

REPORT OF THE  
CAMPBELL  
RIVER  
BUSINESS  
RECOVERY  
TASK FORCE

AUGUST 2020



## ACKNOWLEDGMENTS

The Campbell River Business Recovery Task Force would like to acknowledge and thank all the businesses and individuals who contributed, including:

- Ben Kunz and Molnar Developments
- All In One Party Shop
- Rose Klukas, Economic Development Campbell River
- Mary Ruth Snyder, Campbell River Chamber of Commerce
- Chief Brian Assu, We Wai Kai Nation
- Chief Chris Roberts, Wei Wai Kum Nation
- Marlon Todd, A & A Trading
- Dorian Uzzell, Wahkash Group of Companies
- Bill Nelson, Holbrook Dyson Logging and BC Truck Loggers Association
- Amanda Raleigh, Campbell River Golf & Country Club
- Steve Gabrysh, Campbell River Whale Watching and Adventure Tours
- Jeremy Maynard, The Ardent Angler
- Campbell River Area Angel Group Members:  
Rick Segal, David Baar, and Andreas Hagen
- Members of the BC Salmon Farmers Association:  
John Paul Fraser, David Kiemele, Rocky Boschman, Dave Stover, Wade Kaskiw,  
Kevin Onclin, Marilyn Hutchinson, Dean Dobrinsky, Ruth Salmon & Michelle Franze
- Kris Mailman, Seymour Pacific Developments
- Dan Samson, retired realtor & developer (Parkway Properties)
- Stewart Muir, Executive Director, Resource Works Society

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## PURPOSE

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The impetus for a Task Force grew out of a concern by many Campbell River business leaders that the COVID-19 pandemic could add significant challenges to businesses and industries, resulting in a serious economic downturn. It was determined that the following actions were appropriate in order to develop a cohesive and organized approach to successfully identify and confront unfavourable conditions facing the business community:

- Explore and understand the challenges facing Campbell River businesses;
- Learn about impediments and aids to Campbell River businesses generally as well as those specifically applicable to recovery from the pandemic;
- Message to all levels of government the task force findings and recommendations.

When this project began, we drafted a *Terms of Reference* with a belief that business recovery from COVID-19 would be the centrepiece issue. However, it soon became apparent that this assumption did not equally apply to the major sectors of our economy.

As we met with leaders from across the business spectrum in our community, we realized that the challenges and headwinds facing our economy needed to be heard and examined more deeply than just the business recovery from the pandemic. The least of these challenges is the apparent lack of awareness by the community at large and its leaders of the important contributions that are made by what we later describe as the “pillars” which underpin the economic success of Campbell River.

The Task Force’s main priority was to gain first-hand information and opinions from business. We did not have resources to analyze the information, and indeed believed that the most valuable use of it would be to pass it on as “What We Heard”. The approach was unanimously welcomed by all the businesses we connected with, as an opportunity to build a voice that needed to be heard in restoring a balance of interests when it comes to issues involving our businesses and the environments in which we operate.

Readers of this report should note that the task force expresses no opinion on social or environmental matters that may be associated with any of the industry sectors included in the report. Rather, the importance of these sectors to the economic contribution that each makes to the Campbell River economy is the principal purpose of this report.

## METHODOLOGY

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It should be understood, this project is a grass root initiative. The need for this review was recognized by business practitioners, the idea was widely tested for validity in the business community, and the input was directly obtained from business people. The framework for discussion was simple:

- What challenges have you experienced directly related to the COVID-19 pandemic?
- What were the topmost challenges to your business (industry) prior to the pandemic?
- What impediments do you see in terms of COVID-19 recovery or your ability to successfully meet chronic challenges?

“The Campbell River Economic Development Task Force is a grassroots group bringing awareness of the pillars of the local economy, and how these support the community and make it sustainable. This important work is seldom undertaken, and it will no doubt fuel many informed dialogues.”

-Stewart Muir, Executive Director  
Resource Works Society



## TASK FORCE MEMBERS

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A foundational requirement was that the task force members be entirely independent from all levels of government. Members of the task force are:

- **Garth Sheane** and **Brian Stamp** (Co-Chairs). Garth retired as President and Chief Executive Officer of Coastal Community Credit Union in 2009. Brian has been actively engaged in community affairs during his 46 years as a practicing lawyer in the City. He retired in 2016.
- **Jill Hanson** has worked in real estate and development for 16+ years and presently administers a group of companies with varied operations.
- **Jim Dobinson** is the President of Ambleside Land Ltd. The Ambleside Group is engaged in a variety of businesses including real estate development, aircraft leasing, general contracting, forestry road construction and asset management.
- **Carl Sweet** is a sales associate with the Inland Group serving Campbell River for over 40 years. Carl and has extensive knowledge of the coastal forest industry and allied businesses.
- **Gemma Simonett** is a lawyer practicing in Campbell River since 2009. She advises individuals and businesses from a variety of industry sectors on corporate, commercial, real estate and estate planning matters.
- **Craig Storfie** is a long-time resident of Campbell River and is the owner of Spinners Sports which operates two stores, one in Campbell River and the other in Nanaimo.
- **Brett Giese** is the President of Crowne Pacific Development Corp. and Veyron Properties Group both of which play significant roles in the residential construction business both in Campbell River and the Comox Valley.
- **David Ludvigson** is a British Columbia Land Surveyor and Canada Lands Surveyor and is the survey division manager of McElhanney.
- **Matt Clarke** is the co-founder of Poseidon Ocean Systems Ltd. which is a full-service aquaculture engineering and support company.

## INDUSTRY REPRESENTATIVES INTERVIEWED

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The task force meetings engaged in conversations with:

- The Economic Development Officer for the City of Campbell River, Rose Klukas and the Executive Director of the Campbell River Chamber of Commerce, Mary Ruth Snyder;
- Marlon Todd of A & A Trading and Dorian Uzzell of Wahkash Contracting Ltd., with additional input from Bill Nelson of Holbrook Dyson Logging and BC Truck Loggers Association (Forestry);
- Brian Assu, Chief of the We Wai Kai Nation and Chris Roberts, Chief of the Wei Wai Kum Nation;
- Amanda Raleigh (Campbell River Golf & Country Club), Steve Gabrysh (Campbell River Whale Watching & Adventure Tours), and Kirsten Soder (Destination Campbell River) with additional input from Jeremy Maynard (The Ardent Angler) (Tourism);
- Campbell River Area Angel Group (CRAAG) members Rick Segal, David Baar and Andreas Hagen and Matt Clarke, co-founder, Poseidon Oceans Systems Ltd. (Technology);
- John Paul Fraser, Executive Director, BC Salmon Farmers Association (BCSFA)  
David Kiemele Managing Director of Cermaq Canada, BCSFA Executive & Board Chair  
Rocky Boschman, Managing Director of Grieg Seafood BC, BCSFA Executive & Board Member  
Dave Stover, Brown's Bay Packing, Co-owner and Managing Director BCSFA Board Member  
Wade Kaskiw, Finance Manager for Akva Group, BCSFA Executive, Board Member & Treasurer  
Kevin Onclin, Executive Consultant for Badinotti Net Services, BCSFA Board Member  
Marilyn Hutchinson, Grieg Seafood BC, Director of Indigenous and Community Relations  
Dean Dobrinsky, Mowi Canada West, Director of Human Resources, Safety & Communications  
Ruth Salmon, Senior Advisor for BCSFA  
Michelle Franze, Manager of Communications, Partnerships and Community for BCSFA (Aquaculture)
- Kris Mailman of Seymour Pacific Developments/Broadstreet Properties and Dan Samson, a long-time resident of Campbell River, retired realtor and developer (Development and Construction)

Each of these conversations collected have been summarized with detailed notes from those meetings included under the title "What We heard".

