



Executive Committee Agenda

Date: Wednesday, November 18, 2020
Time: 9:00 am
Location: Electronic meeting, Public venue
Islands Trust
200-1627 Fort Street
Victoria, BC V8R 1H8

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1. CALL TO ORDER	
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7.1.2.	Trust Area Services	
7.1.2.1.	Policy Statement Amendment Project Charter v3 – RFD	288 - 291
	That Executive Committee approve the Policy Statement Amendment Project Charter v3.	
7.1.3.	Local Planning Services	
7.1.4.	Administrative Services	
7.2.	Executive Committee Initiated	
7.2.1.	Executive	
7.2.1.1.	Executive Committee Sponsorship Application re: GL-RZ-2019.1 - RFD	292 - 300
	THAT the Executive Committee approve financial sponsorship of \$4950 for rezoning application GL-RZ-2019.1 which would amend the OCP and LUB to allow for an affordable housing development.	
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	THAT the Executive Committee approve financial sponsorship of \$935.00 for Development Variance Permit application TH-DVP-2020.1 (Ruxton Island Property Owners Association [Irish]) which would allow the Ruxton Island Property Owners Association to build a 42m2 emergency service equipment storage building. The Ruxton Island Property Owners Association sought to vary the Thetis Associated Islands Land Use Bylaw No. 94, 2014, Section 5.1(9) in order to permit the construction.	
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	See Agenda Context Notes 2.2.1	

7.2.2. Trust Area Services

7.2.2.1. Chair letters to newly appointed Ministers and MLAs

See Agenda Context Notes 2.2.1

7.2.3. Local Planning Services

7.2.4. Administrative Services

8. NEW BUSINESS

8.1. Executive/Trust Council

8.1.1. Potential legislative and procedure change by the Islands Trust in relation to forest protection - Briefing

8.2. Trust Area Services

8.2.1. LTC Chairs Report on Local Advocacy Topics

8.3. Local Planning Services

8.4. Administrative Services

9. CORRESPONDENCE (for information unless raised for action)

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9.4. Islands Trust Conservancy letter re: Proposed Visual Quality Objectives (VQO) for Lasqueti Island dated October 14, 2020 325 - 326

9.5. Denman LTC forward L. Larkin CORR re: request for new regulations to protect our forests email dated Sept 15, 2020 327 - 327

See Agenda Context Notes 2.2.1

9.6. Oceans Protection Plan - Cumulative Effects of Marine Shipping - Draft Framework for Review & Comment email dated November 3, 2020 328 - 361

9.7. Transition Salt Spring invitation to November 30 stakeholder hybrid meeting letter dated November 3, 2020 362 - 362

9.8. M. Murray re: West Ballenas Island email dated November 9, 2020 363 - 363

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10. WORK PROGRAM

10.1. Review and amendment of current work program 365 - 368

See Agenda Context Notes 2.2.1

11. NEXT MEETING

The next Executive Committee business meeting will be held November 30, 2020 - the pre-Trust Council meeting - followed by December 16, 2020, the last scheduled business meeting for 2020.

12. CLOSED MEETING

That the meeting be closed to the public subject to Sections 90(1)(i) of the Community Charter in order to consider matters related to advice that is subject to solicitor-client privilege and that staff attend the meeting.

13. RISE AND REPORT DECISIONS FROM CLOSED MEETING (if applicable)

14. ADJOURNMENT

Agenda No.	From	Context Notes
7.2.1.4	Executive	Vice Chair Fast has requested consideration of the following: That Executive Committee endorse Vice Chair Fast's attendance at the 2020 Virtual Symposium on Water Stewardship in a Changing Climate, November 19, 26 and December 3 and cover the \$50.00 registration costs.
7.2.1.5		1. Consideration to hold all 2021 Executive Committee meetings electronically would have positive budget implications and require amendments to its meeting procedures and meeting bylaw which would occur in-concert with or before the lifting of the Ministerial Order. Until Ministerial Orders change, EC meetings continue to be held electronically. 2. Proposed resolution to cover the legislative period after October 31, 2020: That in order to meet the principles of openness, transparency, and accessibility, meetings of the Executive Committee will be held electronically until Ministerial Orders under the Emergency Program Act and requirements or recommendations under the Public Health Act change regarding public attendance at trust body meetings; and that such meetings be live streamed, and the public invited to participate in meetings by connecting to the link or the phone number provided in the meeting notice, in order to observe proceedings and speak when invited by the Chair.
7.2.2.1	TAS	That Executive Committee request that the Chair write letters introducing the Islands Trust to new elected Islands Trust Area Members of the Legislative Assembly, and to any new ministers in the following roles: the Minister of Municipal Affairs and Housing, the Minister of Forests, Lands, Natural Resource Operations and Rural Development, the Minister of Environment and Climate Change Strategy, the Minister of Indigenous Relations and Reconciliation, and the Minister of Transportation and Infrastructure.
9.		In accordance with the Executive Committee (EC) policy (2.4.vi), correspondence items are for information only, unless raised for action by a member of the EC. In some instances, correspondence to others is included, if it relates to the Executive Committee's business.
9.5		At its November 3, 2020 business meeting, the Denman Island Local Trust Committee passed a resolution to forward the email dated September 15, 2020 from L. Larkin regarding request for new regulations to protect our forests to Executive Committee and Regional Planning Committee for information.

10.		The Executive Committee work program is amended before each meeting with suggested priorities proposed by staff. By resolution, the Executive Committee can provide direction regarding new items or the order of priorities.
10.1		At its October 21, 2020 business meeting, Executive Committee passed 6 resolutions regarding the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice. Four of these resolutions will require more than 3 months to complete and have been added to the EC Projects list under First Nations Reconciliation. Staff recommend Executive Committee receive its Work Program Report as amended.



DRAFT

Executive Committee Minutes of Regular Meeting

Date: October 21, 2020
Location: Electronic meeting, Public venue
Islands Trust
200-1627 Fort Street
Victoria, BC V8R 1H8

Members Present: Peter Luckham, Chair, Thetis Island
Dan Rogers, Vice Chair, Gambier/Keats Island
Laura Patrick, Vice Chair, Salt Spring Island
Sue Ellen Fast, Vice Chair, Bowen Island Municipality

Staff Present: Russ Hotsenpiller, Chief Administrative Officer (Victoria Office)
David Marlor, Director, Local Planning Services
Clare Frater, Director, Trust Area Services
Carmen Thiel, Manager, Legislative Services (Victoria Office)
Lisa Wilcox, Senior Intergovernmental Policy Advisor
Warren Dingman, Bylaw Compliance and Enforcement Manager (Victoria Office)
Lori Foster, Executive Coordinator/Recorder (Victoria Office)

1. CALL TO ORDER

At 9:08 a.m., Chair Luckham, elected on Thetis Island in the Lyackson and Penelakut territories, stated it was a pleasure and honour to be here then introduced the Executive Committee and staff who all work and live in Coast Salish territory.

2. APPROVAL OF AGENDA

2.1 Introduction of New Items - None

2.2 Approval of Agenda

By general consent, the agenda was adopted as presented.

3. ADOPTION OF MINUTES

3.1 September 30th draft minutes

Amend item 6.2.1 "Local Planning Services – relationship between Conservancy and Local Planning Services" by removing the whole sentence and replace with: "Discussion was heard that expertise from the Islands Trust Conservancy was increasingly being sought by Trust staff and this was raising capacity issues."

By general consent, the September 30th minutes were adopted as amended.

4. FOLLOW UP ACTION LIST AND UPDATES

4.1 Follow Up Action List (FUAL)/Director/CAO Updates

Chief Administrative Officer (CAO) Hotsenpiller spoke to the follow-up action list report and the status of items in progress.

Director of Local Planning Services (DLPS) Marlor addressed FUAL item #2, heritage overlay mapping and gave a verbal update on staffing changes.

Discussion was heard on the administration of local trust committee (LTC) Zoom meetings presently using an additional staff person to run a meeting and, the possibility of a planner or trustee assisting.

Director of Trust Area Services (DTAS) Frater could not attend the Salish Sea Forum but will circulate the virtual presentations to all trustees. DTAS Frater gave verbal updates and showed a picture of the Bowen Island / Islands Trust welcome sign which has now been posted at the Snug Cove ferry terminal on the concrete retaining wall.

4.2 Local Trust Committee Chair Updates

Chairs of their local trust committees (LTC) gave verbal updates on recently attended and upcoming LTC meetings, committee meetings and, commented on advocacy issues.

Comments were heard on the following:

- Protection of Bowen Island's Cape Roger Curtis lands,
- Potential acquisition of West Ballenas Island by BC Parks,
- Member of Parliament (MP) Alistair MacGregor's Private Members Bill regarding prohibition of freighter anchorages,
- Clean up of derelict vessel/float house near Valdes Island,
- Upcoming Howe Sound Community Forum on October 23.

4.3 Islands Trust Conservancy Liaison Update

4.3.1 Islands Trust Conservancy Board News – Report

Chair Luckham spoke the report that cites the departure of long time staff member Jennifer Eliason, and a missed opportunity to thank her for her service.

EC-2020-133

It was Moved and Seconded,

That Executive Committee request the Chair to write a letter to former staff person, Jennifer Eliason, thanking her for her years of service and look forward to working with her in the future.

At 10:14 a.m., Vice Chair Rogers electronic connection was dropped.

Chair Luckham noted there was still a quorum present, and called the vote.

CARRIED

The meeting recessed for a break at 10:16 a.m. and reconvened at 10:25 a.m. Vice Chair Rogers re-established his electronic connection.

5. BYLAWS FOR APPROVAL CONSIDERATION - None

6. TRUST COUNCIL MEETING PREPARATION

6.1 Executive

6.1.1 EC-TC DRAFT 2021 meeting schedule – RFD

Chief Administrative Officer (CAO) Hotsenpiller spoke to the request for decision (RFD) describing the proposed Trust Council meeting dates as 3-day “envelopes” for consideration.

Discussion followed on:

- Hybrid meetings and the ability of facilities to accommodate electronic meetings,
- Conveying to Council, at the December meeting, that the recommended meeting dates for 2021 are envelopes that set the days but not the schedule.

EC-2020-134

It was Moved and Seconded,

That Executive Committee recommend the following Trust Council meeting dates for the 2021 schedule: March 9-11, June 8-10, September 21-23 and November 30 to December 2.

CARRIED

EC-2020-135

It was Moved and Seconded,

That Executive Committee recommend the following Trust Council meeting locations: March – electronic, June – electronic, September in-person in Nanaimo, November/December in-person in Victoria.

CARRIED

EC-2020-136

It was Moved and Seconded,

That Executive Committee adopt the Islands Trust Executive Committee 2021 Meeting Schedule, Attachment 1, as its preferred meeting dates for 2021.

CARRIED

Discussion followed on investigating the Capital Regional District boardroom/chambers as a potential venue to hold Trust Council in December.

EC-2020-137

It was Moved and Seconded,

That Executive Committee direct staff to make a general inquiry as to the availability and use of the Capital Regional District boardroom facilities in Victoria for Trust Council.

CARRIED

6.1.2 Trust Council meeting format options – RFD

CAO Hotsenpiller reviewed the meeting options as presented in the request for decision.

Executive Committee discussed the options and spoke to holding the Town Hall and Delegations session in the evening.

EC-2020-138

It was Moved and Seconded,

THAT Executive Committee recommend that Option No. 2, in the staff report of October 16, 2020, regarding electronic Trust Council meeting format, be adopted and;
THAT it consist of Tuesday morning regular business, Tuesday evening Town hall/Delegations, Wednesday morning regular business, and Thursday morning regular business.

EC-2020-139

It was Moved and Seconded,

That the motion **EC-2020-138** be amended by changing Option #2 Tuesday morning regular business to Tuesday from 1:00 p.m. to 4:00 p.m.

CARRIED

The question on the motion, as amended, was then called.

CARRIED

6.1.3 Governance/Administration training for Trust Council – Briefing

Chief Administrative Officer (CAO) Hotsenpiller reviewed the briefing.

Discussion followed on what the training session would address including how trustees interact with staff publicly and privately and who would deliver the training session.

EC-2020-140

It was Moved and Seconded,

THAT the Executive Committee request staff to arrange an education opportunity to address the responsibility of Trustees in terms of public comments related to staff and staff work product, and the role of Trustees or Trust Council as an employer.

CARRIED

6.1.4 Proposed Amendments to Trust Council Procedure Bylaw No. 101 – Briefing

Legislative Services Manager (LSM) Thiel addressed the briefing, as presented, and reviewed the proposed changes to Meeting Procedures Bylaw No. 101.

Executive Committee discussed the following:

- The vetting of delegation presentations and, that a staff person would operate/run a delegate's Power Point presentation during the meeting,
- A "prescribed form" for potential delegates to use to apply to speak at Trust Council,
- Trustee electronic attendance and participation versus in-person attendance – minimum attendance requirements,
- Electronic voting techniques,
- No technical answer on conducting hybrid meetings,
- Include a subsection on "extraordinary circumstances" as indicated in the attachment to the briefing,
- Introduce language regarding attendance in the Standards of Conduct Policy,
- Preparing amendments to Bylaw 101 for March Trust Council.

EC-2020-141

It was Moved and Seconded,

That staff be requested to bring "Proposed Amendments to Trust Council Meeting Procedure Bylaw No. 101," to the December 16 Executive Committee meeting.

CARRIED

6.2 Local Planning Services - None

6.3 Administrative Services- None

6.4 Trust Area Services- None

7. EXECUTIVE COMMITTEE PROJECTS

7.1 Trust Council Initiated - None

7.1.1 Executive

- 7.1.2 Trust Area Services
- 7.1.3 Local Planning Services
- 7.1.4 Administrative Services

7.2 Executive Committee Initiated

- 7.2.1 Executive – None
- 7.2.2 Administrative Services

At 12:17 p.m., the meeting recessed for lunch.

At 12:52 p.m., Chair Luckham reconvened the meeting.

By general consent, items 7.2.4.3 and 7.2.4.4 were addressed next.

7.2.4.3 MMIWG Calls for Justice Recommendations – RFD

Senior Intergovernmental Policy Advisor (SIPA) Wilcox spoke the request for decision and background reports as presented.

Executive Committee thanked SIPA Wilcox for this body of work. Chair Luckham requested further information on Two-Spirited people regarding Lesbian, Gay, Bisexual, Transgender, Queer or Questioning and Two-Spirit LGBTQ2S+ people.

EC-2020-142

It was Moved and Seconded,

That the Executive Committee request that all staff be required to take training related to cultural safety in keeping with Murdered and Missing Indigenous Women and Girls Calls for Justice.

CARRIED

EC-2020-143

It was Moved and Seconded,

That the Executive Committee request that staff plan education on the Murdered and Missing Indigenous Women and Girls Calls for Justice for trustees and senior staff.

