
- Working capital for trial purchases  
50% contribution toward 3 lambs @ \$500 each ..... \$750
- Processing labour to deliver market-ready meat products  
25 staff hours @ avg. \$28/hr cost ..... \$700
- Marketing and outreach  
saltspringmeats.com, local advertising, customer engagement ..... \$500
- Miscellaneous project expenses  
Travel, packaging, equipment, research ..... \$500

### **Total funding requested: \$2,450**

This pilot will allow the Abattoir to offer value-added services, expand local meat availability, support farmers with new marketing options, and strengthen the island's food economy. It will also enhance staff engagement and retention by providing more varied, skilled work.

A strong, efficient local Abattoir reduces costs for farmers, improves animal welfare, supports climate-positive agriculture, and provides skilled employment for Salt Spring residents. We appreciate your consideration of this request and your continued support for local food security and agricultural resilience.

Sincerely



Fraser Baldwin

President Salt Spring Abattoir Society



April 15, 2026

Dear Salt Spring Island CRD Director/Local Community Commission,

On behalf of the Salt Spring Chamber of Commerce, I am writing to formally request support of \$10,000 for our local Visitors Information Centre (VIC) through the economic development service. We were pleased to have recent communication confirming that seasonal initiatives could receive funding beyond three years.

As the Chamber of Commerce is in preparation for supporting the VIC to increase service levels for the high tourism season, we are seeking funding increase service levels. The more the VIC is staffed, the more visitors can be assisted, which in turn assists local businesses to grow and prosper. This funding assists with many expenses to the Chamber of Commerce in hosting the VIC and staffing students for the season.

During 2026 our local VIC saw a 30% increase over 2025 and 9,999 people through the door. A combination of 42 volunteers and 4 students had the centre open 1239 hours. We have reason to believe that this number will increase again this year with the World Cup bringing travellers to the region, increased services by Harbour Air and habits returning to normal after the Fulford-Ganges Road construction completion.

We are grateful for any and all support in keeping our local VIC open and assisting local businesses with receiving additional traffic. Thank you for past contributions to this vital infrastructure in our tourism industry and consideration of continuing support.

Sincerely,

A handwritten signature in black ink, appearing to read "JLannan".

Jennifer Lannan  
Chamber of Commerce  
President