# CAMPBELL RIVER'S ECONOMY AS IT IS NOW (PRE-COVID)

Today, Campbell River remains a so-called “first dollar” community depending to a significant degree on the money input to the community from three primary industries:

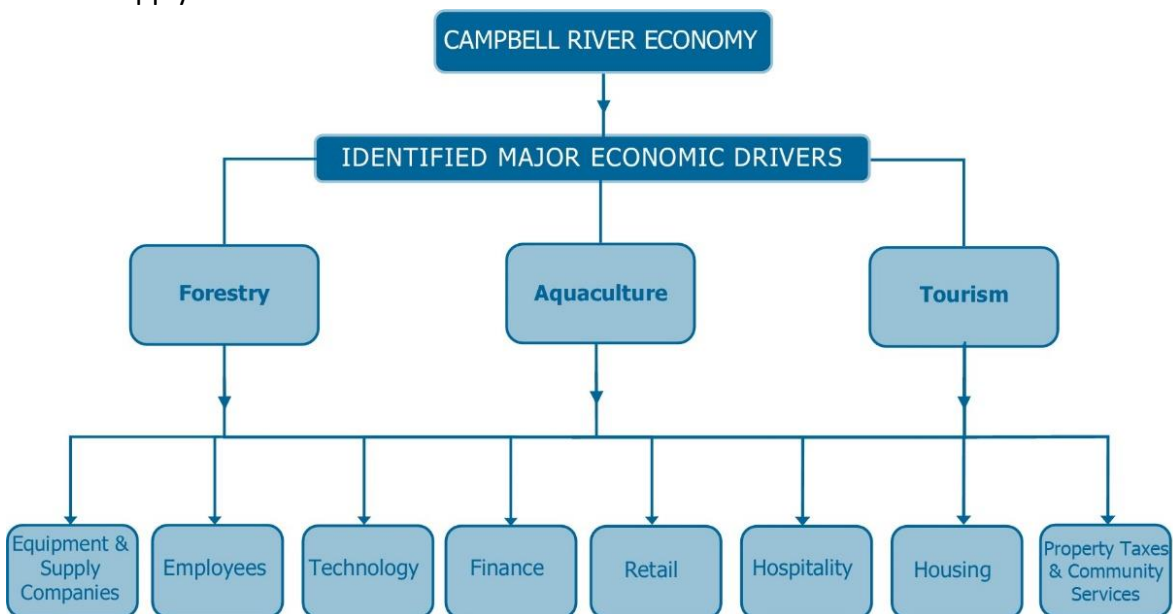
- **Forestry** which refers predominantly to the harvesting of timber but includes the supply chain associated with it;
- **Aquaculture**, for the purposes of this report, refers primarily to the salmon farming industry and the supply chain associated with it;
- **Tourism**

Some refer to these as “pillars” of the local economy.

“First Dollar” implies that these industries generate money which is spent and re-spent throughout the community through wages and local purchasing of good and services. If the “first dollar” is put at risk, everything below it in the spending chain is also put at risk.

“ The loyalty of the Campbell River resource sector keeps us open and working through the winters and now is proving to be critical during this pandemic.”  
-Scott Barclay  
Harbour Grill

It is fair to say that Campbell River is the “hub” of the Coastal Forest and Aquaculture industries in respect of knowledge and expertise and is a key part of the supply chain.





However, Campbell River's economy has undergone diversification arising from several factors:

- Local retirees and in-migration of them who spend what we are calling "mail box" income;  
*"Mail box" income* is a term that the task force has attached to money that flows into the community from pension funds, government programs, personal investments, retirement savings and similar sources. This income is relatively immune from the effect of pandemics and other adverse events that affect the economy generally and provides a stabilizing feature to the income stream into the community.
- Re-location of employees from other parts of the province and country whose employment opportunities are tied directly or indirectly to the three primary "first dollar" industries coupled with seeking a change in lifestyle and lower cost housing. The "working from home" phenomenon brought on by the COVID-19 pandemic may add to the re-location numbers;
- The emergence of international travel adds significant diversification to the tourism sector.
- Commercial fishing, residential construction and other major projects such as those recently undertaken by BC Hydro add stability to income flowing into the community.
- The Myra Falls mining operation (Westmin/Nystar) has been in production with some interruptions for roughly 50 years. We believe that this operation has historically provided stable job opportunities for Campbell River residents as well as significant purchases. In a recent report published by the BC Mining Association, in 2018, \$27.5 million flowed through 115 mine suppliers in Campbell River.

**Campbell River has become the epicentre of development, construction and management of rental apartments. Campbell River developers are recognized as the dominant providers of rental apartments in Western Canada.**

It is important to recognize that both forestry and aquaculture have largely been spared the devastation from the COVID pandemic that has been heaped upon the tourism sector, including facilities and businesses operated by First Nations. At the time of this report, the expectation is that this sector will not recover to what was "normal" for between 3 and 5 years. The initiative to "visit our own province" being promoted by the Province has produced some positive short term results but is not expected to sustain the industry over the long term.

# WHAT WE HEARD

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## Meeting June 3<sup>rd</sup>, 2020 – Economic Development/Chamber of Commerce

### Conversations with Rose Klukas, Economic Development Officer, City of Campbell River and Mary Ruth Snyder, Executive Director, Campbell River Chamber of Commerce.

\*Note: Below is a summary of the major concerns and recommendations based on What We Heard. Detailed notes from this conversation begin on the following page.

#### SUMMARY OF WHAT WE HEARD

There appears to be no overarching vision for economic development and there is correspondingly no strategic economic plan for the City; although such a plan was contemplated for 2020, it has been delayed because of the pandemic issue. Now more than ever, it is crucial to have such a plan.

This lack of vision and planning has resulted in a “problem solving” or “episodic” approach to economic development but not one which has as its hallmark broad based economic planning.

#### RECOMMENDATIONS

1. The City complete without delay, as a top priority, a full economic impact study relating to the so-called “first dollar” industries (forestry, aquaculture and tourism) in order to understand the full financial input that each of these contributes to this community; and
2. The City immediately task the Economic Development Office and provide it with the necessary personnel and other resources to create by June 30<sup>th</sup>, 2021 a comprehensive strategic economic development plan for the City. This recommendation aligns with “Strategic Plan, City of Campbell River 2020-2023 – Develop a five-year rolling Economic Development Strategy”. The task force encourages that the process be led by the City’s Economic Development Office using local facilitation resources and input from local industry leaders.  
The task force is of the view that the realistic economic contributions of forestry, aquaculture and tourism should be included as foundational components of this plan while recognizing the appropriate inclusion of aspirational goals.
3. The City support the BC Chamber of Commerce in its initiative to have the Province standardize building and development permit processes.
4. Ensure all COVID relief funds from all levels of government are identified and utilized.

## DETAILED NOTES OF WHAT WE HEARD

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**Presenter: Rose Klukas, Economic Development Officer, City of Campbell River**

1. How We're Helping Campbell River Businesses (Pre-COVID and to date)

- We are reaching out to businesses through same communication channels as always (Facebook, City Currents in Campbell River Mirror Newspaper, radio, and door to door);
- Connecting via zoom and offering professional development advice, specifically how businesses can pivot, get online and use ecommerce;
- City has partnered with “Island Good” to promote local goods (made or value added). The city covers the licensing fee for the first year for businesses to join;
- 2 weeks ago, City launched a Business Resilience Program, a 12 week business school type program (14 have signed up).

2. What are the biggest issues ahead regarding COVID recovery?

**Government funding** – once funding sources end, some businesses may not be able to continue.

**Rent Payments** – Small businesses identified the need for rent relief as a factor that could help them through COVID-19. Businesses commented that not all of them were able to access the government subsidy because the subsidy was aimed at landlords, giving them the opportunity to pass on savings to tenants. The design of the rent relief program presented some challenges i.e.) only mortgaged buildings qualified.

Over the course of COVID-19, the government has made changes to the program, working to make programs/funding more accessible to those who need it.