CARRIED

EC-2020-144

It was Moved and Seconded,

That the Executive Committee request that the Trust Programs Committee consider the Missing and Murdered Indigenous Women and Girls Calls for Justice when developing draft amendments to the Policy Statement.

CARRIED

EC-2020-145

It was Moved and Seconded,

That the Executive Committee request staff to include information about the Murdered and Missing Indigenous Women and Girls Calls for Justice and cultural safety in staff and trustee orientation materials.

CARRIED

EC-2020-146

It was Moved and Seconded,

That the Executive Committee request that staff draft amendments to the Communications Policy and the Advocacy Policy to address the Murdered and Missing Indigenous Women and Girls Calls for Justice.

CARRIED

EC-2020-147

It was Moved and Seconded,

That the Executive Committee request the Chair to write to the Union of British Columbia Municipalities Executive to report on actions taken by Islands Trust in response to the UBCM recommendation to its members that they consider the Missing and Murdered Indigenous Women and Girls Calls for Justice.

CARRIED

7.2.4.2 Cooperation w/Archeology Branch – Briefing

SIPA Wilcox spoke to the briefing which addresses the finding, disturbance and repatriation of Indigenous ancestors remains and working in cooperation with the Archeology Branch. SIPA Wilcox requested correspondence from Chief Administrative Officer be sent to the Archeology Branch to work in collaboration.

Chair Luckham resumed addressing the order of business items on the agenda as presented.

7.2.2.1 Islands Trust Budget Control and adjustment Authority Policy – Discussion

Vice Chair Rogers requested clarity about what occurs when a budget item is proposed to be exceeded in a substantial way, whose authority proposes increases and what occurs when a budget item is being delivered in a substantially different way to the originally approved business case.

EC-2020-148

It was Moved and Seconded,

That the Executive Committee request staff to review Islands Trust Policy 6.5.2 as a whole and specifically make recommendations to amend the policy to ensure the policy is clear in regards to the process and decision making authority related to proposed "overspends" for any particular budget item.

CARRIED

7.2.3 Local Planning Services- None

7.2.4 Trust Area Services

7.2.4.1 2020 Forest Conservation Outreach Campaign Completion – Briefing

Director of Trust Area Services (DTAS) Frater spoke to the briefing which will appear on upcoming local trust committee meeting agendas.

8. NEW BUSINESS

8.1 Executive/Trust Council - None

8.2 Trust Area Services

8.2.1 LTC Chairs Report on Local Advocacy Topics

Local Trust Committee Chairs offered the following verbal updates:

- An Active Transportation grant for Gabriola Island is being sought,
- The New Brighton Dock application lease referred to Northern office for comment is for community use,
- Support for a Private Member's Bill regarding vessel anchorages.

EC-2020-149

It was Moved and Seconded,

That staff provide support to the Chair and Member of Parliament Alistair MacGregor's office with respect to Private Members Bill respecting freighter anchorages in the Salish Sea.

CARRIED

8.3 Local Planning Services- None

8.4 Administrative Services - None

9. CORRESPONDENCE

9.1 MOTI response re: New Brighton dock letter dated Oct 14, 2020

Received for information.

Chair Luckham circulated a letter from the Ministry of Forests, Lands, Natural Resource Operations & Rural Development (FLNRORD) regarding the Private Managed Forest Lands (PMFL) engagement during the Union of British Columbia Municipalities (UBCM) Minister meeting for posting and circulation to trustees.

10. WORK PROGRAM

10.1 Review and amendment of current work program

Received for information.

11. NEXT MEETING

The next meeting of the Executive Committee will be held November 18, 2020.

At 1:47 p.m., the meeting was closed to the public.

12. CLOSED MEETING

EC-2020-150

It was Moved and Seconded,

That the meeting be closed to the public subject to Sections 90(1)(g) and (i) of the Community Charter in order to consider matters related to litigation affecting the Islands Trust and receipt of advice that is subject to solicitor-client privilege and that staff attend the meeting.

CARRIED

At 2:18 p.m., the meeting was reopened to the public.

13. RISE AND REPORT DECISIONS FROM CLOSED MEETING

Chair Luckham reported from the closed session the following:

- That the Executive Committee authorized funding to recommence the 2004 legal action against Glenn Grimmer and his property located at 4311 Corbett RD, legally described LOT B, SECTION 18, PENDER ISLAND, COWICHAN DISTRICT, PLAN 41292 EXCEPT PART IN PLAN VIP89265.
- That Bill Bulholzer has been invited to present and speak to legal opinions at December Trust Council.

14. ADJOURNMENT

By general consent, the meeting was adjourned at 2:19 p.m.

Peter Luckham, Chair

Certified Correct

Lori Foster, Executive Coordinator/Recorder

DRAFT



Follow Up Action Report

Executive Committee

Chief Administrative Officer

Activity	Responsibility	Dates	Status
1 Discuss with the province and report to Trust Council at the December Trust Council meeting on a process to identify potential governance and/or operational change that could be adopted in order to improve the delivery and integration of all the types of services that are delivered to the Islands Trust Area.	Russ Hotsenpiller	Meeting: 12-Sep-2017 Target: 05-Dec-2017	In Progress
2 That the Executive Committee request staff to investigate education opportunities to address the responsibilities of Trustees in terms of public comments related to staff and staff work product, and the role of Trustees or Trust Council as an employer.	Russ Hotsenpiller	Meeting: 08-Jul-2020 Target: 15-Sep-2020	Completed
3 Business decision highlights amend with heading Disposition of Delegations and when CSA will be revisited.	Russ Hotsenpiller	Meeting: 30-Sep-2020 Target: 07-Oct-2020	Completed
4 Forward Friends of San Juans Sept delegation Power Point to all Trustees.	Russ Hotsenpiller	Meeting: 30-Sep-2020 Target: 07-Oct-2020	Completed
5 THAT Executive Committee direct that staff develop draft policy regarding the provision of electronic meetings for application by Trust Council and Committees for when the Provincial State of Emergency is concluded.	Russ Hotsenpiller	Meeting: 30-Sep-2020 Target: 16-Dec-2020	In Progress
6 Distribute the Compass news letters and bulletins from today's meeting to all trustees and provide them an invitation to subscribe to the newsletter.	Russ Hotsenpiller	Meeting: 30-Sep-2020 Target: 07-Oct-2020	Completed

Follow Up Action Report

Executive Committee

Chief Administrative Officer

Activity	Responsibility	Dates	Status
7 Follow-up with FLNRORD staff re: PMFL and UBCM minister meeting, legal opinion already sent.	Russ Hotsenpiller	Meeting: 30-Sep-2020 Target: 21-Oct-2020	In Progress
8 EC recommend the following Trust Council meeting dates for the 2021 schedule: March 9-11, June 8-10, September 21-23 and November 30 to December 2.	Russ Hotsenpiller	Meeting: 21-Oct-2020 Target: 18-Nov-2020	Completed
9 That Executive Committee recommend the following Trust Council meeting locations: March - electronic, June - electronic, September in-person in Nanaimo, November/December in-person in Victoria.	Russ Hotsenpiller	Meeting: 21-Oct-2020 Target: 18-Nov-2020	Completed
10 That Executive Committee direct staff to make a general inquiry as to the availability and use of the Capital Regional District boardroom facilities in Victoria for Trust Council.	Russ Hotsenpiller	Meeting: 21-Oct-2020 Target: 18-Nov-2020	Completed
11 December Trust Council meeting format - amend option 2 to read Tuesday afternoon 1-4 followed by Tuesday night Delegations/Town Hall and Wed, Thursday 9-12.	Russ Hotsenpiller	Meeting: 21-Oct-2020 Target: 18-Nov-2020	Completed
12 Arrange governance session/education opportunity for December Trust Council.	Russ Hotsenpiller	Meeting: 21-Oct-2020 Target: 18-Nov-2020	Completed

Director, Administrative Services

Activity	Responsibility	Dates	Status
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Follow Up Action Report

Executive Committee

Director, Administrative Services

Activity	Responsibility	Dates	Status
1 Executive Committee refer the item of insurance to the Financial Planning Committee for research and recommendation.	Julia Mobbs	Meeting: 30-Sep-2020 Target: 21-Oct-2020	Completed
2 EC recommend that the Financial Planning Committee include \$10,000 in the Fiscal Year 2021/22 for the Policy Statement Amendment Project (Strategic Plan items 10, 16, 22,23).	Julia Mobbs	Meeting: 30-Sep-2020 Target: 07-Oct-2020	Completed
3 EC recommend that the Financial Planning Committee include \$18,672 in the Fiscal Year 2021/22 for broadcasting of public meetings (Strategic Plan item 13).	Julia Mobbs	Meeting: 30-Sep-2020 Target: 07-Oct-2020	Completed
4 That the Executive Committee recommend that the Financial Planning Committee include \$16,950 in the Fiscal Year 2021/22 for implementation of the Reconciliation Action Plan (Strategic Plan items 18,19).	Julia Mobbs	Meeting: 30-Sep-2020 Target: 07-Oct-2020	Completed
5 That the Executive Committee recommend that the Financial Planning Committee include \$30,000 in the Fiscal Year 2021/22 for the development of heritage overlay mapping and development of model bylaws (pending Executive Committee approval of a business case and adoption of a Strategic Plan amendment).	David Marlor Julia Mobbs	Meeting: 30-Sep-2020 Target: 21-Oct-2020	Completed
6 The Executive Committee requests that when legal costs are reported to Trust Council, that they be broken down by general type of legal costs i.e., defense, enforcement and general legal costs.	Julia Mobbs	Meeting: 30-Sep-2020 Target: 21-Oct-2020	Completed



Follow Up Action Report

Executive Committee

Director, Administrative Services

Activity	Responsibility	Dates	Status
7 Review Islands Trust Policy 6.5.2 as a whole and specifically make recommendations to amend the policy to ensure the policy is clear in regards to the process and decision making authority related to proposed "overspends" for any particular budget item.	Carmen Thiel Julia Mobbs	Meeting: 21-Oct-2020	In Progress

Director, Local Planning Services

Activity	Responsibility	Dates	Status
1 That the Executive Committee request staff to draft an amendment to the Strategic Plan regarding development of heritage overlay mapping and development of model bylaws	David Marlor	Meeting: 30-Sep-2020 Target: 21-Oct-2020	Completed
2 That the Executive Committee recommend that the Financial Planning Committee include \$30,000 in the Fiscal Year 2021/22 for the development of heritage overlay mapping and development of model bylaws (pending Executive Committee approval of a business case and adoption of a Strategic Plan amendment).	David Marlor Julia Mobbs	Meeting: 30-Sep-2020 Target: 21-Oct-2020	Completed

Director, Trust Area Services

Activity	Responsibility	Dates	Status
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Follow Up Action Report

Executive Committee

Director, Trust Area Services

Activity	Responsibility	Dates	Status
1 Investigate options for local trust committees with respect to being notified of aquaculture and mariculture license changes including changes in species in its negotiation of protocol agreements with the province.	Clare Frater	Meeting: 30-Jan-2019 Target: 17-Apr-2019	In Progress
2 That staff be requested to draft a letter to BIM Council encouraging them to engage with First Nations consistent with the Islands Trust reconciliation declaration.	Clare Frater	Meeting: 02-Oct-2019 Target: 30-Oct-2019	In Progress
3 Authorize a grant of \$4,500 (from History and Heritage Grants) to Drama Camp Productions in support of the application to host screenings of the movie Dust n Bones and reconciliation discussions on Hornby, Denman and Gabriola Islands, subject to support of local trustees and affected local trust committees. Screening on HOLD due to COVID.	Clare Frater	Meeting: 26-Feb-2020 Target: 25-Mar-2020	In Progress
4 That staff redirect funding approved by resolution EC-2020-032 from its February 26th business meeting for Hornby Island under the History and Heritage grant application, be allocated to a Dust n Bones screening event on Salt Spring Island. On HOLD due to COVID.	Clare Frater	Meeting: 10-Mar-2020 Target: 15-Apr-2020	In Progress

Follow Up Action Report

Executive Committee

Director, Trust Area Services

Activity	Responsibility	Dates	Status
5 That Trust Council request that the Executive Committee support Bowen Island Municipality in its efforts to oppose recreational use of motorized vehicles on Mount Gardner Crown land, subject to consultation with First Nations.	Clare Frater	Meeting: 17-Jun-2020 Target: 15-Sep-2020	In Progress
6 That the Trust Programs Committee request that the Executive Committee recommend to Financial Planning Committee include \$10,000 in the Fiscal Year 2021/22 for the Policy Statement Amendment Project (Strategic Plan items 10, 16, 22,23).	Clare Frater	Meeting: 13-Aug-2020 Target: 14-Oct-2020	Completed
7 The Executive Committee request staff to provide a Learning at Home series on the one year anniversary on the Calls for Justice report.	Clare Frater	Meeting: 05-Aug-2020 Target: 02-Sep-2020	In Progress
8 Director Frater stated that she would be attending the Salish Seas Shared Waters Forum on October 14/15, and will forward to all Trustees any pertinent information or material from the Forum.	Clare Frater	Meeting: 08-Jul-2020 Target: 21-Oct-2020	Completed
9 Respond to San Juan County with a thank you for the invitation, that we support their work but are unable to commit resources to this project at this time.	Clare Frater	Meeting: 30-Sep-2020 Target: 07-Oct-2020	Completed
10 That Executive Committee request Director of Trust Area Services Frater invite the Coast Guard to make a presentation at Trust Council or, an education session to be arranged regarding oil spill response planning.	Clare Frater	Meeting: 30-Sep-2020 Target: 18-Nov-2020	In Progress



Follow Up Action Report

Executive Committee

Director, Trust Area Services

Activity	Responsibility	Dates	Status
11 Chair letter to former staff person, Jennifer Eliason, thanking her for her years of service and look forward to working with her in the future.	Clare Frater	Meeting: 21-Oct-2020 Target: 18-Nov-2020	In Progress
12 Staff support Chair and MP McGregor with respect to private members bill respecting freighter anchorages in the Salish Sea.	Clare Frater	Meeting: 21-Oct-2020 Target: 16-Dec-2020	Completed
13 3. Executive Committee request that the Trust Programs Committee consider the Missing and Murdered Indigenous Women and Girls Calls for Justice when developing draft amendments to the Policy Statement.	Clare Frater	Meeting: 21-Oct-2020 Target: 31-Dec-2020	In Progress
14 6. The Chair to write to the Union of British Columbia Municipalities Executive to report on actions taken by Islands Trust in response to the UBCM recommendation to its members that they consider the Missing and Murdered Indigenous Women and Girls Calls for Justice.	Clare Frater	Meeting: 21-Oct-2020 Target: 16-Dec-2020	Completed

Legislative Services Manager

Activity	Responsibility	Dates	Status
1 That Executive Committee request, as the legal services policies are reviewed that parts B and D of the September 30, 2020 memorandum be taken into consideration.	Carmen Thiel	Meeting: 30-Sep-2020 Target: 16-Dec-2020	In Progress
2 Bylaw 101 amendments defer to December 16th EC meeting.	Carmen Thiel	Meeting: 21-Oct-2020 Target: 16-Dec-2020	In Progress

Follow Up Action Report

Executive Committee

Legislative Services Manager

Activity	Responsibility	Dates	Status
3 Review Islands Trust Policy 6.5.2 as a whole and specifically make recommendations to amend the policy to ensure the policy is clear in regards to the process and decision making authority related to proposed "overspends" for any particular budget item.	Carmen Thiel Julia Mobbs	Meeting: 21-Oct-2020	In Progress



Islands Trust

REQUEST FOR DECISION

LOCAL TRUST COMMITTEE BYLAW SUBMISSION

File No.: MA-6500-20-2019 Technical
Review

DATE OF MEETING: November 30, 2020
TO: Islands Trust Executive Committee
FROM: Narissa Chadwick, Island Planner
SUBJECT: Mayne Island Local Trust Committee – Bylaw 180

RECOMMENDATION

1. **THAT the Islands Trust Executive Committee approve Mayne Island Local Trust Committee Bylaw No. 180, cited as “Mayne Island Land Use Bylaw No. 146, 2008, Amendment No.1, 2020” in accordance with Section 27 of the *Islands Trust Act*.**

DIRECTORS COMMENTS

Mayne Island Local Trust Committee has referred Bylaw No.180 to the Executive Committee for approval under Section 27 of the *Islands Trust Act*. Staff recommends that the Executive Committee approve the bylaw as it is not contrary to or at variance to the Islands Trust Policy Statement.

IMPLICATIONS OF RECOMMENDATION

Organizational

As this bylaw is related to minor amendments there is no organizational impact.

Financial

There is no financial impact resulting from the approval of this bylaw.

Policy

This bylaw complies with Islands Trust policies.

Implementation/Communications

Communication to Mayne Island Local Trust Committee regarding the Executive Committee decision by November 19, 2020 .

Other

None

PURPOSE

Mayne Island Local Trust Committee Bylaw No. 180, cited as “Mayne Island Land Use Bylaw No. 146, 2008, Amendment No.1, 2020” in accordance with Section 27 of the *Islands Trust Act* (Attachment 6) is a technical amendment to the Land Use Bylaw. It includes minor amendments with respect to: certain definitions; erroneous cross-references; typographical errors; unclear wording; and outdated references. It also changes the zoning of the Mayne Islands Resort Dock to correspond to the use currently permitted by temporary use permit and includes a regulation addressing derelict vehicles.

BACKGROUND

Mayne Island Local Trust Committee Bylaw No. 180

At the September 30, 2019 meeting the LTC reviewed minor amendments to the LUB and gave direction to staff to prepare a draft amending bylaw.

The draft bylaw was read for the first time at the June 29, 2020 LTC meeting. At this meeting it was determined that the draft bylaw was not contrary or at variance with the Islands Trust Policy Statement. It was given second reading at the July 27, 2020 LTC meeting. Before third reading a regulation related to derelict vehicles was added to the bylaw. The bylaw was read for a third time at the October 26, 2020 LTC meeting.

Issues Relating To Provincial Interest

The bylaw was referred to the Ministry of Forests Lands and Natural Resource Operations. No response was received.

Issues Relating To First Nation Interest

As the amendments were minor in nature, the bylaw was not referred to First Nations.

Issues Relating To Resources and Enforcement

The addition of a regulation related to derelict vehicles may lead to enforcement interest thereby impacting enforcement resources.

Public Comments

Public comments to the Executive Committee related to this bylaw have not been received.

Staff Comments

The Executive is requested to approve Mayne Island Local Trust Committee Bylaw No. 180, cited as “Mayne Island Land Use Bylaw No. 146, 2008, Amendment No.1, 2020” in accordance with Section 27 of the Islands Trust Act.

Staff recommend the Executive approve Bylaw 180 as it is not contrary to or at variance with the Islands Trust Policy Statement.

KEY ISSUES/CONCEPTS

- Amending certain definitions; erroneous cross-references; typographical errors; unclear wording; and outdated references
- Changes the zoning of the Mayne Islands Resort Dock to correspond to the use currently permitted by temporary use permit
- Adding a regulation addressing derelict vehicles

RELEVANT POLICY

- Section 27 of the *Islands Trust Act*
- Islands Trust Policy Statement Directive Policies
- Islands Trust Policy 1.3.i [Policy Statement Implementation Policy]

ALTERNATIVE

1. Determine that the bylaw is contrary to the Islands Trust Policy Statement:

THAT the Executive Committee request that staff advise Mayne Island Local Trust Committee in writing that the Executive Committee considers that Bylaw No. 180, cited as “Mayne Island Land Use Bylaw No. 146, 2008, Amendment No.1, 2020” is contrary to or at variance with the Islands Trust Policy Statement for [INSERT REASONS], and advise the Mayne Island Local Trust Committee on steps needed to address the specified issues.

Submitted By:	Narissa Chadwick RPP, Island Planner	November 5, 2020
Concurrence:	David Marlor, Director Local Planning Services	November 10, 2020

ATTACHMENTS

1. EC Submission Cover
2. Bylaw Referrals Report
3. Islands Trust Policy Statement Directives Only Checklist
4. EC Policy Checklist
5. Bylaw No. 180



Local Trust Committee Bylaws
Submission for Executive committee Approval

Local Trust Committee: Mayne Island Local Trust Committee

Bylaw No.: MA-180

Bylaw Type: Land Use Bylaw

Date of resolution referring bylaw to Executive Committee: 26-Oct-2020

- ☒ Bylaw Submission Checklist attached
- ☒ Policy Statement Checklist attached*
* not required for administrative bylaws
- ☒ Summary of Bylaw Intent Attached

Recieved by Islands Trust Secretary:

Signature: _____
Secretary

Date: _____

Deadline for Executive Committee decision (one month after receipt by
Secretary as determined pursuant to the Interpretation Act*): _____

Date bylaw will appear on Executive Committee agenda: _____

- *a month means "a period calculated from a day in one month to a day numerically corresponding to that day in the following month, less one day"*
- *In the calculation of time expressed as clear days, weeks, months or years, or as "at least" or "not less than" a number of days, weeks, months, or years, the first and last*

Distribution: Executive Committee

Director, LPS

Local Trust Committee

Planner

Planning Clerk

Referrals: Bylaw MA-180

Agency	Sent	Received
Capital Regional District - All Referrals Christine Condon 625 Fisgard Street: Referrals Coordinator <i>Comment:</i> Comments too large to paste in the database, see attached.	16-Jul-2020 14-Aug-2020	12-Aug-2020 10-Sep-2020
Galiano Island Local Trust Committee 200 - 1627 Fort Street: Jas Chonk <i>Comment:</i> Interests Unaffected by Bylaw.	17-Jul-2020	08-Sep-2020
Mayne Island Parks and Recreation Commission 610 Waugh Road: Debra Bell <i>Comment:</i> The comments of the Mayne Island Parks and Recreation Commission are as follows: 1. The proposed wording of the bylaw does not take into consideration the size of the park and therefore there may be situations where land requires supporting uses such as a parking lot or driveway in order to access the hiking and walking trails. 2. One option is to provide for parking and/or a driveway and/or a vault toilet pro-rata based on the size of the land. 3. Individuals with mobility issues may be prevented from visiting a "Park, passive recreation" if there is no driveway or parking for access. 4. In an emergency situation, safety and time of response may be severely compromised if there is no driveway or parking, particularly in the case of a large park. 5. There should be consistency between the definition "Park, passive recreation" and future references to "passive recreation park".	17-Jul-2020	03-Sep-2020
Ministry of Forests, Lands, Natural Resource Operations and Rural Development - Crown Lands and Resources 1080-A Labieux Road: Mark Harvey	17-Jul-2020	
North Pender Island Local Trust Committee Islands Trust: Laura Patrick <i>Comment:</i> Interests Unaffected by Bylaw	17-Jul-2020	30-Jul-2020
Saturna Island Local Trust Committee 200 - 1627 Fort Street: Laura Patrick	17-Jul-2020	

CRD Staff Referral Response Form

Referral No.: Islands Trust Mayne Island Amendment 180 to Bylaw 146,2008

	Interests Unaffected	Approval recommended for reasons outlined	Approval recommended subject to conditions	Approval <i>not</i> recommended due to reasons outlined	Comments
Executive Services	☐	☐	☐	☐	
Finance & Technology	☐	☐	☐	☐	
Integrated Water Services	☐	☐	☐	☐	
Legislative Services	☐	☐	☐	☐	
Parks & Environmental Services	☐	☐	☒	☐	CRD Regional Parks has the following comments on this referral regarding updates to the Mayne Island Land Use Bylaw. The mandate of the CRD Regional Parks Division is to provide and manage a system of regional parks throughout the Capital Region that provides natural area conservation and compatible recreation. Regional Parks are also intended as regional destinations and benefit the region as a whole. Regional park land acquisitions are generally undertaken through the CRD Land Acquisition Fund, which is funded through local government property taxes throughout the CRD. This was the case in the acquisition of St. John Point Regional park in 2017 and the park’s establishment was supported by Islands Trust at that time. In November 2019, the CRD Board approved management plans for the two regional parks on Mayne Island (Mount Parke Regional Park and St. John Point Regional Park), following a year-long public planning process. The Local Trust Committee provided input into the development of these management plans. In the St. John Point Regional Park management plan (item 10 on page 20), it was noted that the CRD would request that the Mayne Island Local Trust Committee update the zoning of the property, to park, when it undertakes a comprehensive or administrative zoning bylaw update. The current land use zoning on St. John Point Regional Park is “Rural” and “Agricultural”, neither of which accurately reflect the purpose of the regional park. In a January 2020 letter, the CRD made this request for a zoning

CRD Staff Referral Response Form

				change. The proposed Bylaw 180, to amend the Mayne Island Land Use Bylaw No 146, 2008, is the type of comprehensive/administrative update the CRD expected would cover such a zoning update noted in the park management plan and requested in the January 2020 letter. At this time, the CRD requests that the Mayne Island Local Trust Committee amend proposed Bylaw 180 to include rezoning the St. John Point Regional Park to “Park”. Further, with respect to the proposed Bylaw 180 amendments to the provisions relating to passive parks that are permitted in any zone, the CRD has the following comments: The proposed “Park, passive recreation” definition change in Bylaw 180 (subsection 2.6) to “each park limited to hiking and walking trails and signs not exceeding 1 square metre each” excessively limits the provision of basic infrastructure required for a public park, particularly a regional park that serves visitors from both on- and off-island. CRD Regional Parks supports the idea that visitor activities be restricted to passive uses such as hiking and walking trails rather than active uses such as ball fields or bike parks, but a provision for basic facilities for public awareness of the park (park sign, information kiosk), for visitor safety (e.g. off-street parking for bikes and vehicles, managing users in hazardous areas) and for visitor comfort (e.g. a toilet facility) should be permitted. The number of parking spaces should be tied to the size of the park and number of park road access points. By not allowing on-site parking the Local Trust Committee pushes park visitors and their vehicles onto local roads, which often have limited or no shoulder space available for parking or walking. Through the management planning process for St. John Point Regional Park, CRD heard that the existing 7 temporary parking spaces provided inadequate parking capacity. The management plan proposes a parking lot for the regional park that will address the expected increase in visitation over the next 15 years (Item 4 on page 18; 20 spaces). Recognizing that St. John Point Regional Park is currently a passive park within Rural and Agricultural zones, the CRD has proposed a phased-in approach for parking, starting with 1 Accessible spot and 12 standard spots and expanding over time with up to 7 additional spots as and when needed in the future. The parking location is within the existing disturbed area of the park where former landowner infrastructure existed to minimize impact to the conservation values the park was established to protect. The CRD believes that this is a reasonable way to manage parking at this 26 hectare park. In addition, as noted above, to inform the public of the access point for the park a park sign is proposed, and to address visitor needs and awareness of park rules, a toilet, standard park information kiosk, and wayfinding signs are to be provided. These too are proposed within the access hub/previously disturbed footprint on-site. As well, the proposed “Park, passive recreation” definition of signs not exceeding 1 square metre prevents using a standard information kiosks at park entrance areas. Information kiosks facilitate providing interpretive information about the park’s natural and historic values (such as First Nations and Japanese history and their connections to the park lands on Mayne Island), a map for orientation to the site, and park regulations (such as no camping, no fires) in one consolidated location. Finally, CRD Regional Parks requests that the Mayne Island Land Trust Committee’s requirements for passive recreation parks be compatible with the regional conservation area classification wording, as follows: The conservation area classification “is used to protect regionally significant natural areas that contain sensitive and threatened ecosystems. Outdoor activities will be permitted in a regional conservation area provided they have minimal impact on the natural environment. In most cases, the main activity will be hiking and generally only basic facilities will be provided, such as parking, toilets, trails, and signage.” The St. John Point Management Plan can be accessed here: https://www.crd.bc.ca/docs/default-source/parks-pdf/st-john-point-management-plan.pdf Thank you for the opportunity to comment. Doug Carmichael Capital Regional District T: 250.360.3322
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CRD Staff Referral Response Form

Planning & Protective Services	☐	☐	☐	☐	
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CRD Staff Referral Response Form

Referral No.: Bylaw 180 Further Amendment of Land Use Bylaw no. 146,2008 Mayne Island

	Interests Unaffected	Approval recommended for reasons outlined	Approval recommended subject to conditions	Approval <i>not</i> recommended due to reasons outlined	Comments
Executive Services	☐	☐	☐	☐	
Finance & Technology	☐	☐	☐	☐	
Integrated Water Services	☐	☐	☐	☐	
Legislative Services	☐	☐	☐	☐	
Parks & Environmental Services	☐	☐	☐	☒	CRD Regional Parks has the following comments on the latest amendments to Bylaw No. 180 (2nd Reading). These comments build on a previous reply to this same bylaw in August 2020. The most recent amendment wording defines Park, passive recreation as having “no other uses including driveways and parking lots”. As Regional Parks are regional destinations to benefit the region as a whole, the proposed amendment limits the ability for them to be experienced by all residents of the Capital Regional District. CRD Regional Parks supports the idea that visitor activities be restricted to passive uses such as hiking and walking trails rather than active uses such as ball fields or bike parks, but a provision for basic facilities for public awareness of the park (park sign, information kiosk), for visitor safety (e.g. off-street parking for bikes and vehicles, managing users in hazardous areas) and for visitor comfort (e.g. a toilet facility, benches) should be permitted. By not allowing on-site parking the Local Trust Committee pushes park visitors and their vehicles onto local roads, which often have limited or no shoulder space available for parking or walking. By not allowing driveways and parking opportunities, the Local Trust Committee makes it more difficult to address emergencies due to inadequate access to address potential fire or medical situations and increases challenges for operational staff to access and conduct day-to-day park management. As well, individuals with mobility issues may be limited in accessing the park if there is no driveway or parking access permitted. For these reasons, CRD Regional Parks does not support this amendment.