**Reduced Capacity:** Restaurants have a small profit margin to begin with (4%) and now they will have only 50% capacity. Businesses and the City are working to offer more outdoor seating to maximize the number of customers accessing the business.

**Succession Planning:** Succession planning provides an opportunity for business owners to successfully sell their businesses. The challenge is the process takes time, optimally 3-5 years. Economic Development has provided succession planning workshops and is available to help businesses navigate the process through connections with provincial government programs.

3. Important Threats to Campbell River Businesses:

**Housing:** CR has the lowest vacancy rate on the island (cost & availability).

**Work Force Development:** Businesses are not able to get people for various reasons such as:

1. No housing opportunities to bring people here from out of town.
2. Some employees are not willing to come back to work either because of COVID fear, because childcare is not available, or because they are receiving good/better pay from CERB.

4. Question Regarding Technology in Campbell River:

Many businesses are pivoting either to online based platforms. Some entrepreneurs are evaluating their businesses to see if a different business makes sense.

CR Area Angel Group (CRAAG) is working to bring resources, expertise and advances in technology across sectors. This will create new sector profiles within large industries. It is believed COVID will push more people into smaller communities so we need to innovate and embrace technology. This technology doesn't have to be academic, but should be practical.

5. Question Regard the Culture at City Hall:

Believes the culture at the city is "can-do" despite a history of challenges. Economic development is a priority for mayor & council. The Angel group helps avoid some red tape to get things done; however, they still are somewhat limited by the local government act which is why they get creative in how programs are structured to help businesses.

6. Question regarding Forestry and how much engagement the city has:

Primary sectors like forestry and aquaculture are important to economic development. Clean energy is an opportunity as well. The city had a forestry task force but it folded last year. COVID-19 really impacted small businesses whereas the challenges facing forestry & aquaculture existed prior to the pandemic.

7. Framework for Economic Development:

- (a) Meet with the community (council has its focus on the downtown area).
- (b) Asked for more funds for best practice & to broaden our reach; however there's recent budget cuts.
- (c) Trying to have good public engagement despite regulations on in person meetings.

8. Other Miscellaneous Notes that were part of the general discussion:

Some businesses will not survive the impacts of COVID, it is just a matter of when.

Need to add value to our natural resources in Canada and support growth.

A link will be sent with the stats about CR residents who work in remote locations. (Believe it is only ~50 (which that number seems too low in the eyes of the task force!))

People are choosing our city and the demographics show a swing in younger people coming here to raise their kids. Average age is 45 years. Advances in technology is helping bring those younger residents.

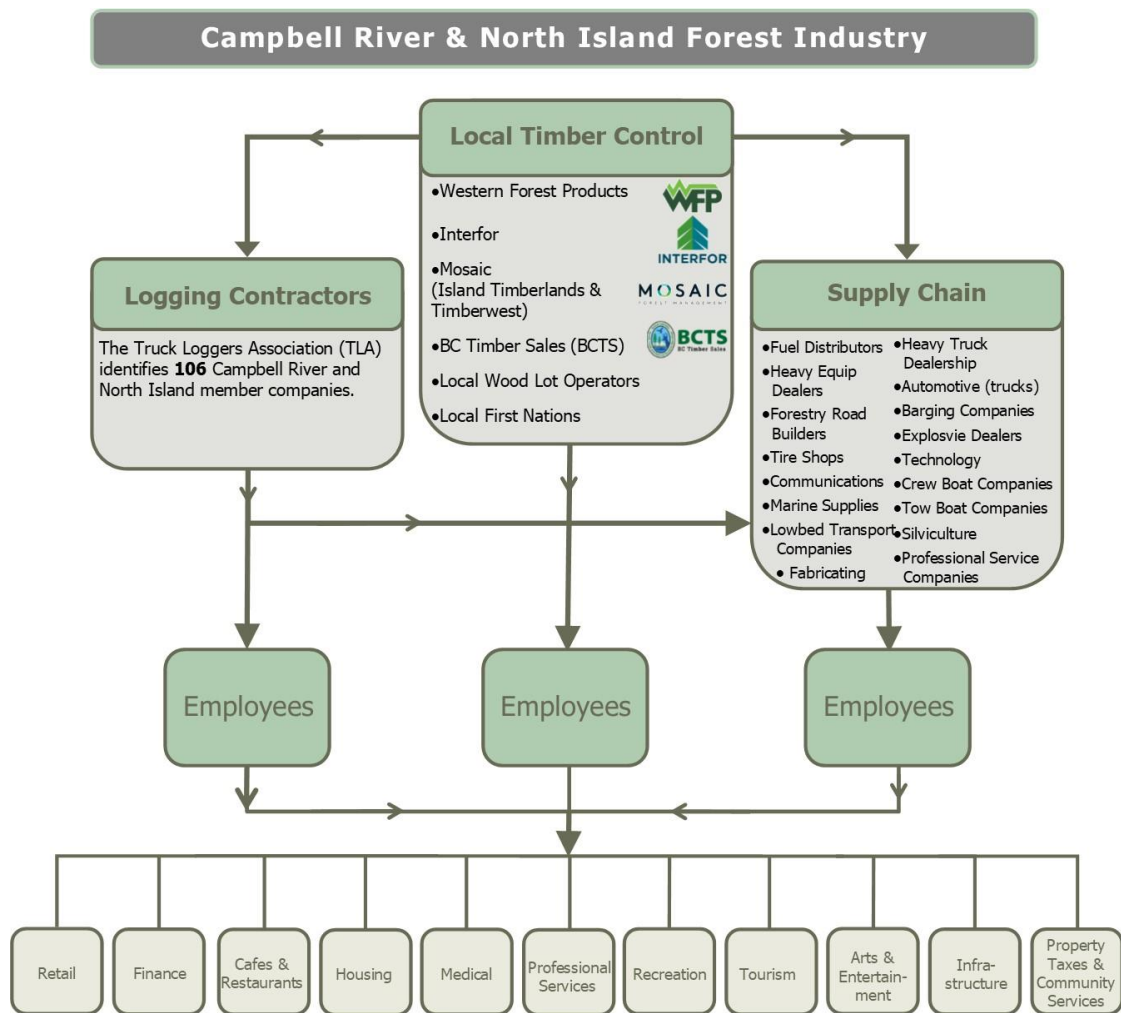
There was some discussion amongst the group about ensuring policy is brought forth at relevant times and to consider the widespread impacts of policy i.e. tree protection bylaw and how it impacts housing values, or how the solar panel ready requirement forced on builders for the last 10 yrs. increased costs to builders and buyers, but how many new homes actually utilize solar panels in Campbell River.

**Presenter: Mary Ruth Snyder, Executive Director for CR Chamber of Commerce**

1. Chamber membership has dropped from 700 members 10 years ago to roughly 250 members today.
2. North Island College has announced a blended learning environment as of Sept 2020 to have some classes online, and trades will have different shifts to meet classroom size regulations. They have also just partnered with VIU to provide a one-stop shop for matching students with employers.
3. BC Hydro re-launched majorprojects.ca (mid-April) and the Chamber is working in collaboration with BC Hydro to help match trades with jobs available on the upcoming \$1 Billion project beginning January 2021 (seismic upgrades on 3 dams).
4. Our main goal right now is ensuring communication of the abundance of resources available locally, provincially and nationally through our extensive networks – Vancouver Island Economic Development, Innovation Island, BC Chamber, Canadian Chamber and the Canadian Business Resiliency Network to ensure no one falls through the cracks.
5. 7% of our population is directly or indirectly affected by forestry, which is higher than the provincial average (the task force believes that number is much higher and will be validated in the Economic Impact Study which is one of the recommendations of this report).
6. The Chamber is working with Community Futures which has 200 businesses under their umbrella (Comox to Strathcona) and not one is closing their doors.
7. Since the Fall of 2019, the Chamber and board have established working initiatives with a broad number of organizations.
8. The BC Chamber of Commerce is working to have the province standardize building and development permit processes.



# WHAT WE HEARD – COASTAL FORESTRY



## LOCAL ECONOMIC IMPACT

The Task Force reached out to 4 contract logging companies each of which are headquartered in Campbell River. There are a large number of similar contract logging companies who employ significant numbers of employees. In addition, the Task Force contacted a single individual licence holder.

**In aggregate these 4 companies and the individual licence holder employ some 500 persons, pay annually an estimated \$47 million in wages and benefits to employees who reside in Campbell River and these same companies purchase conservatively some \$77 million in supplies and services from vendors located in Campbell River.**

These figures are only a small fraction of the positive economic impact forest companies provide to Campbell River.

## Meeting July 10<sup>th</sup>, 2020 – Coastal Forestry

**Conversations with Dorian Uzzell, President Wahkash Contracting Ltd., Marlon Todd, A & A Trading, and Carl Sweet, Inland Group and TLA Board Member with input from Bill Nelson, Holbrook Dyson Logging and BC Truck Loggers Association.**

### SUMMARY OF WHAT WE HEARD FROM COASTAL FORESTRY

#### **Disconnect between government and forestry**

##### Local Government

A recurring theme arising from this meeting is a belief on the part of the forest industry that local government is not meaningfully engaged with it resulting in indifference and significant lack of understanding of the industry's financial contribution to the City.

##### Provincial Government

A similar theme arose with respect to the Provincial Government, a lack of meaningful engagement brought on by policy development based on an urban narrative. The industry above all requires certainty without which industry is reluctant to make capital purchases. Certainty implies the need for a defined "working forest" and continued managed access to old growth forest.

### RECOMMENDATIONS

#### Local Government

1. Assign industry liaison responsibilities within Council so that local government has first-hand information of industry concerns;
2. Remain aware of payrolls paid and spent in the community;
3. Remain aware of the value of second tier business that supports the forestry industry in terms of sales and support, and the payrolls it generates.
4. Accept responsibility to help educate the public on the full contribution made by forestry to the community, and the rules and regulations under which the industry operates.
5. Accept ongoing responsibility to support the forestry industry in representations to provincial and federal levels of government when it comes to policy development affecting the industry (future access to old growth timber, establishing a "working forest").
6. Ensure suitable supply of industrial land is available to meet the needs of the forestry sector.

### Provincial and Federal Government

1. The local MP and MLA should make a concerted effort to learn the economics and benefits of the coastal forestry sector, and make those positions known to their respective cabinets.
  2. Greatly improve the consultation with forest industry companies before imposing rule changes that cause uncertainty in the industry.
  3. Improve continued managed access to old growth timber.
  4. Support continued current level of log exports.
  5. Do a better job of balancing the interests between environmental and industry priorities. The urban perspective, although voter rich territory, does not consider the role of industry in economics of the Province. This perspective is sharply shaped by special interest groups, and industry needs government to balance their narrative.
- 6. Both Federal and Provincial governments must adjust their priorities in terms of policies and regulation to acknowledge the leadership role that forestry will need to play for the country to recover to a healthy economy.**

## DETAILED NOTES OF WHAT WE HEARD (COASTAL FORESTRY)

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- Lack of engagement by local government of the logging industry
- Adverse effect on coastal forestry by recent provincial government regulations- should not be formulated based on social considerations
- Provincial government doesn't listen to coastal forest industry
- Provincial government is not business friendly
- Campbell River is a "hub" of coastal forest logging expertise and a critical part of the supply chain for this industry
- First Nations a growing component of coastal forestry operations
- Rule changes imposed by Provincial government create uncertainty
- Reluctant to make capital purchases (from uncertainty)
- Log exports critical to maintain
- Politicians and the community generally unaware of the dollars generated by coastal logging industry and the amount spent for services and supplies in Campbell River
- Access to old growth timber to maintain the coastal allowable annual cut (AAC)
- Rates paid to small contract logging companies by major tenure holders a continuing struggle for these companies
- Industry needs "streamlined" policies-current situation creates chaos/do not know where the goalposts are/need to delineate a "working forest" where rules are established over long term to create certainty for industry and defined by industry primarily not by protectionist groups



- COVID has not had a significant effect on operations
- Problems that existed “pre-COVID” will persist after the pandemic is over
- 750 hectares of working forest creates \$100M every 45-50 years (Renewable Resource)
- Often rules are imposed from a “Victoria” perspective
- Why was Forestry Task Force dissolved? Neither industry representatives have heard of this task force and neither have been contacted by the Campbell River Economic Development Department or the Chamber of Commerce although both are significant “players” in the coastal logging industry
- Biggest issue for logging is that its economic impact is not appreciated by many in the community
- This industry makes Campbell River what it is
- Why was Snowden Forest decision made without input from the logging industry?
- Land use development-industry can’t expand (or locate here) due to lack of ready to develop industrial land (the 500 acres mentioned in a recent Campbell River Economic Development publication does not have road access or services)
- Without the high paying jobs for Campbell River residents available because of the existence of the coastal logging industry there would be less young families moving to Campbell River, less school enrolments, etc.
- The City of Campbell River economic perspective provides support from the “bottom up” not from the “top down”
- In order to influence the direction of the Province when it comes to the coastal logging industry we need to have more support where it counts-from the community at large and our local government. They must know and understand the value of the industry and be loud about it



“I’m proud to have been employed in our renewable BC forest industry for the last 15 years. I’ve got to travel all over our beautiful working coast while earning a great living.”  
 -Jill Telosky, Wahkash Contracting

# WHAT WE HEARD – LOCAL FIRST NATIONS

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## Meeting June 17, 2020 – Local First Nations

### Conversations with Chief Brian Assu, We Wai Kai First Nation and Chief Chris Roberts, Wei Wai Kum First Nation.

\*Note: Below is a summary based on What We Heard. Detailed notes from this conversation begin on the following page.

#### SUMMARY OF WHAT WE HEARD

For several decades now, our community has seen the emergence and growth of First Nation enterprises. The contribution from this business sector has historic significance for Campbell River. For example, in the late 1990s, Vancouver Island was reeling economically with the collapse of the coastal softwood agreements with Asian countries, resulting regionally in the permanent closure of over half of the sawmills on Vancouver Island. Our community was able to rise above the economic lethargy of the region in large part due to a major investment from the local First Nations in the form of new shopping centre at Discovery Harbour. A few years later, Campbell River faced strong head winds from special interest groups who blocked large retailers from coming into our community, at a time when Comox and Courtenay were moving ahead with retail offerings. Again, local First Nations offered alternatives for retailers to come to Campbell River, and Walmart and Home Depot located on First Nation lands. The First Nations are very active in commercial fishing, forestry, tourism and aquaculture.

#### RECOMMENDATIONS

1. City, led by the mayor, formalize a working group to be aware of, explore, and assist with mutual business interests with local First Nations.
2. Greenlight the Willis Road connector as a stimulus project for COVID recovery in cooperation with both First Nations.



Discovery Harbour Marina & Shopping Centre



Pictured above BC Hydro installed two new totem poles (Aug 2020) from the We Wai Kai Nation and the Wei Wai Kum Nation which now stand at John Hart generating station overlooking the Campbell River.