CRD Staff Referral Response Form

					CRD Regional Parks wants to ensure that this amendment, should it be approved, will have no implications on existing parking areas, driveways, access roads, and/or other infrastructure (e.g., garages, buildings), or on-going restoration activities in passive recreation parks. Often lands acquired by park agencies have existing infrastructure and existing developed areas onsite at the time of acquisition, and which are considered in the value of the land at the time of acquisition. Also, based on the underlying zoning of the lands, some development on the land is acceptable within that zoning. Park agencies also often begin to restore lands or take action to protect the natural values for which the park has been acquired. If this amendment is made by the Local Trust Committee, these should be automatically grandfathered in/permitted to continue. As stated in our past submission, the mandate of the CRD Regional Parks Division is to provide and manage a system of regional parks throughout the Capital Region that provides natural area conservation and compatible recreation. Regional park land acquisitions are generally undertaken through the CRD Land Acquisition Fund, which is funded through local government property taxes throughout the CRD. This was the case in the acquisition of St. John Point Regional park in 2017 and the park’s establishment was supported by Islands Trust. As the proposed amendment limits uses and facilities to nothing beyond hiking/walking trails and signs under 1 square metre (and specifically excludes driveways and parking lots), this curtails regional parks under a passive park designation from being experienced by all CRD residents from a comfort, accessibility, and safety perspective and curtails Regional Parks in undertaken its conservation mandate. Further, by restricting use and facilities to this degree, acquiring additional lands for regional park expansions or additional regional parks becomes considerably less desirable from a regional perspective since adequate base facilities for use and park operational needs would not be allowed. Also noted in previous comments, the current land use zoning on St. John Point Regional Park, “Rural” and “Agricultural”, does not accurately reflect the intent and purpose of the regional park. In a January 2020 letter, the CRD made this request for a zoning change to Community and Regional Park (P). The proposed Bylaw No. 180, to amend the Mayne Island Land Use Bylaw No 146, 2008, is the type of comprehensive/administrative update the CRD expected would cover such a zoning update noted in the park management plan and requested in the January 2020 letter. At this time, the CRD reiterates its request that the Mayne Island Local Trust Committee amend proposed Bylaw 180 to include rezoning the St. John Point Regional Park to reflect this property as a regional park with a conservation area classification, in line with the intent identified in both the Capital Regional Districts’ Regional Park Strategic Plan 20122021 and the approved St. John Point Regional Park management plan (2019). Thank you for the opportunity to comment. Doug Carmichael GIS Technologist Regional Parks Capital Regional District 490 Atkins Rd, Victoria, BC V9B 2Z8 T: 250.360.3322 F : 250.478.5416
Planning & Protective Services	☐	☐	☐	☐	

BYLAW REFERRAL FORM RESPONSE SUMMARY

☐

Approval Recommended for Reasons Outlined Below

☐

Approval Recommended Subject to Conditions Outlined Below

☒

Interests Unaffected by Bylaw

☐

Approval Not Recommended Due to Reason Outlined Below

Mayne Island Local Trust Area

(Island)



(Signature)

September 8, 2020

(Date)

180

(Bylaw Number)

Jas Chonk, Legislative Clerk

(Name and Title)

Galiano Island Local Trust Committee

(Agency)

BYLAW REFERRAL FORM RESPONSE SUMMARY

- ☐ Approval Recommended for Reasons Outlined Below
- ☐ Approval Recommended Subject to Conditions Outlined Below
- ☐ Interests Unaffected by Bylaw
- ☒ Approval Not Recommended Due to Reason Outlined Below

The comments of the Mayne Island Parks and Recreation Commission are as follows:

1. The proposed wording of the bylaw does not take into consideration the size of the park and therefore there may be situations where land requires supporting uses such as a parking lot or driveway in order to access the hiking and walking trails.
2. One option is to provide for parking and/or a driveway and/or a vault toilet pro-rata based on the size of the land.
3. Individuals with mobility issues may be prevented from visiting a "Park, passive recreation" if there is no driveway or parking for access.
4. In an emergency situation, safety and time of response may be severely compromised if there is no driveway or parking, particularly in the case of a large park.
5. There should be consistency between the definition "Park, passive recreation" and future references to "passive recreation park".

Mayne Island Local Trust Area
(Island)

Debra Bell
(Signature)

Sept. 3/20.
(Date)

180
(Bylaw Number)

DEBRA BELL, CHAIR
(Name and Title)

MAYNE ISLAND PARKS & RECREATION
(Agency) COMMISSION

BYLAW REFERRAL FORM RESPONSE SUMMARY

- ☐ Approval Recommended for Reasons Outlined Below
- ☐ Approval Recommended Subject to Conditions Outlined Below
- ☒ Interests Unaffected by Bylaw
- ☐ Approval Not Recommended Due to Reason Outlined Below

Mayne Island Local Trust Area

(Island)



(Signature)

July 30, 2020

(Date)

180

(Bylaw Number)

Jas Chonk, Legislative Clerk

(Name and Title)

North Pender Island Local Trust Committee

(Agency)



Islands Trust

ISLANDS TRUST POLICY STATEMENT DIRECTIVES ONLY CHECKLIST

File No.: MA-6500-20-2019

File Name: Mayne Islands LUB Technical
Review

PURPOSE

To provide staff with the Directives Only Checklist to highlight issues addressed in staff reports and as a means to ensure Local Trust Committees address certain matters in their official community plans and regulatory bylaws, Island Municipalities address certain matters in their official community plans, and to reference any relevant sections of the Policy Statement.

POLICY STATEMENT

The Policy Statement is comprised of several parts. Parts I and II outline the purpose, the Islands Trust object, and Council's guiding principles. Parts III, IV and V contain the goals and policies relevant to ecosystem preservation and protection, stewardship of resources and sustainable communities.

There are three different kinds of policies within the Policy Statement as follows:

- Commitments of Trust Council which are statements about Council's position or philosophy on various matters;
- Recommendations of Council to other government agencies, non-government organizations, property owners, residents and visitors; and
- Directive Policies which direct Local Trust Committees and Island Municipalities to address certain matters.

DIRECTIVES ONLY CHECKLIST

The Policy Statement Directives Only Checklist is based on the directive policies from the Policy Statement (Consolidated April 2003) which require Local Trust Committees to address certain matters in their official community plans and regulatory bylaws and Island Municipalities to address certain a matters in their official community plans in a way that implements the policy of Trust Council.

Staff will use the Policy Statement Checklist (Directives Only) to review Local Trust Committee and Island Municipality bylaw amendment applications and proposals to ensure consistency with the Policy Statement. Staff will add the appropriate symbol to the table as follows:

- ✓ if the bylaw is consistent with the policy from the Policy Statement, or
- ✗ if the bylaw is inconsistent (contrary or at variance) with a policy from the Policy Statement, or
- N/A if the policy is not applicable.

PART III: POLICIES FOR ECOSYSTEM PRESERVATION AND PROTECTION

CONSISTENT	No.	DIRECTIVE POLICY
	3.1	Ecosystems
N/A	3.1.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification and protection of the environmentally sensitive areas and significant natural sites, features and landforms in their planning area.
N/A	3.1.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the planning, establishment, and maintenance of a network of protected areas that preserve the representative ecosystems of their planning area and maintain their ecological integrity.
N/A	3.1.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the regulation of land use and development to restrict emissions to land, air and water to levels not harmful to humans or other species.
	3.2	Forest Ecosystems
N/A	3.2.2	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of unfragmented forest ecosystems within their local planning areas from potentially adverse impacts of growth, development, and land-use.
	3.3	Freshwater and Wetland Ecosystems and Riparian Zones
N/A	3.3.2	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address means to prevent further loss or degradation of freshwater bodies or watercourses, wetlands and riparian zones and to protect aquatic wildlife.
	3.4	Coastal and Marine Ecosystems
N/A	3.4.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of sensitive coastal areas.
N/A	3.4.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the planning for and regulation of development in coastal regions to protect natural coastal processes.

PART IV: POLICIES FOR THE STEWARDSHIP OF RESOURCES

CONSISTENT	No.	DIRECTIVE POLICY
	4.1	Agricultural Land
N/A	4.1.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification and preservation of agricultural land for current and future use.
N/A	4.1.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the preservation, protection, and encouragement of farming, the sustainability of farming, and the relationship of farming to other land uses.
N/A	4.1.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the use of adjacent properties to minimize any adverse affects on agricultural land.
N/A	4.1.7	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the design of road systems and servicing corridors to avoid agricultural lands unless the need for roads outweighs agricultural considerations, in which case appropriate mitigation measures shall be required to derive a net benefit to agriculture.
N/A	4.1.8	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address land uses and activities that support the economic viability of farms without compromising the agriculture capability of agricultural land.
N/A	4.1.9	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the use of Crown lands for agricultural leases.
	4.2	Forests
N/A	4.2.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the need to protect the ecological integrity on a scale of forest stands and landscapes.
N/A	4.2.7	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the retention of large land holdings and parcel sizes for sustainable forestry use, and the location and construction of roads, and utility and communication corridors to minimize the fragmentation of forests.
N/A	4.2.8	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the designation of forest ecosystem reserves where no extraction will take place to ensure the preservation of native biological diversity.
	4.3	Wildlife and Vegetation

	4.4	Freshwater Resources
N/A	4.4.2	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure neither the density nor intensity of land use is increased in areas which are known to have a problem with the quality or quantity of the supply of freshwater, water quality is maintained, and existing, anticipated and seasonal demands for water are considered and allowed for.
N/A	4.4.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address measures that ensure water use is not to the detriment of in-stream uses
	4.5	Coastal Areas and Marine Shorelands
N/A	4.5.8	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the needs and locations for marine dependent land uses.
N/A	4.5.9	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the compatibility of the location, size and nature of marinas with the ecosystems and character of their local planning areas.
N/A	4.5.10	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the location of buildings and structures so as to protect public access to, from and along the marine shoreline and minimize impacts on sensitive coastal environments.
N/A	4.5.11	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address opportunities for the sharing of facilities such as docks, wharves, floats, jetties, boat houses, board walks and causeways.
	4.6	Soils and Other Resources
N/A	4.6.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of productive soils.

PART V: POLICIES FOR SUSTAINABLE COMMUNITIES

CONSISTENT	NO.	DIRECTIVE POLICY
	5.1	Aesthetic Qualities
N/A	5.1.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the protection of views, scenic areas and distinctive features contributing to the overall visual quality and scenic value of the Trust Area.
	5.2	Growth and Development
N/A	5.2.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address policies related to the aesthetic, environmental and social impacts of development.
N/A	5.2.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address any potential growth rate and strategies for growth management that ensure that land use is compatible with preservation and protection of the environment, natural amenities, resources and community character.
N/A	5.2.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address means for achieving efficient use of the land base without exceeding any density limits defined in their official community plans.
N/A	5.2.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of areas hazardous to development, including areas subject to flooding, erosion or slope instability, and strategies to direct development away from such hazards.
	5.3	Transportation and Utilities
N/A	5.3.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of a classification system of rural roadways, including scenic or heritage road designations, in recognition of the object of the Islands Trust.
N/A	5.3.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the impacts of road location, design, construction and systems.
N/A	5.3.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the designation of areas for the landing of emergency helicopters.
N/A	5.3.7	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the development of land use patterns that encourage establishment of bicycle paths and other local and inter-community transportation systems that reduce dependency on private automobile use.
	5.4	Disposal of Waste
N/A	5.4.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of acceptable locations for the disposal of solid waste.
	5.5	Recreation

N/A	5.5.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the prohibition of destination gaming facilities such as casinos and commercial bingo halls.
N/A	5.5.4	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the location and type of recreational facilities so as not to degrade environmentally sensitive areas, and the designation of locations for marinas, boat launches, docks and anchorages so as not to degrade sensitive marine or coastal areas.
N/A	5.5.5	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification of sites providing safe public access to beaches, the identification and designation of areas of recreational significance, and the designation of locations for community and public boat launches, docks and anchorages.
N/A	5.5.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification and designation of areas for low impact recreational activities and discourage facilities and opportunities for high impact recreational activities.
N/A	5.5.7	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the planning for bicycle, pedestrian and equestrian trail systems.
	5.6	Cultural and Natural Heritage
N/A	5.6.2	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the identification, protection, preservation and enhancement of local heritage.
N/A	5.6.3	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address the preservation and protection of the heritage value and character of historic coastal settlement patterns and remains.
	5.7	Economic Opportunities
N/A	5.7.2	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address economic opportunities that are compatible with conservation of resources and protection of community character.
	5.8	Health and Well-being
N/A	5.8.6	Local Trust Committees and Island Municipalities shall, in their official community plans and regulatory bylaws, address their community's current and projected housing requirements and the long-term needs for educational, institutional, community and health-related facilities and services, as well as the cultural and recreational facilities and services.

	POLICY STATEMENT COMPLIANCE
✓	<i>In compliance with Trust Policy</i>
	<i>Not in compliance with Trust Policy for the following reasons:</i>

Executive Committee

Policy Checklist

Checklist Key:

Consistent	The bylaw is consistent with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv
Contrary	The bylaw is inconsistent (contrary or at variance) with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv
Not-Applicable	The policy is not applicable with the Islands Trust Policy Manual Chapter 2, Section 4, Subsection iv .

Executive Committee Legislative Role Policy (2.4)

Consistent	i	Bylaw is consistent with the object of the Trust
Consistent	ii	Bylaw is not contrary to or at variance to the Islands Trust Policy Statement
Consistent	iii	Bylaw does not expose the Islands Trust to unreasonable expense in the administration or enforcement of the bylaw
Consistent	iv	Bylaw is not enacted without legal authority, including inconsistency with the relevant OCP (based on legal advice)

Checklist Key:

Requires Resources	Staff resources required to assist with administration.
No Resources Required	No staff resources required.

The Bylaw has been Examined Against Best Management Practices for Delivery of Local Planning Services as found in Section 5.9 of the Islands Trust Policy Manual

No Resources Required	B.5	Bylaw is consistent with the object of the Trust
No Resources Required	B10	Bylaw is not contrary to or at variance to the Islands Trust Policy Statement

Comments

No comments.

Completed By: Narrisa Chadwick

Status

Date Resolution Referred to Exective Committee: 26-Oct-2020

Reading:

PROPOSED

MAYNE ISLAND LOCAL TRUST COMMITTEE BYLAW NO. 180

A BYLAW TO AMEND MAYNE ISLAND LAND USE BYLAW NO. 146, 2008

The Mayne Island Local Trust Committee, being the Trust Committee having jurisdiction in respect of the Mayne Island Local Trust Area under the *Islands Trust Act*, enacts as follows:

1. Citation

This bylaw may be cited for all purposes as “Mayne Island Land Use Bylaw No. 146, 2008, Amendment No. 1, 2020”.