## DETAILED NOTES OF WHAT WE HEARD (LOCAL FIRST NATIONS)

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- COVID has affected the same areas of First Nations operations as has affected similar non-First Nations operations (tourism and hospitality particularly)
- Biggest hardship the band(s) are presently faced with revolves around Tourism. We can't see any feasible way of opening hotels/lodges this year and the carrying costs/implications are huge if we don't.
- 70% of Tsa-Kwa-Luten Lodge guests come from Europe (Germany) and can't afford the 2 weeks of quarantine time on both ends of the trip.
- Gas sales dropped 50% but are coming back. Campsite, liquor store and Lee's Chicken have sales through the roof.
- At the height of the pandemic, band administration was busier than ever trying to protect members and provide service. Normal agenda items had to be pushed aside to deal with emergency issues. Now it's difficult to transition back and we are having difficulty getting employees back to work.
- Difficult to ensure people feel safe and the CERB is not helping bring employees back to work.
- Logging-much the same issues as other logging operations are experiencing
- Both Nations are expanding logging activities
- Commercial fishing -many of the same issues facing First Nations as are being faced by non-First Nations fishers – protectionist issues
- Investments have been impacted – there is too many unknowns making it near impossible to spend investment dollars.
- Land Use – there have been many frustrations with land use, getting development projects off the ground and also in the permitting process.
- City of Campbell River has an opportunity to develop a relationship with both adjoining First Nations regarding the Willis Road connector. This opportunity may be missed if the City does not appreciate the significance that these two groups bring to the table, particularly with their potential access to federal funding for this type of project. Many spin off benefits to this project including job creation, housing, and so on. The impediments to this project proceeding (budget, environmental) will only get worse as time goes on.
- Both Nations have diversified economies that they intend to expand

# WHAT WE HEARD – TOURISM

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## Meeting June 24<sup>th</sup>, 2020 - Tourism

**Conversations with Amanda Raleigh (Campbell River Golf & Country Club), Steve Gabrysh (Campbell River Whale Watching & Adventure Tours), and Kirsten Soder (Destination Campbell River), with input from Jeremy Maynard (The Ardent Angler)**

### SUMMARY OF WHAT WE HEARD

Of the three economies, tourism has been the most severely impacted from COVID-19 due to the restraints on business. What little international travel remains excludes travelling for pleasure. Resorts that count on group tours may see no business at all in 2020. For example, Tsa Kwa Luten Lodge is considering remaining closed this year. Fishing charters, whale watching, and similar venues are seeing drastic reduction in bookings. Local and provincial tourism may be able to take up some of the slack at least in the short term, but some operators will need to keenly balance the merits of doing a scant business against remaining closed for the season. Tourism promotion will suffer as well, as funding sources shrink. Such promotion is funded with hotel taxes collected from guests, which is expected to decrease by about 70%. Campbell River has successfully positioned itself as a tourist destination over the past several years, and that branding has been disrupted, as it has been for other locations on Vancouver Island. There will need to be a concerted effort to restore the gains that have been made when tourism opens up again. The sharp decrease in financial support will be an impediment to success in these regards.

### RECOMMENDATIONS

1. Preserve tourism infrastructure by supporting all aspects of the industry in order for the industry to successfully respond to a return to “normal” levels of activity.
2. Shift operations, find new markets - focusing on Fall products, new year-round products (i.e. cold water diving, etc.)
3. Increase / repair the reputation of Campbell River (shake the “mill town” brand)
4. Pivot messaging and ensure safety messages to encourage people to come.
5. Mitigate the tension between revenue and safety.
6. It is important not to rush, only one chance to do it right and it is very hard to fix if we do it wrong.
7. Find a better solution to the unhoused persons in the downtown core, whether that is land use, enforcement or other measures because the problem appears to be getting worse over time. There are some questions concerning the cost vs. effectiveness of the downtown safety office.
8. A concerted effort by local businesses and local government to lobby DFO to begin adipose fin-clipping of 100% of Canadian hatchery chinook so that “mark selective fishery (MSF)” management be used.
9. City should continue its work with the Tourism Advisory Committee that is seen to be of value to that industry.

## DETAILED NOTES OF WHAT WE HEARD (TOURISM)

- Recovery period will be 3-5 years to hit pre-COVID (2019) levels.
- Had significant plans until the industry was gutted due to COVID.
- Lots of faith and good working relationships with Destination CR and the City of Campbell River through Ec Dev and the Tourism Advisory Committee (which meets 4x/year-sometimes wish it was more).
- Independents are coming together to help each other.
- Destination CR has 260 stakeholders and have weekly tourism town hall meetings, sharing intel, tourism resiliency program (Ec dev) which people are utilizing. How businesses were set up pre-COVID will determine how they will recover.
- The tourist driven recreational fishery in the Campbell River area is suffering a double calamity in 2020, both the COVID-19 situation and, for the second year in a row, chinook non-retention in the fishery between April and mid-July. The consequences of both are significant and severe and from a guide (or lodge operator, or hotel or restaurant or other services) perspective, hard to separate out.
- If the recreational fishery management regime implemented in 2019 and 2020 for the inner southern BC coast (Port Hardy – Vancouver - Port Renfrew) continues into the future the fishery infrastructure will collapse. A \$250 million dollar a year fishery driven right into the ground to save so few fish that they can't be counted on the spawning grounds.



Campbell River Golf & Country Club

“ Campbell River’s success is reliant upon tourism, logging, aquaculture and other retail and service businesses. If our community is not business friendly, it is incredibly difficult to provide all of the programs that a thriving community needs.”

-Jens Rolinski,  
Owner/Operator  
Grimace & Co Restaurant Ltd.  
(Campbell River McDonalds)

## WHAT WE HEARD – TECHNOLOGY

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### Meeting July 2<sup>nd</sup>, 2020 - Technology

**Conversations with Campbell River Area Angel Group members Rick Segal, David Baar and Andreas Hagen and Matt Clarke, Poseidon Ocean Systems Ltd.**

### SUMMARY OF WHAT WE HEARD

“Technology” is a very broad term and means different things to different people. For some years now, Campbell River has had the notion, in one form or another that we need to align our future in some way to technological advance. But, there hasn’t been a sharp focus on how this should be achieved. In recent years, environmental challenges seemed to claim the lion’s share of attention from technology, and the public accepts that as appropriate. This has resulted in a degree of misalignment between technology priorities and those of our region’s core industries. These interests shouldn’t be regarded as mutually exclusive, which is too often the case. There is an “angel” group in Campbell River (CRAAG-Campbell River Area Angel Group) that offers strong support for tech development. Moreover, we’re told that our community has a deep reservoir of technology experience that can be brought to bear when needed. Technology shouldn’t be regarded as academic, but as a practical aid in solving challenges for all businesses and industries in our area.

### RECOMMENDATIONS

Council should:

1. Learn about CRAAG {website ([www.craag.ca](http://www.craag.ca))} in order to understand the opportunities provided by and the limitations of this group and to find out what “tech” is all about and how it applies to local industries;
2. Allocate existing personnel to explore and be aware of funding opportunities available from higher levels of government for “tech”;
3. Convene forums to encourage a tech ecosystem in Campbell River;
4. Provide a liaison/link between industry and academic community to make use of co-op programs locally (a spin-off is that these co-op students may become future residents);
5. Inform the community about “tech” and what resources are available to businesses including the use of co-op students;
6. Help CRAAG source bigger sponsors for the next NexStream challenge to get more tech in the Campbell River Area.

## DETAILED NOTES OF WHAT WE HEARD (TECHNOLOGY)

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- Campbell River Area Angel Group (CRAAG) is focused on helping Campbell River grow into a high tech area (visit their website for more information at <https://craag.ca> ).
- Trying to build an ecosystem of people aware of technical capabilities (which “tech” can have a number of definitions/applications).
- CRAAG provides (some) start-up funds, expertise and advisory services to entrepreneurs.
- CRAAG has a network of \$1 million capital with no compensation to its members, it is just about giving back to the community where the members choose to reside.
- CRAAG is bringing both systematic & innovative technological approach to existing industry needs.
- Two programs they are primarily doing this with are:
  1. NexStream: Prize challenges aimed to help lower/mid-tier start-ups, offering rewards from \$45-\$75,000 (see <https://nexstream.is> for more information).
  2. TECHatchery: Promote and support business networks (ideas and resources) for collaborative problem solving (see [www.techatchery.ca](http://www.techatchery.ca) for more information).
- There is deep reservoirs of technological knowledge here in Campbell River (artificial intelligence, webcam, computer scientists, etc.)
- NIC has a deep rooted computer science program that enable businesses here to get better technicians/engineers.
- During COVID - Helped many small businesses transition to online or get more technology in place just to be able to operate under COVID conditions i.e.) Visa Square.
- During COVID-had a program developed and harnessed all the 3D printers in CR to manufacture PPE (masks). Rather than source from China, we made over 11,000 face shields on Quadra Island with 25 paid workers.
- CRAAG has weekly discussions with Ec Dev (Rose) and appreciates the collaboration from the City. They also actively lobby the MLA, Island Innovation and others.
- CR has a rural existence which has different opportunities from urban centers – the space and resources will add value to our economy.
- There is no provincial advantage and Canada is well positioned on a global investment scale with respect to technology.
- Broadband is foundational to technology and is critical infrastructure, but so far the implementation from the City of CR has been a miss on the whole (“CR Advantage”). Additionally the monthly service costs for CR Advantage is significant and out of reach for small-medium sized businesses.
- There is a nimbleness to start-up problems and using innovative approach.
- Tech can be an ally to resource industries & other business too. Just need more communication and feedback on specific industry issues to see how/where tech could be applied. The incentives are not misaligned – could help financially and/or environmentally.

## WHAT WE HEARD – AQUACULTURE

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### Meeting July 8<sup>th</sup>, 2020 – Aquaculture

**Conversations with members of the BC Salmon Farmers Association (BCSFA)**  
**John Paul Fraser, Executive Director of BCSFA;**  
**David Kiemele Managing Director of Cermaq Canada, BCSFA Executive & Board Chair;**  
**Rocky Boschman, Managing Director of Grieg Seafood BC, BCSFA Executive & Board Member;**  
**Dave Stover, Brown’s Bay Packing, Co-owner and Managing Director BCSFA Board Member;**  
**Wade Kaskiw, Finance Manager for Akva Group, BCSFA Executive, Board Member & Treasurer;**  
**Kevin Onclin, Executive Consultant for Badinotti Net Services, BCSFA Board Member;**  
**Marilyn Hutchinson, Grieg Seafood BC, Director of Indigenous and Community Relations;**  
**Dean Dobrinsky, Mowi Canada West, Director of Human Resources, Safety & Communications;**  
**Ruth Salmon, Senior Advisor for BCSFA;**  
**Michelle Franze, Manager of Communications, Partnerships and Community for BCSFA**

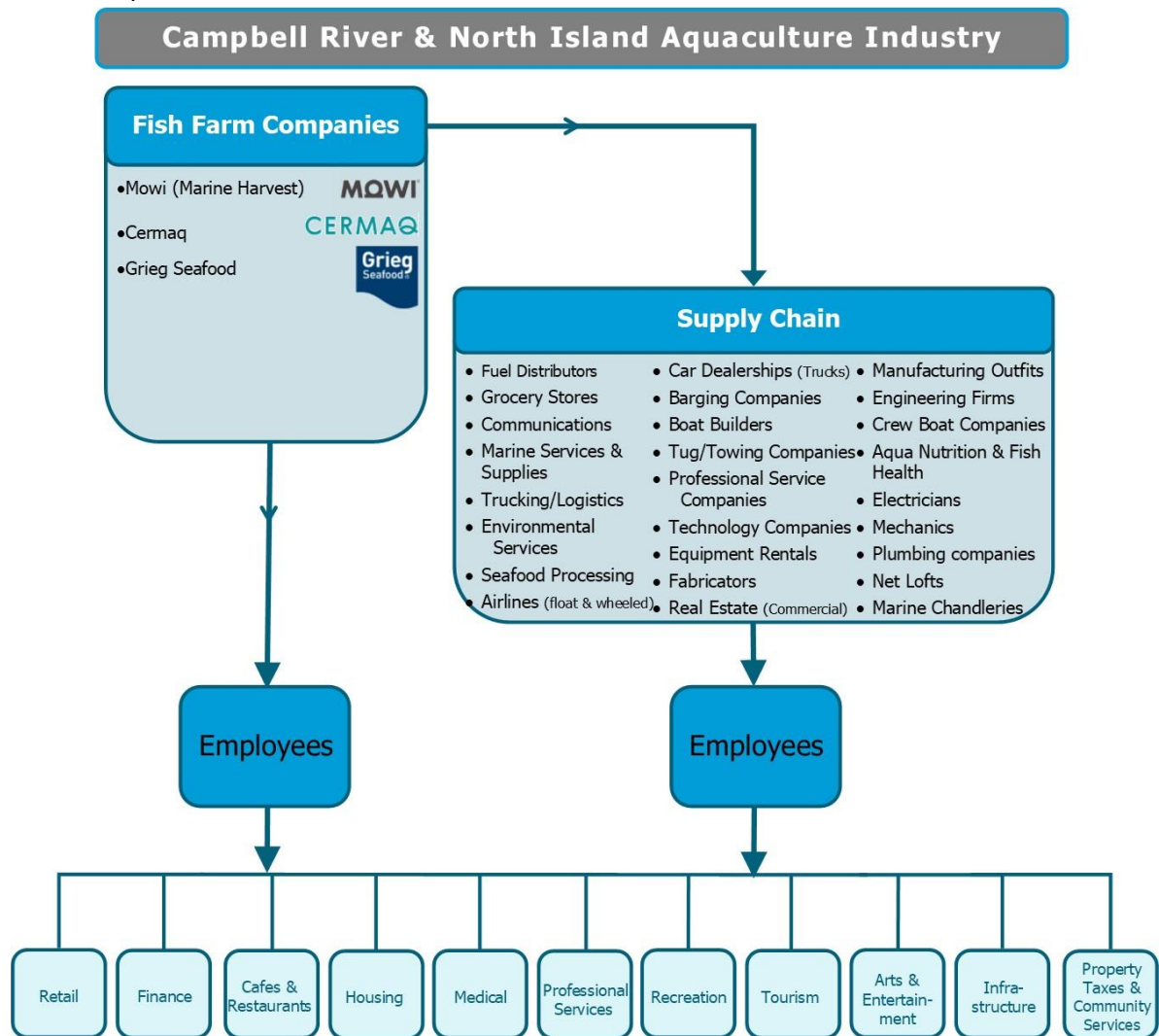
### SUMMARY OF WHAT WE HEARD

(FOR SUPPLEMENTAL INFORMATION SUPPLIED BY BC SALMON FARMERS ASSOCIATION, PLEASE SEE APPENDIX “A”)

Interest in the work of our task force from representatives of all industries was very high, and Aquaculture was no exception, as is evidenced by the number of industry representatives who wanted to be part of the conversation. This is a young industry in our region that has grown quickly from small start-ups to large multi-million dollar businesses. While companies within the industry tend to operate similarly, their markets may be quite different. For example, operators on the west side of the Island sell product into the food services industry which has been greatly impaired by COVID, while our region (east side of the Island and the Mainland) sell into the export markets which has not yet been dampened by the pandemic. The global industry has grown phenomenally over the past three decades, and Campbell River has become a hub for western Canadian aquaculture operations and industry innovation. The resulting economics of this growth is demonstrated in the number of direct and indirect jobs created, enormous investment in infrastructure of plant and equipment, alliances with First Nations, and tens of millions spent in local purchases of supplies and services. Although local operations in this industry have not been seriously impaired by COVID to this point (one operator has actually increased their work force), there is concern that export markets (particularly in the US) will



deteriorate the longer this pandemic wears on. The more immediate concern is that this industry is faced with increasing resistance from environmental interest groups that has found its way into legislative bodies at all levels of government. Regrettably, much of this resistance is founded on innuendo and exaggerated narrative, and there needs to be a re-balancing between environmental interests and economic interests of our community. The task force is bringing forward the views of the industry (What We Heard) and recommendations that we believe will help address this imbalance.