2. Mayne Island Local Trust Committee Bylaw No. 146, cited as “Mayne Island Land Use Bylaw No. 146, 2008,” is amended as follows:

- 2.1 By deleting the definition of “Concrete” in its entirety.
- 2.2 By deleting the word “Regional District” from the definition of “Hall” and replacing it with “local government”.
- 2.3 By adding “and no other uses including driveways and parking lots” to the definition of “Park, passive recreation” after “signage”.
- 2.4 By deleting “doe” from the definition of “School” and replacing it with “does”.
- 2.5 By deleting “, and passive recreation parks” from subsection 3.1(2).
- 2.6 By inserting a new subsection 3.1(7) as follows:
 - “3.1(7) Passive recreation park, each park limited to hiking and walking trails and signs not exceeding 1 square metre each. No other uses including driveways and parking lots are permitted.”
- 2.7 By inserting a new subsection 3.1(8) as follows:
 - “(8) Water system facilities owned and operated by a regional district, improvement district or community water utility, including wells, pumphouses, lines, water collection and storage tanks, and septic systems.”
- 2.8 Deleting “Without limiting the generality of subsection 3.6(1),” from subsection 3.6(2).
- 2.9 By inserting “not exceeding 2 metres (6.6 feet) in height” following the word “wall” in article 3.8(1)(c) (Landscape Screening).

2.10 By inserting a new subsection 3.10(2) as follows:

“(2) If a lot is divided by one or more zone boundaries, lot coverage and maximum floor area must be calculated by reference to the areas of the portions of the lot lying within each zone.”

2.11 By inserting a new section 3.14 as follows:

“3.14 Derelict Vehicles

Lots under 1 acre/ 0.4 hectares shall not be used for:

- (1) the storage of more than one unlicensed motor vehicle, unless the vehicles are stored within a permitted building;
- (2) the wrecking or storage of derelict or abandoned vehicles, trailers or other discarded machinery or equipment; and
- (3) the storage of detached or salvaged motor vehicle parts or scrap, unless the parts are stored within a permitted building that is completely enclosed.”

2.12 By deleting “20m² (87ft²)” from subsection 5.9(5) and replacing it with “20m² (215 ft²)”.

2.13 By deleting subsection 5.10(10) in its entirety and replacing with “rescinded”.

2.14 By inserting a new row in the table in subsection 5.21(3) in the Water Moorage (W2) zone as follows:

Column 1	Column 2	Column 3
Site-Specific Zone	Location Description	Site Specific Regulations
W2(b)	Area of foreshore fronting Plan VIS 6703 contained within DL 560 and identified as Licence 113232.	Despite 5.21(1) the only uses permitted in this location are: (a) Dock, accessory to the upland uses, and limited to one float not exceeding a size of 36.5 m ² .

2.15 Deleting the phrase “no additional lots are created;” from article 8.2(1)(d) and replacing it with “the area of any lot would not be increased to an extent that it could be subdivided into more lots than would be permitted under this bylaw without the boundary adjustment;”

2.16 By updating outdated references to the local government act as follows:

- 2.16.1 By deleting the number “946” in Table of Contents page 3 and replacing it with the number “514”.
- 2.16.2 By deleting the number “946” in section 8.4 and subsection 8.4(1) and replacing it with the number “514”.
- 2.16.3 By deleting the number “944” in subsection 8.5(1) and replacing it with the number “512”.

2.17 By adding the phrase “and emergency services” to the definition of ‘Community Wharf’ after “for area residents”

Map Amendments

2.18 Schedule “B” (Zoning Map) is amended by changing the zoning classification of an area of foreshore fronting Plan VIS 6703 contained within DL 560 and identified as License 113232 from W2 to W2(b) as shown on Plan No. 1 attached to and forming part of this bylaw, and by making such alterations to Schedule “B” to Land Use Bylaw No. 146 as are required to effect this change.

2.19 Schedule “D” (Secondary Suites Map) is amended by including the area “being added to where secondary suites are permitted” as shown on Plan No. 2 attached to and forming part of this bylaw.

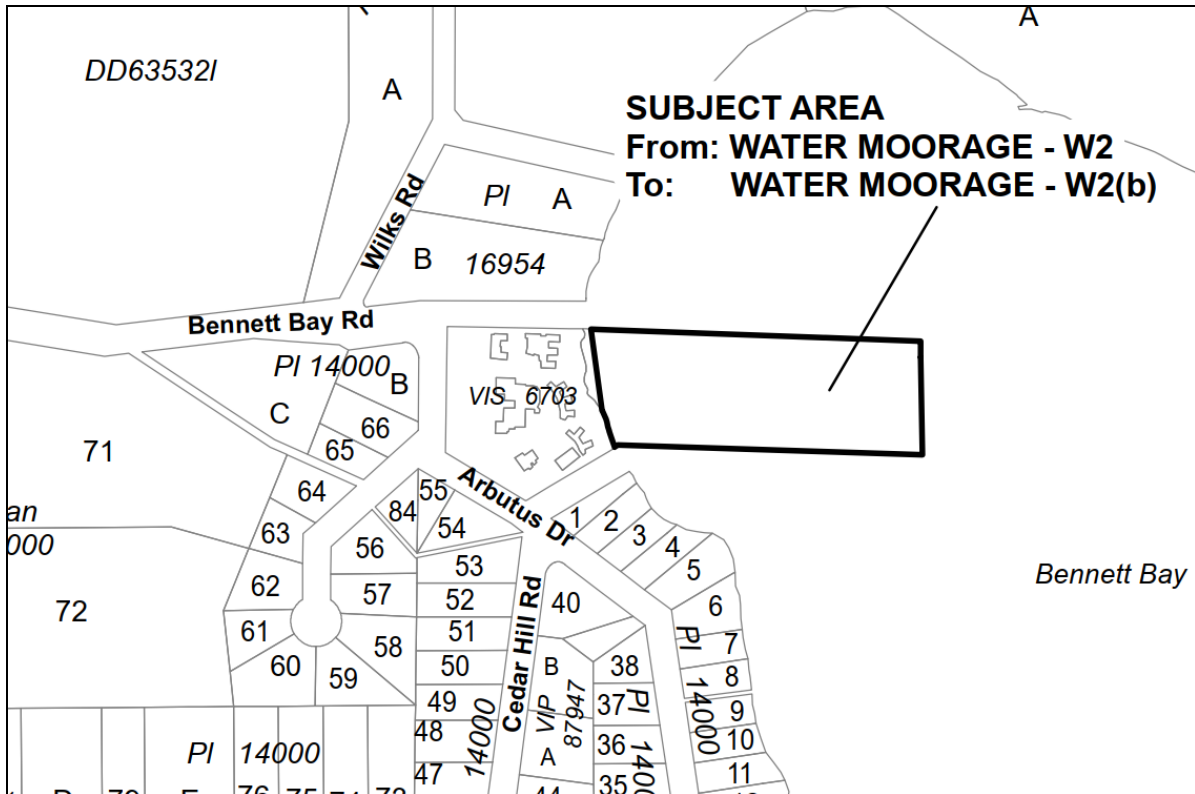
3. SEVERABILITY

If any provision of this Bylaw is for any reason held to be invalid by a decision of any Court of competent jurisdiction, the invalid provision must be severed from the Bylaw and the decision that such provision is invalid must not affect the validity of the remaining provisions of the Bylaw.

READ A FIRST TIME THIS	29 TH	DAY OF	JUNE	2020.
READ A SECOND TIME THIS	28 TH	DAY OF	SEPTEMBER	2020.
PUBLIC HEARING HELD THIS	26 TH	DAY OF	OCTOBER	2020.
READ A THIRD TIME THIS	26 TH	DAY OF	OCTOBER	2020.
APPROVED BY THE EXECUTIVE COMMITTEE OF THE ISLANDS TRUST THIS	_____	DAY OF	_____	20__
ADOPTED THIS	_____	DAY OF	_____	20__

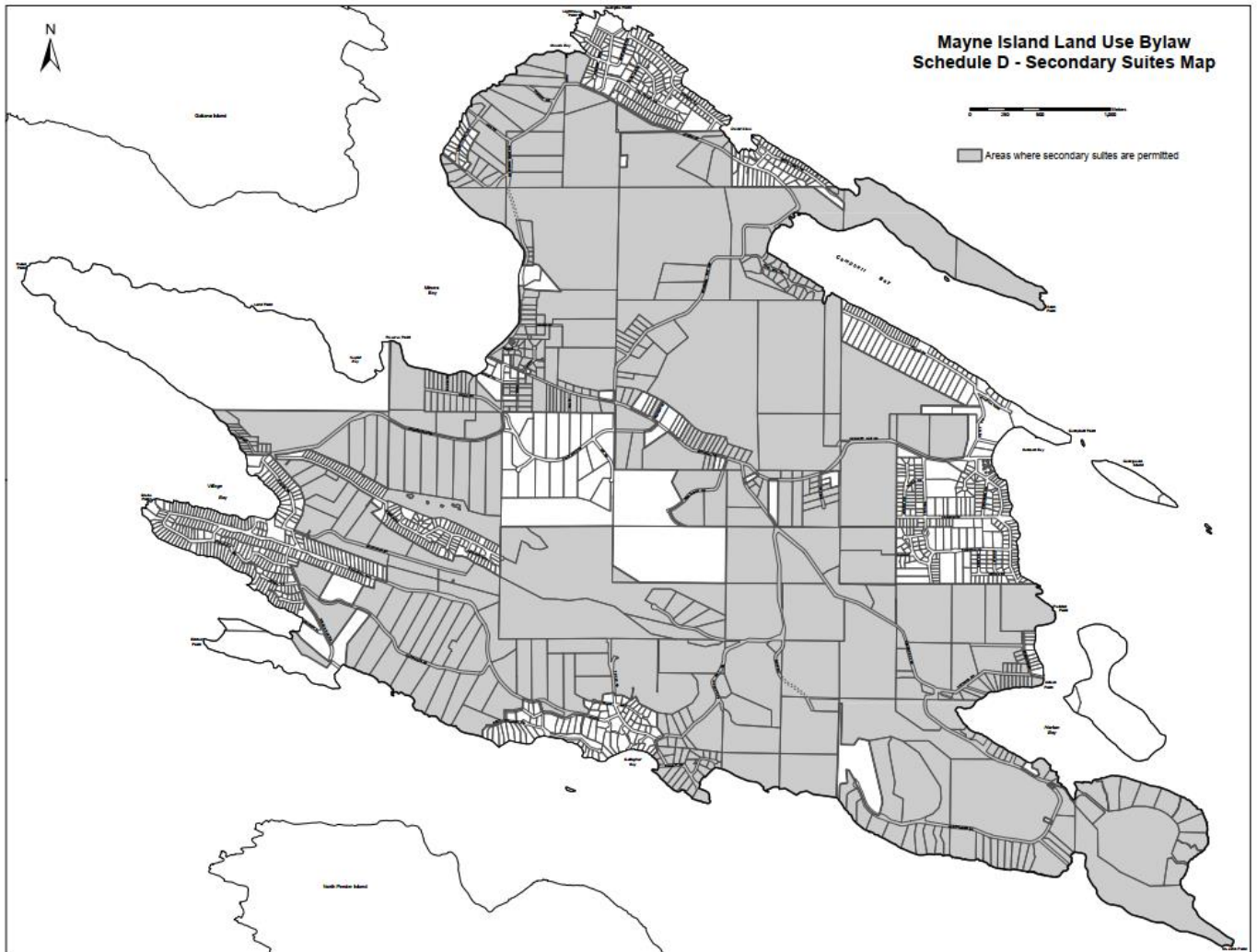
MAYNE ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 180

Plan No. 1



MAYNE ISLAND LOCAL TRUST COMMITTEE
BYLAW NO. 180

Plan No. 2



Tuesday December 1		Wednesday, December 2		Thursday, December 3	
	 Islands Trust				
1:00 p.m.	LAND ACKNOWLEDGEMENTS/CALL TO ORDER/APPROVAL OF AGENDA/AGENDA AMENDMENTS General Business Arising/Consent Items Adoption of Minutes RWM Report Trustee Round Table (approx. 2.5 minutes each)	9:00 a.m.	Trust Area Services / Consent Items Director's Report TPC Work Program Islands Trust Conservancy Report Legislative Monitoring Report - BRF Policy Statement Amendment Project - Briefing	9:00 a.m.	New Business Items / Trustee RFDs * Trustees re: Islands Trust Governance and Management Review 2021 - RFD * Trustee Morrison re: Accelerating Staffing Shifts to Support Strategic Plan Goals - RFD
				10:30 a.m.	BREAK
2:10 p.m.	Executive/ Consent Items EC Work Program Trust Council FUAL Strategic Plan - Update Continuous Learning Plan Discussion Decision Items CAO's Report Trust Council 2021 Schedule - RFD *		Climate Change Stewardship Education Program - Briefing Community Land Trust Concept - Briefing Discussion Decision Items * Moss Mountain NAPTEP Certificate - RFD * Leader NAPTEP Certificate - RFD	10:45 a.m.	Administrative Services / Consent Items Director's Report FPC Work Program September 30, 2020 Quarterly Financial Report September 30, 2020 Financial Forecast – Briefing
3:00 p.m.	BREAK	10:00 a.m.	BREAK		
3:15 p.m.	CLOSED SESSION	10:15 a.m.	Governance Training Session Best Practices for Governance/Staff Relations Kevin Ramsay - Innova Strategy Group		Discussion Decision Items Proposed 2021/22 Budget to Trust Council Budget Session Overview BAP Draft 2021/22 Budget Overview and Highlights 2021/22 Budget Funding Requests Summary Business Cases Draft Budget Reduction Options - Briefing
4:30 p.m.	BREAK	11:15 a.m.	Local Planning Services / Consent Items RPC Work Program Cost of Processing Applications - Briefing Discussion Decision Items Director's Report * Amendment to Strategic Plan for Heritage Preservation Overlay Mapping - RFD * Gabriola Island LTC UBCM Active Transportation Planning Grant Application - RFD	12:15 p.m.	Summary Updates Priorities Chart March TC Draft Schedule Disposition of Delegations Correspondence
7:00 p.m.	DELEGATIONS Salt Spring Community Economic Dev. Commission & SSI Chamber of Commerce re: Ganges Village Area Planning Michael Sketch re: Trust Policy Statement TOWN HALL	12:00 p.m.	Annual Staff Awards		
9:00 p.m.	RECESS FOR THE DAY **	12:30 p.m.	RECESS FOR THE DAY **	12:30 p.m.	ADJOURN **
			* denotes decision items ** times are subject to change		



Islands Trust Council Quarterly Meeting Agenda

Date: Tuesday, December 1 - Thursday, December 3, 2020

Location: Electronic meeting, Public venue

Islands Trust

200-1627 Fort Street

Victoria, BC V8R 1H8

Pages

1. LAND ACKNOWLEDGMENT / CALL TO ORDER
2. APPROVAL OF AGENDA
 - 2.1. Agenda Amendments
3. GENERAL BUSINESS ARISING
 - 3.1. Consent Agenda Items
 - 3.1.1. September Trust Council Meeting Draft Minutes
 - 3.1.2. Resolutions Without Meeting
 - 3.2. Trustee Round Table
4. EXECUTIVE
 - 4.1. Consent Agenda Items
 - 4.1.1. Executive Committee Work Program Report
 - 4.1.2. Trust Council Follow Up Action List
 - 4.1.3. Strategic Plan Update
 - 4.1.4. Continuous Learning Plan
 - 4.2. Discussion and Decision Items
 - 4.2.1. Chief Administrative Officer's Report
 - 4.2.2. Trust Council 2021 meeting and location schedule - RFD

5. CLOSED MEETING (Separate Agenda)

That the Islands Trust Council meeting be closed to the public subject to Section 90(1)(i) of the Community Charter in order to consider matters related to:

(i) receipt of advice that is subject to solicitor-client privilege;

and that staff be invited to attend the closed session.

---BREAK---

6. COLLABORATION / ENGAGEMENT

6.1. Delegations

6.1.1. Salt Spring Community Economic Development Commission and SSI Chamber of Commerce re: Ganges Village Area Planning

6.1.2. Michael Sketch Delegation re: Structure and Implementation of the Trust Policy Statement

6.2. Town Hall

---RECESS FOR THE DAY---

7. TRUST AREA SERVICES

7.1. Consent Agenda Items

7.1.1. Director of Trust Area Services Report

7.1.2. Trust Programs Committee Work Program Report

That the Islands Trust Council approves the top priorities of the Trust Programs Committee Work Program Report.

7.1.3. Islands Trust Conservancy Report

7.1.4. Legislative Monitoring Report - Briefing

7.1.5. Policy Statement Amendment Project Update - Briefing

7.1.6. Climate Change Stewardship Education Program - Briefing

7.1.7. Community Land Trust - Briefing

7.2. Discussion and Decision Items

7.2.1. Moss Mountain NAPTEP Certificate - RFD

7.2.2. Leader NAPTEP Certificate - RFD

--BREAK--

8. CONTINUOUS LEARNING

8.1. Governance Training - Session Outline

Best Practices for Governance/Staff Relations

Kevin Ramsay - Innova Strategy Group

9. LOCAL PLANNING

9.1. Consent Agenda Items

9.1.1. Local Planning Committee Work Program Report

9.1.2. Costs of Processing Applications – Briefing

9.2. Discussion and Decision Items

9.2.1. Director of Local Planning Services Report

9.2.2. Amendment to Strategic Plan for Heritage Preservation Overlay Mapping - RFD

9.2.3. Gabriola Island LTC UBCM Active Transportation Planning Grant Application - RFD

10. STAFF AWARDS

---RECESS FOR THE DAY---

11. NEW BUSINESS

11.1. Trustees re: Islands Trust Governance and Management Review 2021 - RFD

11.2. Trustee Morrison re: Accelerating Staffing Shifts to Support Strategic Plan Goals - RFD

---BREAK---

12. ADMINISTRATIVE SERVICES

12.1. Consent Agenda Items

12.1.1. Director of Administrative Services Report

12.1.2. Financial Planning Committee Work Program Report

That the Islands Trust Council approves the top priorities of the Financial Planning Committee Work Program Report.

12.1.3. September 30, 2020 Quarterly Financial Report

12.1.4. September 30, 2020 Financial Forecast - Briefing

12.2. Discussion and Decision Items

12.2.1. Proposed 2021/22 Budget to Trust Council

12.2.1.1. Budget Session Overview

12.2.1.2. Budget Assumptions and Principles

- 12.2.1.3. Draft 2021/22 Budget Overview and Highlights
- 12.2.1.4. Draft 2021/22 Budget Detail and Surplus Allocations
- 12.2.1.5. 2021/22 Budget Funding Requests
 - 12.2.1.5.1. Funding Requests Summary
 - 12.2.1.5.2. Funding Requests Business Cases

12.2.2. Draft Budget Reduction Options – Briefing

13. SUMMARY / UPDATES

- 13.1. Priorities Chart
- 13.2. Proposed March 2021 Trust Council Agenda Program
- 13.3. Disposition of Delegations and Town Hall Requests
- 13.4. CORRESPONDENCE

14. NEXT MEETING

15. ADJOURNMENT

DRAFT



DRAFT

Trust Council Minutes of Regular Meeting

Date: September 15 and 16, 2020
Location: Electronic meeting, Public venue
Islands Trust
200-1627 Fort Street
Victoria, BC V8R 1H8

Executive Present: Peter Luckham, Chair, Thetis Island (Victoria boardroom)
Sue Ellen Fast, Vice Chair, Bowen Island Municipality
Laura Patrick, Vice Chair, Salt Spring Island
Dan Rogers, Vice Chair, Gambier/Keats Island

Members Present: Michael Kaile, Bowen Island Municipality
Laura Busheikin, Denman Island
David Critchley, Denman Island
Scott Colbourne, Gabriola Island
Kees Langereis, Gabriola Island
Tahiri Rockafella, Galiano Island
Jane Wolverton, Galiano Island
Kate-Louise Stamford, Gambier Island
Alex Allen, Hornby Island
Grant Scott, Hornby Island
Peter Johnston, Lasqueti Island
Timothy Peterson, Lasqueti Island
Jeanine Dodds, Mayne Island
David Maude, Mayne Island
Deb Morrison, North Pender Island
Peter Grove, Salt Spring Island
Paul Brent, Saturna Island
Lee Middleton, Saturna Island
Cameron Thorn, South Pender Island
Steve Wright, South Pender Island
Doug Fenton, Thetis Island

Regrets: Ben McConchie, North Pender Island (Tuesday)
Cameron Thorn, South Pender Island (Tuesday)

Staff Present: Russ Hotsenpillier, Chief Administrative Officer (Victoria boardroom)
David Marlor, Director, Local Planning Services
Clare Frater, Director, Trust Area Services (Victoria office Tuesday)
Julia Mobbs, Director, Administrative Services
Carmen Thiel, Legislative Services Manager (Victoria office)

DRAFT

Lori Foster, Executive Coordinator/Recorder (Victoria boardroom)
Lisa Wilcox, Senior Intergovernmental Policy Advisor
Mark van Bakel, Manager, Information Systems
Kate Emmings, Acting Manager, Islands Trust Conservancy (for item 6.2.1)
Dilani Hippola, Acting Senior Policy Advisor

1. LAND ACKNOWLEDGMENT / CALL TO ORDER

Chair Luckham called the meeting to order at 9:00 a.m. stating gratitude for living and working on the traditional and treaty territories of Coast Salish First Nations.

Chair Luckham conducted a roll call to confirm trustees “electronic” presence and connectivity.

2. APPROVAL OF AGENDA

2.1 Agenda Amendments

For consideration to add or amend the agenda with the following item(s):

- 10.2 The New Brighton Dock, Gambier Island.
- 8.2.5 Northern Gulf Islands Groundwater Study Peer review in respect of the Southern Gulf Islands Groundwater study

By general consent, the agenda was adopted as amended.

3. GENERAL BUSINESS ARISING

3.1 Consent Agenda Items

By general consent, Islands Trust Council adopted the recommendations in items 3.1.1. and 3.1.2 as presented.

3.1.1 June 16-17 Trust Council Meeting draft minutes

Adopt the June 16-17 Trust Council meeting draft minutes as presented.
Trustee Dodds noted she was present for most of the June meeting.

3.1.2 Resolutions without Meeting Report (RWM) – None

3.2 Trustee Round Table

Trustees gave verbal updates on their local trust areas. Themes included the real estate market being very active with new comers bringing a new dynamic to communities. The ongoing COVID-19 response and the changes associated with it were discussed.

The meeting recessed for a break at 10:20 a.m. and reconvened at 10:35 a.m.

DRAFT

4. EXECUTIVE

4.1 Consent Agenda Items

By general consent, Islands Trust Council adopted the recommendations in items 4.1.2. and 4.1.4. as presented.

4.1.2 Executive Committee Work Program Report

That Islands Trust Council approved the Top Priorities and Projects of the Executive Committee Work Program Report as presented.

4.1.4 Strategic Plan Update

That Islands Trust Council received the Strategic Plan Update for information as presented.

Items 4.1.1., 4.1.3. and 4.1.5. were taken from the consent agenda for discussion and/or decision.

4.1.1 Chief Administrative Officer's Report (CAO)

Chair Luckham requested CAO Hotsenpiller speak to his report and give updates since its publication.

Trustee Morrison requested the data collection project regarding cost recovery be extended from 3 months to collect data up to December.

Director of Local Planning Services Marlor noted that reporting up to December would not be realistic as reports need to be created before going to committee but would bring the most current information.

By general consent, Islands Trust Council received the Chief Administrative Officer's Report as presented.

4.1.3 Trust Council Follow Up Action List

Trustee Langereis asked for an update on CAO FUAL item #1, requesting additional funding from the Province.

CAO Hotsenpiller responded that this is an ongoing item noting the recent federal funding received for species at risk.

By general consent, Islands Trust Council received the Trust Council Follow Up Action List for information as presented.

DRAFT

4.1.5 Summary of Local Trust Committee Correspondence Policy - Briefing

Discussion on the addition of correspondence to a local trust committee (LTC) agenda versus posting to the website regarding applications, projects and general correspondence regarding Policy 7.4.i was heard.

TC-2020-067

It was Moved by Trustee Busheikin and Seconded by Wolverton,
That Trust Council request staff review of the Local Trust Committee Correspondence Policy 7.4.i, to ensure it is up to date.

Director of Local Planning Services Marlor and Legislative Services Manager Thiel will review the policy.

CARRIED

By general consent, Islands Trust Council received the briefing, Summary of Local Trust Committee Correspondence Policy for information as presented.

4.2 **Discussion & Decision Items**

4.2.1 Prioritizing of the 2018-2022 Continuous Learning Plan - RFD

CAO Hotsenpiller spoke to the request for decision.

TC-2020-068

It was Moved by Trustee Rogers and Seconded by Trustee Langereis,
THAT Islands Trust Council approve the delivery of a prioritized Continuous Learning Plan with respect to the report of Sept 15.

Discussion included combining items 1 & 5 as suggested by SIPA Wilcox.

CARRIED

4.2.1.1 Dr. Richard Hebda Presentation resolution amendment - RFD

Vice Chair Fast spoke to the amendment of motion TC-2020-032 which was made just before the province declared a state of emergency due to COVID.

TC-2020-069

It was Moved by Trustee Fast and Seconded by Trustee Stamford,
THAT Trust Council amend **TC-2020-032** to read "Executive Committee postpone investigating a presentation by Dr. Richard Hebda at a Trust Council meeting or webinar until the timing is more appropriate.

CARRIED

DRAFT

4.2.2 Islands Trust Council December Meeting Logistics - RFD

CAO Hotsenpillner spoke to the request for decision and comments were heard on the following:

- Holding the meeting over three days,
- Chat platforms,
- Monthly Trust Council meetings.

TC-2020-070

It was Moved by Trustee Colbourne and Seconded by Trustee Brent,
THAT the December 1-3, 2020 regular in-person Trust Council meeting be cancelled and that the meeting be held electronically on the same scheduled dates.

CARRIED

The meeting recessed for lunch at 11:55 a.m. and reconvened at 1:00 p.m.

5. ADMINISTRATIVE SERVICES

5.1 Consent Agenda Items

By general consent, Islands Trust Council adopted the recommendations in items 5.1.1., 5.1.2., 5.1.3., 5.1.4., and 5.1.4.2., as presented.

5.1.1 Director of Administrative Services Report

THAT Islands Trust Council receive the Director of Administrative Services Report as presented.

5.1.2 Financial Planning Committee Work Program Report

THAT Islands Trust Council approve the Top Priorities and Projects of the Financial Planning Committee Work Program Report.

5.1.3 2019/20 Statement of Financial Information (SOFI) - Briefing

THAT Islands Trust Council approve the Statement of Financial Information Report as presented.

5.1.4 2021/22 Draft Budget Information

THAT Islands Trust Council receive the 2021/22 Draft Budget Information and associated items 5.1.4.1 Budget Assumptions and Principles and 5.1.4.2 Budget Timelines as presented.

5.1.4.2 Budget Cycle 2022 Timelines

DRAFT

THAT Islands Trust Council receive the Budget Cycle 2022 Timelines as presented.

Item 5.1.4.1 was taken from the consent agenda for discussion and or decision.

5.1.4.1 Budget Assumptions and Principles (BAP) – Briefing

Trustees discussed application fees and sales, current policy, local trust committee bylaws, and revisiting this briefing this at December Trust Council.

Director of Administrative Services (DAS) Mobbs confirmed to Trustee Kaile that the Bowen Island Municipal requisition remains unchanged at this time.

By general consent, the Budget Assumptions and Principles briefing was received as presented.

5.2 Discussion & Decision Items

5.2.1 June 30, 2020 Quarterly Financial Report - RFD

Financial Planning Committee (FPC) Chair Grove endorsed the report as presented.

DAS Mobbs reviewed the highlights of the report.

TC-2020-071

It was Moved by Trustee Grove and Seconded by Trustee Langereis, THAT Islands Trust Council approve the June 30, 2020 First Quarter Financial Report as presented.

CARRIED

6. TRUST AREA SERVICES

6.1 Consent Agenda Items

By general consent, Islands Trust Council adopted the recommendations in items 6.1.1., 6.1.2., 6.1.3., 6.1.4., 6.1.5., as presented.

6.1.1 Director of Trust Area Services Report

THAT Islands Trust Council receives the Director of Trust Area Services Report as presented.

6.1.2 Trust Programs Committee Work Program Report

DRAFT

THAT the Islands Trust Council approves the Top Priorities and Projects of the Trust Programs Committee Work Program Report as presented.

6.1.3 Islands Trust Conservancy Report

THAT Islands Trust Council receives the Islands Trust Conservancy Report for information as presented.

Chair of the Islands Trust Conservancy Stamford noted that Dr. Susan Hannon has resigned from the board and has moved on to work with the Salt Spring Island Conservancy and this position is open by appointment through the ministry.

6.1.4 Climate Indicators Project - Phase 1 Scoping Report - Briefing

THAT Islands Trust Council receives the briefing, Climate Indicators Project - Phase 1 Scoping Report as presented.

6.1.5 Climate Change Stewardship Education Program - Briefing

THAT Islands Trust Council receives the briefing, Climate Change Stewardship Education Program as presented.

Item 6.1.6 was taken from the consent agenda for discussion and or decision.