**LOCAL ECONOMIC IMPACT**

Salmon farming employees in CR region: **572**

Salary/wages paid to salmon farming employees in CR region: **\$14.91 million**

Number of vendors in CR region that salmon farming companies purchase supplies and services from: **678**

Estimated annual spending on supplies and services from these local vendors: **\$132.65 million**

## RECOMMENDATIONS

### Local Government

1. Assign industry liaison responsibilities within Council so that local government has firsthand information of industry concerns.
2. Remain aware of payrolls paid and spent in the community.
3. Remain aware of the value of second tier business that supports the aquaculture industry in terms of sales and support, and the payrolls it generates.
4. Accept responsibility to help educate the public on the full contribution made by aquaculture to the community, and the rules and regulations under which the industry operates.
5. Accept ongoing responsibility to support the aquaculture industry in representations to provincial and federal levels of government when it comes to policy development affecting the industry i.e. establishing an “Aquaculture Act”).

### Provincial and Federal Government

1. The local MP and MLA should make a concerted effort to learn the economics and benefits of the aquaculture industry, and make those positions known to their respective cabinets.
2. Greatly improve the consultation with aquaculture companies before imposing policy changes that cause uncertainty in the industry.
3. Do a better job of balancing the interests between environmental and industry priorities. The urban perspective, although voter rich territory, does not consider the role of industry in economics of the Province. This perspective is sharply shaped by special interest groups, and industry needs government to balance their narrative.

4. **Both Federal and Provincial governments must adjust their priorities in terms of policies and regulation to acknowledge the leadership role that aquaculture will need to play for the country to recover to a healthy economy.**

“ Robust Tourism, Forestry, and Aquaculture sectors play an important role in the success of our business. Local businesses can only succeed when customers realize how important it is to shop locally.”

-Bruce Kempling, President  
Ocean Pacific Marine Supply Ltd.



## DETAILED NOTES OF WHAT WE HEARD (AQUACULTURE)

- Providing clarity around the underpinnings of local economy is important so BC Salmon Farmers Association will compile data to provide to the task force in order to show the size, scope and importance of this sector.
- Farm raised salmon is BC's largest and highest agricultural commodity, but politically we're on the outside-victimized/bargaining chips for seats.
- Aquaculture has demonstrated resiliency and is hopeful to see a shift in appreciation.
- The industry is seeking support from third parties and the government to stand up and say aquaculture is important to us today, tomorrow and for the future and Campbell River is the salmon farming capital because of technology, innovation, location, environmental conditions and more and we cannot afford to jeopardize that.
- Municipal and grass roots support is huge, immense, and a pivotal piece in the stabilization plan.
- Aquaculture is 100s millions of dollars in capital investment just to maintain the industry.
- Aquaculture is committed to green economy, supporting rural communities, having a sustainable food chain but the majority of people are scared to support it.
- Engaging with indigenous leaders is important as that is the foundation our industry grows from.
- Presently 20% of the work force is indigenous (and growing).
- There were significant cost impacts as a result of COVID, but our size and strength has sustained us.
- With the state of events in the US, it is expected the impacts on this industry may get worse than they presently are (export chain shut down).
- Aquaculture contributed 100,000 litres of hydrogen peroxide to Shelter Point distillery in order for them to manufacture hand sanitizer for the community during COVID.
- Aquaculture was deemed "essential" during COVID and their operations sustained supply chain businesses that were otherwise suffering from a lack of business.
- The 3 main companies are presently leaders in land based salmon production as it is. There are enormous hatcheries with leading technology raising salmon to a certain size as we speak.
- MOWI received ASC (gold standard) of certification and other companies are shortly behind getting this certification. This is huge for the coastal region and our ability to sell all products as ASC certified globally (China & US in particular). Getting this certification is very costly to the company and involves international inspections of the operations & farms, analyzing the company's role in community, community initiatives, indigenous relations; as well as meeting roughly 500 indicators across all sites (MOWI had 100 sites).  
*Task Force Note: Since this meeting, we have been advised the 3 main companies have achieved ASC certification and about 80% of active production sites in BC are certified.*
- Need an "Aquaculture Act" to define what we do, how and where we can do it and to allocate resource areas in the ocean for farming. It is something we've been pushing for years.

# WHAT WE HEARD – DEVELOPMENT & CONSTRUCTION

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## Meeting July 15<sup>th</sup>, 2020 - Development & Construction

**Conversations with Kris Mailman, CEO Seymour Pacific Developments/ Broadstreet Properties and Dan Samson, long time Campbell River resident, developer (Parkway Properties), retired realtor and having significant involvement in community initiatives and development.**

**It should be noted that four members of the task force are also active in the Development and Construction industry and their comments form part of “What We Heard” below.**

## SUMMARY OF WHAT WE HEARD

Beginning in the mid-1990s, community leaders began to see real growth potential for Campbell River as a viable and attractive place for baby boomer retirees. In the years since, we have seen development of many condominium projects and single-family neighborhoods. As well, there has been much upgrading done of older properties and in-filling of vacant lots in established areas. However, there is a great deal of frustration with the apparent lethargy and confusion arising from City administration. Issues are not being addressed relevant to land use; (for example, the OCP is felt to be confusing and sometimes contradictory when trying to interpret it in specific projects). Too often, the approval process has become fraught with negotiation, more confrontational than collaborative. A number of developers have looked to other markets where their projects are welcomed and better facilitated by civic administrations. We were told that Campbell River’s talented construction crews are contracted by other developers from as far away as the Maritimes. Building communities is a competitive business – towns and cities across the Province are all doing their best to grow, and success depends on cooperation at all levels of the process.

## RECOMMENDATIONS:

1. Design a community plan for Campbell River by first identifying who we are as a community both economically and socially.
2. Redo the OCP and the Development Permit Guidelines to provide clarity and to provide a proper framework for development / land use to the benefit of both city staff and the development community.
3. Update bylaws wherever possible i.e.) zoning bylaw needs updating to meet the new requirements from recent changes to the Provincial Building Code.

4. With the above complete, development & building permit applications will be based on clear rules (not negotiations, not subjective, not vague, and not open for political interference).
5. Seek consultation from industry experts in the community for unbiased feedback. Campbell River has a sizeable pool of talent i.e. epicenter of apartment builders in Western Canada.
6. Proactively review land use planning particularly in the downtown area to de-escalate growing social issue(s).
7. Annually create a growth plan which, if implemented, would render both development and building permit processes more timely and efficient and ensure that sufficient land is developed for various housing types and make less likely annual property tax increases creating a burden on existing properties.



## DETAILED NOTES OF WHAT WE HEARD (DEVELOPMENT & CONSTRUCTION)

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- COVID has had minimal impact on development/construction or rental management in a negative way other than with some construction timing issues due to quarantine timelines and how trades are scheduled to allow for proper distancing.
- As an industry, not affected by much federal policy, but definitely impacted by provincial and municipal policy.
- There is a requirement for certainty/clarity which is a direct link from the OCP, development permit guidelines because without certainty, businesses will not take risk and have gone elsewhere.
- Permit applications are treated as negotiations rather than being rules based (bylaws, codes, etc.).
- Structure within city hall has become fragmented, operates in silos (which compounds communication issues).
- What's missing is clarity, expectations, consistency, plan, and leadership
- Campbell River developers build more apartments in Western Canada than in any other like size community.
- Development Task Force groups have existed in the past, but have been unsuccessful as their recommendations fall of deaf ears/audience doesn't like what they hear and if the recommendations were heard they were never implemented.
- 47% of people who bought residential in the last year have come from outside the Campbell River area.
- If we built more, more would come.
- Doesn't believe that the City has ever decided on the amount of annual population growth it wants which then can be used to ensure that sufficient land is developed for the various housing types. Currently the City uses past growth figures as a guide rather than setting the growth they want. The projected increase in new assessments should then be tied into the City's 10 year strategic financial. (Currently this plan projects tax increases from 2% to 3.5% each year.)

“100% of my business comes from logging and aquaculture industries.”

-Rick McTavish,  
McTavish Welding



## CONCLUSION

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It was highly gratifying for the Task Force to hear the support and encouragement from every business interest that participated in the many conversations we conducted. It confirmed that business is eager to develop a cohesive voice to express concerns and suggestions that could improve the climate for business in Campbell River.

Through this process it became obvious to the members of the task force that there is a deep disconnect with not only our community's political representatives but also with a large part of the community generally regarding forestry and aquaculture in particular. The number of people employed directly by these industries as well as the number employed by companies that support these industries is significant. The cash from this source, both in purchases and wages is re-spent several times throughout the community.

Each member of the task force believes there is a collective responsibility, both of community members and their political representatives to understand what is at stake when any one of these sectors are threatened. Threats come sometimes from market headwinds and lack of awareness but other times by impediments driven by urban narratives and agendas of third parties; either of which have little or no connection to this community, care for or have any understanding of it. There must be a balance between industry and social interests, something that is not evident today. We believe that all of the community's political representatives need to understand this balance and vigorously defend it.

There is a direct connection between the health of first dollar industries to the number of schools, retail options, scope of health care, the number of parks, property values and general community amenities and attractiveness that are hallmarks of this community. As we seek to attract others, whether retirees or younger individuals who can bring new skills and knowledge, the attractiveness of Campbell River must not be put at risk by lack of awareness or other narratives put forth by those who have no stake in this community.

Of course, we're not the only ones interested in business recovery and the long term health of our resource industries. We invite readers of this report to browse the websites included in Appendix B.

In conclusion, the task force strongly urges that this report, the result of three months of work by ten volunteer members of the community, be carefully considered and that the recommendations provided be taken seriously so this community can look forward to a healthy economic future.

We, the members of the task force, hope that this report provides an opportunity for the community and its leaders to use it as a beginning not an end and to continue the conversation about what are the underpinnings of its economy. We have determined to ensure Campbell River's success, the community and its elected leaders must:

- meaningfully engage with the “pillars” of Campbell River's economy;
- be aware of their respective importance to the community at large; and
- be ready to defend them from “outside interests”.

We also hope, with our continuing interest in following the progress of our recommendations, that community industry leaders will form a new group who will take these recommendations as a call to action.

The task force plans to re-convene no later than March 1<sup>st</sup>, 2021 in order to track the progress of its various recommendations.



**“Healthy communities begin with a healthy economy. An example is the generosity of several businesses and individuals that came together to build our beautiful Hospice House which has greatly raised the profile of this valuable service in Campbell River.”**

**-Geri Arkell, Board Chair,  
Campbell River Hospice Society**



## APPENDIX A

### SUPPLEMENTAL INFORMATION ITEMS FROM BCSFA

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#### **1. Numbers and info on local payroll, economic impact to local businesses and local employment numbers**

##### Provincial Economic Impact:

- BC farmed salmon is already the province's #1 seafood export and #1 agri-food export. In fact, it is BC's 10<sup>th</sup> most important export commodity overall.
- In 2019, BCSFA members produced 83,180 tonnes of farmed salmon valued at \$771 million. The economic impacts of this production include:
  - \$1,615 million in total output
  - \$576.8 million in total GDP
  - 6,835 total full-time equivalent positions
  - \$89 million in total federal, provincial, and municipal taxes
- The average industry wage is 30% higher than the provincial median employment income. These jobs are typically created in areas of higher unemployment, particularly on Northern Vancouver Island (MNP, 2017)

##### Local Economic Impact:

- Salmon farming employees in CR region: 572
- Salary/wages paid to salmon farming employees in CR region: \$14.91 million
- Number of vendors in CR region that salmon farming companies purchase supplies and services from: 678
- Estimated annual spending on supplies & services from local vendors: \$132.65 million

#### **2. Information on Indigenous workforce and partnerships**

- Over 80% of the province's farmed salmon is produced in agreement with BC First Nations.
- 20 First Nations hold beneficial partnership agreements with BC Salmon Farmers
- Each of these agreements has been founded upon the recognition of First Nations rights, including the right to exercise jurisdiction over the land, resources, and waters within their territories: rights that form the very core of the reconciliation process. Each of these partnerships brings significant direct economic benefits, business opportunities, and jobs to Indigenous communities

#### **3. Information on COVID-19 impact on sector**

Designated as an 'Essential Service' by the Province of BC, salmon farming is helping many local businesses ride out the adverse economic impact of the pandemic. By quickly implementing rigorous health protocols to protect employees, salmon farmers have been able to continue operating at full capacity. Most salmon producers and processors have not only kept existing staff employed but are continuing to hire and even adding new positions to help them manage the COVID-19 situation. By continuing operations, BC salmon farmers are minimizing the economic impact of the pandemic on

support businesses—like fish processors, transporters, technology suppliers, and boat operators. The downstream impact of ongoing farming activities has been felt throughout Vancouver Island and beyond as the transport fleet has continued to use gas stations, tire shops, restaurants and cafes, and service centres during the distribution of farmed salmon (Sea West News).

- In recognition of the economic challenges faced by many community members, BC salmon farmers have to-date donated over 112,000 kilograms of farmed salmon (equal to over 830,000 meals) to regional food banks during the COVID-19 pandemic
- While member companies have seen a slight decrease in sales due to the closure of the restaurant industry, retail sales have strengthened
- Brown’s Bay Packing Co. moved from single 10- and 12-hour shifts to two six-hour shifts and tripled its workforce

#### **4. ASC (Aquaculture Stewardship Council) certification information**

To provide further transparency, BC salmon farmers have achieved certification through several independent, globally recognized environmental certification systems, including:

- *Aquaculture Stewardship Council (ASC) certification.* The ASC presents an all-encompassing sustainability standard to which all BC Atlantic salmon producers are committed to being certified (ASC, 2020). As of May 2020, 42 BC salmon farms are certified to the Aquaculture Stewardship Council sustainability standard.
  - ASC Salmon Standard is considered “the most rigorous, gold-standard aquaculture certification in the world.”
  - To achieve ASC certification, farms must complete a rigorous performance assessment and meet over 500 compliance points. After achieving ASC certification, farms undergo regular audits to ensure that they continue to meet the rigorous performance requirements.
- *Best Aquaculture Practices (BAP) 4 Star Program certification.* This program focuses on environmentally and socially responsible practices, with input from many conservation organizations (BAP, 2020).
- *Canada’s Organic Aquaculture Standards.* The principal goal of organic aquaculture production is to develop enterprises that are sustainable and harmonious with the environment (CGSB, 2018)
- *Seafood Watch.* By establishing clear environmental sustainability standards and working with major buyers to leverage their purchasing power with producers, Seafood Watch is driving sustainable practices worldwide. Seafood Watch lists BC farm-raised Chinook and ASC certified Atlantic salmon as a “Good Alternative”—and includes them on their recommended list of seafood (MBA, 2017).

Helpful links to learn more on these certifications:

- About ASC: <https://www.asc-aqua.org/about-us/about-the-asc/>
- About GSI (Global Salmon Initiative) <https://globalsalmoninitiative.org/en/about-us/>
- About BAP: <https://www.bapcertification.org/WhoWeAre>
- About Seafood Watch: <https://www.seafoodwatch.org/>

## APPENDIX B

### SUPPLEMENTAL INFORMATION

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For more information on business recovery and the long term health of our resource industries, please visit:

<https://realrecovery.ca/>

And the link to the National Task Force Report:

<https://realrecovery.ca/media#5de2bda9-10f7-4945-b80c-e6673e728b52>

<https://bcbc.com/insights-and-opinions/which-private-sector-industries-pay-the-bills-for-british-columbia>

<https://www.theglobeandmail.com/business/commentary/article-which-private-sector-industries-pay-the-bills-for-canada/>

<https://biv.com/article/2020/07/bc-private-forest-land-owner-log-exports-needed-keep-model-sustainable-domestic>