6.1.6 Legislative Monitoring Report - Briefing

Discussion was heard regarding applications for exclusion from Agricultural Land Commission with regards to recent changes to the regulations.

TC-2020-072

It was Moved by Trustee Patrick and Seconded by Trustee Rogers,

That Trust Council direct staff to work with the Local Planning Committee to review policies and fees related to the Agricultural Land Commission Exclusion Regulation which comes into effect October 1, 2020.

CARRIED

By general consent, Islands Trust Council received the Legislative Monitoring Report as presented.

6.2 Discussion & Decision Items

DRAFT

6.2.1 Islands Trust Conservancy Species at Risk Program - Briefing

Islands Trust Conservancy Chair Stamford spoke to the level of work staff have invested in bringing the federal funding forward.

Islands Trust Conservancy, Acting Manager, Emmings presented a Power Point on the Species at Risk Program then discussed the forthcoming federal funding, family land conservation, research into species at risk and answered questions from Trustees.

By general consent, Islands Trust Council received the briefing, Islands Trust Conservancy Species at Risk Program as presented.

6.2.2 History, Heritage and Conservation Grants-in-Aid Policy - RFD

Chair Luckham introduced Director of Trust Area Services (DTAS Frater) who spoke to the report.

TC-2020-073

It was Moved by Trustee Rogers and Seconded by Trustee Morrison, THAT Trust Council amend Policy 2.1.14 History, Heritage and Conservation Grants In-Aid dated March 13, 2018 with the revised Policy 2.1.14 History, Heritage and Conservation Grants In-Aid dated September 15, 2020 which is inclusive of First Nations history, heritage, objects and sites.

CARRIED

6.2.3 Secretariat Services Policy - RFD

DTAS Frater spoke to the request for decision noting the funds for this item have been allocated.

TC-2020-074

It was Moved by Trustee Morrison and Seconded by Trustee Grove THAT Trust Council adopt Policy 2.1.15 Secretariat Services.

CARRIED

6.2.4 Policy Statement Amendment Project Update - Briefing

Trust Programs Committee (TPC) Chair Morrison spoke to the report.

By general consent, the Policy Statement Amendment Project Update briefing was received for information.

6.2.5 Amendments to Islands Trust Community Stewardship Awards Program – RFD

TPC Chair Morrison spoke to addressing the policy amendments first then consider the suspension of the program in item 6.2.6.

DRAFT

TC-2020-075

It was Moved by Trustee Morrison and Seconded by Trustee Brent

THAT the Islands Trust Council amend Policy 2.1.11 Administration of the Community Stewardship Awards Program dated March 7, 2003 with the revised Policy 2.1.11 Administration of the Community Stewardship Awards Program dated September 15, 2020.

CARRIED

6.2.6 Suspension of Islands Trust Community Stewardship Awards Program – RFD

Trust Programs Committee (TPC) Vice Chair Colbourne spoke to the request for decision as presented.

Discussion followed in consideration of putting the program on hold, concerns that the program may disappear, and changing the frequency from once every two years to once a term. It was asked if local trust committees could recognize “good works” and DTAS Frater noted there is no specific policy.

TC-2020-076

It was Moved by Trustee Colbourne and Seconded by Trustee Brent

THAT the Islands Trust Council suspend the Community Stewardship Awards Program and revisit the decision at the end of 2021.

CARRIED

At 2:45 p.m., the meeting recessed for a break and reconvened at 3:00 p.m.

6.2.7 Changing Islands Trust Tagline – RFD

Chair Luckham introduced the item and spoke to the background of the tagline conversation. DTAS Frater spoke to the request for decision. Discussion on changing the tag line was heard.

TC-2020-077

It was Moved by Trustee Fast and Seconded by Trustee Fenton,

THAT Trust Council direct staff to replace the tagline “Preserving Island Communities, Culture and Environment” with “Preserving and Protecting Over 450 islands in the Salish Sea”.

Discussion on the use of the term “Salish Sea” ensued.

TC-2020-078

It was Moved by Trustee Rogers and Seconded by Trustee Colbourne,

That motion **TC-2020-077** be tabled until tomorrow and seek advice from Senior Intergovernmental Policy Advisor Wilcox around the use of the term Salish Sea.

CARRIED

DRAFT

By general consent, the meeting recessed for the day at 3:38 p.m.

Wednesday, September 16, 2020

At 9:03 a.m., Chair Luckham called the meeting to order in open session then moved the motion to close the meeting to the public.

At 9:04 a.m. the meeting was closed to the public.

7. CLOSED SESSION (under separate cover)

TC-2020-079

It was Moved by Trustee Luckham and Seconded by Trustee Rogers,

That the meeting be closed to the public subject to Sections 90(1)(c)(g) and (i) of the Community Charter in order to consider matters related to, labour relations or other employee relations, litigation or potential litigation affecting the Islands Trust and receipt of advice that is subject to solicitor-client privilege and that staff attend the meeting.

CARRIED

At 10:15 a.m., Chair Luckham reopened the meeting to the public and acknowledged the meeting was being held electronically and live broadcasting across the Salish Sea on Coast Salish First Nation treaty and traditional territory and he was present, on Lekwungen territory, with two staff in the Victoria office boardroom.

Chair Luckham took electronic roll call and noted all trustees were present.

Chair Luckham resumed business under item 6.2.7.

6.2.7 Changing Islands Trust Tagline – RFD

TC-2020-080

It was Moved by Trustee Rogers and Seconded by Trustee Fast,

That motion **TC-2020-077** be taken from the table.

CARRIED

Trust Programs Committee (TPC) Chair Morrison thanked Senior Intergovernmental Policy Advisor (SIPA) Wilcox's for her shared knowledge regarding the gifting of the name Salish Sea.

Discussion on motion **TC-2020-077** ensued.

TC-2020-081

It was Moved by Trustee Critchley and Seconded by Trustee Brent,

That motion **TC-2020-077** be amended; after islands add the words "and their surrounding waters".

CARRIED

DRAFT

Chair Luckham then called the vote on **TC-2020-077** as amended by **TC-2020-081**.

THAT Trust Council direct staff to replace the tagline “Preserving Island Communities, Culture and Environment” with “Preserving and Protecting Over 450 Islands and their Surrounding Waters in the Salish Sea”.

CARRIED

8. LOCAL PLANNING

8.1 Consent Agenda Items

By general consent, Islands Trust Council adopted the recommendations in items 8.1.1., 8.1.2., 8.1.3., 8.1.4. as presented.

8.1.1 Director of Local Planning Services Report

THAT Islands Trust Council receive the Director of Local Planning Services Report as presented.

8.1.2 Local Planning Committee Work Program Report

THAT Islands Trust Council approve the Top Priorities and Projects of the Local Planning Committee Work Program Report as presented.

8.1.3 Bylaw Enforcement Statistical Reports - Briefing

THAT Islands Trust Council receive the briefing, Bylaw Enforcement Statistical Reports, for information as presented.

8.1.4 Applications Volume - Briefing

THAT Islands Trust Council receive the briefing, Applications Volume, for information as presented.

8.2 Discussion & Decision Items

8.2.1 Cost of Enhanced Bylaw Enforcement – RFD

Director of Local Planning Services (DLPS) Marlor presented the request for decision. (RFD).

DRAFT

TC-2020-082

It was Moved by Trustee Rogers and Seconded by Trustee Morrison,
THAT Trust Council ask the Director of Local Planning Services to put the business case for an additional bylaw compliance and enforcement officer forward to the Financial Planning Committee.

CARRIED

The meeting recessed for a break at 10:40 a.m. and reconvened at 10:50 a.m.

8.2.2 Change the Name of Local Planning Committee to Regional Planning Committee – RFD

Chair of the Local Planning Committee Busheikin and DLPS Marlor spoke to the request for decision. Discussion followed.

TC-2020-083

It was Moved by Trustee Peterson and Seconded by Trustee Fast,
THAT Islands Trust Council approves renaming the “Local Planning Committee” to “Regional Planning Committee.”

CARRIED

TC-2020-084

It was Moved by Trustee Busheikin and Seconded by Trustee Langereis,

That Islands Trust Council request staff to amend Trust Council policies 2.3.1, 2.3.2, 2.1.5, 6.2.1, 6.5.4 and 6.13 to change all instances of “Local Planning Committee” to “Regional Planning Committee”

CARRIED

TC-2020-085

It was Moved by Trustee Busheikin and Seconded by Trustee Wolverton,

That Islands Trust Council request staff to amend Trust Council Policy 6.11.1 to reflect the current Trust Council committee system structure.

CARRIED

8.2.3 Policy Interpretation or Amendment - Trust Council Policy 6.3.2 s.6.3 - RFD

Director of Local Planning Services (DLPS) Marlor spoke to the request for decision.

DRAFT

TC-2020-086

It was Moved by Trustee Patrick and Seconded by Trustee Grove,
THAT Trust Council authorize the Salt Spring Island Local Trust Committee to use unspent special property tax requisition funds from previous fiscal years to undertake water sustainability projects that do not require coordination through the local trust committee's (LTC's) delegated authority under Trust Council Bylaw No. 154.

CARRIED

TC-2020-087

It was Moved by Trustee Patrick and Seconded by Trustee Grove,
That Trust Council request staff to recommend amendments to Trust Council Policy 6.3.2 to address the use of unspent special property tax requisition funds on new programs or initiatives when the original program or initiative remains ongoing.

CARRIED

8.2.4 Local Planning Committee - LTC Fees Bylaw - DISCUSSION SESSION

Regional Planning Committee Chair Busheikin facilitated the discussion session following the topics as presented in the session outline. The following comments were heard:

- 80% cost recovery of application fees; some trustees supported 100% cost recovery;
- lower fees in development permit areas for environmental protection while finding a balance with increased density;
- higher fees where environmental impact is bigger and the environment more sensitive;
- temporary use permits for housing for trailers, cottages or tiny homes on wheels to try out the zoning;
- support for higher fees where bylaw enforcement has been triggered, the average cost of processing and not using fees to penalize;
- fees should be appropriate to environmental impact;
- to amend sponsorship policy to allow for any project with social/community benefit to be eligible.

8.2.5 Northern Gulf Islands Groundwater Study Peer review in respect of the Southern Gulf Islands Groundwater study

Regional Planning Committee (RPC) Chair Busheikin spoke to a request to delegate the peer review to the RPC. Discussion followed.

DRAFT

TC-2020-088

It was Moved by Trustee Busheikin and Seconded by Trustee Wolverton,

That Trust Council delegate to the Regional Planning Committee the consideration of the peer review and the usefulness of the Southern Island groundwater project.

CARRIED

By general consent, Trust Council approved Chair Luckham's request to add San Juan County Council Chair Rick Hughes as a delegation.

The meeting recessed for lunch at 12:22 p.m. and reconvened at 1:00 p.m.

9. COLLABORATION / ENGAGEMENT

Chair Luckham reconvened the meeting stating gratitude to live and work on Coast Salish traditional and treaty territory. He welcomed the public and delegations who came to address Trust Council.

9.1 Delegations

9.1.1 Friends of the San Juans re: Roberts Bank Terminal 2 (RBT2)

Lovel Pratt, Marine Protection and Policy Director with Friends of the San Juans, presented on the environmental impacts of the proposed expansion of port facilities at Roberts Bank and requested Islands Trust oppose the expansion.

9.1.1.1 San Juan County Council Chair Rick Hughes

Chair Hughes spoke on San Juan County Council's longstanding and mutually beneficial partnership with Islands Trust, working together for the protection of coastal ecosystems and communities in the Salish Sea.

9.1.2 Canadian Parks and Wilderness Society (CPAWS) / West Coast Environmental Law (WCEL) re: BC Coastal Strategy and law

Kate MacMillan (CPAWS) and Michael Bissonnette (WCEL) shared a Power Point and presented on work to develop a British Columbia Coastal Strategy and law to leverage governments and groups to preserve coastal and ocean health.

9.1.3 Raincoast Conservation Foundation re: Gulf Islands Forest Project policy focus

Shauna Doll spoke to the protection of forest ecosystems in the Islands Trust Area and shared a Power Point presentation calling for policy and legislative reform.

DRAFT

9.1.4 My Sea to Sky re: Municipal Carbon Accounting and Accountability

Tracey Saxby presented a Power Point on a project to develop a “Climate Action Report Card Tool” and requested Islands Trust take part in this pilot project to track community greenhouse gas emissions.

9.1.5 Salt Spring Solutions & Non-profit Community Groups re: Collective Concern for the Islands 2050 Consultation Process

Elizabeth FitzZaland addressed Trust Council on its Islands 2050 consultation process regarding the Policy Statement review project and concerns regarding affordable housing and land use decisions.

9.1.6 Maxine Leichter re: Islands Trust Bylaw Enforcement

Maxine Leichter addressed Trust Council on ways to improve bylaw enforcement in the Trust Area.

9.1.7 Michael Sketch re: A Regional Plan of Trust Area Policies - history & implementation

Michael Sketch spoke to implementing an environmental body to oversee local area land use planning and, create legislation to establish procedures that each local trust area include directive policies in their official community plans and land use bylaws.

9.2 **Town Hall**

Ian Peace gave a Land Acknowledgement and spoke on behalf of the Gulf Islands Alliance to support the Raincoast Conservation society and its set of recommendations as contained its delegation presentation.

Richard Friesen stated he manages a private managed forest lot on South Pender Island which is protected by Article 21 and asked what would Islands Trust like to see regarding timber harvesting.

Michael Sketch called for disclosure of legal opinions.

The meeting recessed for a break 2:27 p.m. break and reconvened at 2:45 p.m.

10. **NEW BUSINESS / TRUSTEE RFDs**

10.1 **Disturbance of Cultural Heritage Sites and Ecosystems / Trustee Colbourne – RFD**

Trustee Colbourne spoke to the request for decision as presented in the report.

DRAFT

TC-2020-089

It was Moved by Trustee Colbourne and Seconded by Trustee Peterson,
THAT Islands Trust Council formally ask the Province of British Columbia to replace references to “development” with “disturbance” in legislation and processes related to local governments and municipalities.

DEFEATED

10.2 The New Brighton Dock, Gambier Island

Trustee Stamford requested the Chair write a letter to specific ministries, that the New Brighton Dock at Gambier Island remain as public access.

TC-2020-090

It was Moved by Trustee Stamford and Seconded by Trustee Wolverton,
THAT Trust Council direct the Chair to write to Transport Canada and all relevant Ministers of the BC government to request that they develop a clear plan that supports the goal of the local island community to ensure the New Brighton Dock remains a public access point to Gambier Island and the critical port for the Southwest Peninsula; while at the same time being a fair and reasonable option for the owners of the dock, the Skwxwú7mesh Uxwumixw Council, to consider in their deliberations.

CARRIED

11. SUMMARY / UPDATES

11.1 Trustee Updates

No written reports were received and no verbal updates were given on items 11.1.1 to 11.1.6.

11.1.1 BC Ferries (Ferry Advisory Committee Chairs)

11.1.2 First Nations

11.1.3 Gulf Islands National Park Reserve Advisory Committee

11.1.4 Salt Spring Island Watershed Protection Alliance (SSIWPA)

11.1.5 Howe Sound Community Forum

11.1.6 Anchorage Roundtable Update

11.2 Trust Council Priorities Chart

By general consent, the Trust Council Priorities Chart was received for information.

11.3 Proposed December 1-3 Trust Council Agenda Program

Discussion was heard on recommendations to the proposed schedule including shorter meetings over three days, delegations in the evening, and continuous learning events weeks ahead of Trust Council.

DRAFT

11.4 Disposition of Delegations and Town Hall Requests

At 3:40 p.m., Trustee Rockafella left the meeting.

Regarding delegation 9.1.2 Canadian Parks and Wilderness Society / West Coast Environmental Law re: BC Coastal Strategy and law:

TC-2020-091

It was Moved by Trustee Rogers and Seconded by Trustee Colbourne,
THAT Trust Council direct the Chair to write to the Premier and all relevant Ministers of the BC government on behalf of Trust Council to request that the BC government develop and enact a Coastal Strategy and law to leverage and coordinate the work of provincial ministries, First Nations, local communities, and stakeholder groups to preserve coastal and ocean health, halt coastal habitat loss, accelerate the completion of a network of marine protected areas to benefit fisheries, biodiversity and the economy, set marine environmental quality objectives from upland activities, and help communities adopt ecosystem-based approaches to manage risks from flooding due to extreme weather events, sea level rise, climate change, and ocean acidification.

CARRIED

Regarding delegation 9.1.3 Raincoast Conservation Foundation re: Gulf Islands Forest Project policy focus:

TC-2020-092

It was Moved by Trustee Morrison and Seconded by Trustee Peterson,
That Trust Council request the Executive Committee to review the recommendations of Raincoast Conservation Foundation regarding policy reform to protect endangered forests and habitats within the Islands Trust Area and provide recommendations to Trust Council.

CARRIED

TC-2020-093

It was Moved by Trustee Colbourne and Seconded by Trustee Wolverton,
That Islands Trust request the Province enhance the Trust's jurisdiction over tree cutting bylaws to make its jurisdiction equal to that of municipalities under section 8 of the Community Charter.

CARRIED

Regarding delegation 9.1.4 My Sea to Sky re: Municipal Carbon Accounting and Accountability:

DRAFT

TC-2020-094

It was Moved by Trustee Morrison and Seconded by Trustee Fast,
That Trust Council request the Chair to write to My Sea to Sky indicating commitment to participate as pilot communities for the Climate Action Report Card tool project being developed by My Sea to Sky Society and partners, subject to review of the project and endorsement by the Trust Programs Committee.

CARRIED

Regarding delegation 9.1.5 Salt Spring Solutions & Non-profit Community Groups re: Collective Concern for the Islands 2050 Consultation Process

TC-2020-095

It was Moved by Trustee Patrick and Seconded by Trustee Grove,
THAT Trust Council direct staff to address the public engagement concerns raised by the Salt Spring Solutions & Non-Profit Community Groups re: Collective Concern for the Islands 2050 Consultative Process within the development and implementation of ongoing public engagement related to the Policy Statement Update Project.

CARRIED

11.5 CORRESPONDENCE

11.5.1 F. Attrop re: opinion pieces in Times Colonist email dated Aug 8, 2020

Received for information.

12. NEXT MEETING

The next meeting of Islands Trust Council is scheduled December 1-3, 2020.

13. ADJOURNMENT

By general consent, the meeting was adjourned at 4:06 p.m.

Peter Luckham, Chair

Certified Correct

Lori Foster, Executive Coordinator/Recorder

Trust Council

Resolutions Without Meetings Log

Resolution Number	Action	Date
2020-003 It was Moved by Trustee Peterson and Seconded by Trustee Maude, That Trust Council post its quarterly meeting recordings, beginning with the September 15-16, 2020 session, to the Islands Trust website.	Carried	07-Oct-2020
2020-002 It was Moved by Trustee Grove and Seconded by Colbourne, That Trust Council will hold a regular electronic Trust Council meeting on June 16th and June 17th, 2020.	Carried	06-May-2020
2020-001 It was Moved by Trustee Colbourne and Seconded by Langereis: That the Islands Trust Council convene a Special Electronic Meeting on Monday, April 20, 2020 at 1:00 PM to consider the Financial Planning Committee recommendation regarding a budget amendment to Financial Plan Bylaw No. 178; and to consider the Executive Committee recommendation to cancel the in-person June Trust Council meeting on Hornby Island.	Carried	15-Apr-2020

ISLANDS TRUST COUNCIL
RESOLUTION WITHOUT MEETING MINUTES

RESOLUTION WITHOUT MEETING NO. TC-RWM-2020-003 dated October 7, 2020

The following matter is considered urgent and necessary in order for Trust Council to consider posting recordings of its quarterly meetings, beginning with the September 15-16, 2020 session, to the Islands Trust website.

On October 7, 2020,

It was Moved by Trustee Peterson and Seconded by Trustee Maude,

That Trust Council post its quarterly meeting recordings, beginning with the September 15-16, 2020 session, to the Islands Trust website.

<u>TRUSTEES RESPONDED</u>	<u>DATE VOTE RECEIVED</u>	<u>VOTE</u>
1. Sue Ellen Fast	October 7, 2020	In Favour
2. Michael Kaile	October 7, 2020	In Favour
3. Steve Wright	October 7, 2020	In Favour
4. Kate-Louise Stamford	October 7, 2020	In Favour
5. Jeanine Dodds	October 7, 2020	In Favour
6. Doug Fenton	October 7, 2020	In Favour
7. Kees Langereis	October 7, 2020	In Favour
8. David Critchley	October 7, 2020	In Favour
9. Deb Morrison	October 7, 2020	In Favour
10. Laura Patrick	October 7, 2020	In Favour
11. Scott Colbourne	October 7, 2020	In Favour
12. David Maude	October 7, 2020	In Favour
13. Lee Middleton	October 7, 2020	In Favour
14. Dan Rogers	October 7, 2020	In Favour
15. Peter Luckham	October 7, 2020	In Favour
16. Cameron Thorn	October 7, 2020	In Favour
17. Peter Johnston	October 7, 2020	In Favour

TRUSTEE VOTES NOT RECEIVED AT TIME OF MAJORITY (14) VOTE

18. Paul Brent
19. Ben McConchie
20. Jane Wolverton
21. Tahirih Rockafella
22. Laura Busheikin
23. Grant Scott
24. Tim Peterson
25. Peter Grove
26. Alex Allen

FINAL VOTE COUNT (17) IN FAVOUR (0) OPPOSED **DECISION** **CARRIED**

THE CHAIR DECLARED THE ABOVE RESOLUTION CARRIED PURSUANT TO SECTION 13 OF THE *ISLANDS TRUST ACT* ON October 7, 2020, 2020

CHAIR'S SIGNATURE

RECORDER'S SIGNATURE

November 12, 2020

**December 2020 Trust Council
Electronic Meeting**

COVID infections are increasing in BC, with some modest increases in the Vancouver Island Health Region. The provincial response has been to increase orders in other parts of the province with regard to limiting group size as well as guidance for increased use of masks as standard in public spaces. At present there has been no provision of in-person meetings whether at the community, Committee, or Council level at the Islands Trust. There has been some communication that the current electronic means of doing public business does leave out certain segments of the population, including those with less technology literacy.

Staff are currently developing changes to current policy that would allow for an increase in electronic meetings by regular committees and bodies of the Trust.

We are seeing substantial savings associated with the reduction in travel, business meetings, travel for training, and public meetings.

There is current initiative underway to develop a more robust work from home procedure for the Islands Trust staff that will have some impacts on leaseholds and office spaces.

A substantial portion of the last quarter was taken up by the Provincial election period. The short term implications of the period was that there were no sitting ministers in government and there was a general interregnum with regards to provincial work on Islands Trust priorities, including amendments to the *Islands Trust Act*. The comments from last quarter, included here, are still relevant.

Islands Trust Act Amendments

The Ministry has indicated that they are supportive of a number of our requests for legislative change. Ministry staff have been resourced to advancing the following requests:

- There is general support at the Ministry for amending of the *Islands Trust Act* to ‘First Nations’ to Part 3 of the Act, to the list of those with whom we work.”
- The potential for Local Trust Areas to delegate the issuance of development permits to staff is proceeding. This long-standing request will aid in efficiency to applicants and the public.
- There is further progress on adoption of Development Approval Information bylaws at the local trust committee (LTC) level, which should reduce wait times for applicants.
- The Ministry is currently undertaking consultation with First Nations regarding foreshore jurisdiction within the Trust Area.
- With regards to accessing allowance for Entry Warrants, S. 28(1.1) of the *Local Government Act*, which would allow the Islands Trust to access private property via entry warrants, as do others with land use powers, the Ministry presently is not in support of transferring this ability to the Islands Trust, contending that this power is primarily related to health and wellness and realized through the building permitting authority.
- There remains some confusion regarding the use of municipal ticketing to enforce development permits (DP). We currently have limited tools to enforce against development permit violations; the primary tool is to take the violators to civic court. This process is inefficient in terms of staff resources, the extended time it takes to resolve the matter and of course, the extensive costs associated with court action. This approach also does not provide a constant and effective deterrent to environmental DP violations. The

Ministry has requested further information from the Islands Trust on this issue and senior staff will continue to work with them. Our understanding is that ticketing is not currently permitted and have received legal advice to that effect, however, the Ministry has indicated that some jurisdictions are using this power. We will update this issue and report to Executive Committee and Trust Council as soon as it is resolved.

- A letter has been sent to the Ministry requesting legislative change to allow the Islands Trust authority over cutting trees.

UBCM MEETINGS Executive Committee met with Ministers Donaldson and Heyman on September 14 as part of the Union of British Columbia Municipalities (UBCM) Ministry meetings program. Speaking notes and specific requests of each Ministry were prepared for Executive Committee (EC) and the Chair, with support from EC, pressed those requests to the Ministers.

Minister Donaldson

Topic 1. Crown Land Agreements

- The Minister warmly greeted our delegation and expressed that ‘he was very interested in renewal of agreements and new processes that we could work on together.’ He expressed knowledge of the Islands Trust and the mandate and the number of corporate bodies within the organization.
- Review of crown land agreements; important topic to carry out our preserve and protect mandate, discussed need to update these agreements and to have this advanced in coming months. Current agreements don’t align with mandate of preserve and protect and with cultural heritage and we don’t receive crown referrals consistently. With policies related to reconciliations we would like to see cooperation with the province to build those relations working together.
- Request to seek support to get dedicated resources to update these agreements.
- Minister comments – ‘thank you for the work you do and the responsibilities you have under the Act and how they manifest on the ground with the pressures, I understand the challenges.’
 - We have very old agreements that are 20 plus years and lots has changed in the communities and in government over the last 3 years.
 - Approach to reconciliation and DRIPA is ongoing and they would be very interested to get a report and to direct staff to work on how we engage and the high level way we look at new processes.
 - Senior staff to follow up and work together on this.

Topic 2: Private Managed Forest Land (PMFL)

- The Minister indicated that this is a significant issue and that the Ministry would be releasing a more detailed report in November than the “What We Heard” Report that followed the PMFL Review process. He indicated that the Islands Trust would be engaged by his staff prior to this report going out and that the Ministry wishes to ‘find a balance.’ The forest lands in the gulf islands are significant.
- Minister – will follow up with Islands Trust being a contributor to the review and please send him any supplemental reporting.

Minister Heyman

Minister Heyman warmly greeted Chair Luckham, remembered him from previous discussions.

- Deeply shares the concerns expressed by Chair Luckham and EC regarding environmental impacts of freighter activity.
- Have researched the provincial jurisdiction and have come to the conclusion that it is Federal jurisdiction.
- Indicated concern with First Nations interests being impacted by current freighter management regime and cultural and environmental impacts.
- Promised to reach out to Minister Jonathan Wilkinson, Minister of Environment and Climate Change, to express our mutual concerns and for support and advice in communicating with the Ministry of Transportation.

The December meeting includes further changes to Trust Council meeting format in response to Trustee comments and to provide greater access by the public to Delegations and Town hall.

This Trust Council will have two sessions, one by Bill Buholzer to discuss recent legal opinions with regard to development of the Policy Statement Amendment Project and a Continuous Learning Session on governance and working with staff by Kevin Ramsay. Executive Committee directed that the session be developed to ensure understanding of the roles of elected officials and staff in support of achieving the best possible outcomes for the Islands Trust.

The December Trust Council session is generally the most important session for a deep review of the budget and in anticipation of passage of the financial plan in March. To that end, this session has a significant amount of time dedicated to review of the proposed budget and key work items schedule for 2021/2022. The impacts of COVID on community, local businesses, First Nations, stakeholders and other governments is the backdrop against which Trust Council must affirm its work plan, budget and taxation levels. Work has been done at Trust Programs Committee, Regional Planning Committee, Executive Committee and then forwarded to Financial Planning Committee in order to provide up-to-date information and to reaffirm priorities of the organization.

R Hotsenpiller
Chief Administrative Officer

Follow Up Action Report

Trust Council

Chief Administrative Officer

Activity	Responsibility	Dates	Status
1 That Trust Council consider approaching the Province of British Columbia to request additional funding for the Islands Trust annual budget, ensuring any request that goes forward is appropriately strategized in line with other requests currently being asked of the Province; and that Trust Council direct staff to work with Executive Committee and the Islands Trust Conservancy Board to strategize an approach for requesting additional funding from the Province.	Clare Frater Julia Mobbs Kate Emmings Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 01-Dec-2020	In Progress
2 Deliver a prioritized Continuous Learning Plan and postpone inviting Dr. Richard Hebda to give a presentation, until a more appropriate time.	Russ Hotsenpiller	Meeting: 15-Sep-2020 Target: 01-Dec-2020	Completed
3 The December 1-3, 2020 regular Trust Council meeting will be conducted electronically.	Russ Hotsenpiller	Meeting: 16-Sep-2020 Target: 01-Dec-2020	Completed
4 Adopt the June 16-17 Trust Council meeting draft minutes as presented.	Russ Hotsenpiller	Meeting: 15-Sep-2020 Target: 30-Sep-2020	Completed
5 Executive Committee to review the recommendations of Raincoast Conservation Foundation regarding policy reform to protect endangered forests and habitats within the Islands Trust Area and provide recommendations to Trust Council.	Russ Hotsenpiller	Meeting: 16-Sep-2020 Target: 01-Dec-2020	In Progress

Director, Administrative Services

Activity	Responsibility	Dates	Status
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Follow Up Action Report

Trust Council

Director, Administrative Services

Activity	Responsibility	Dates	Status
1 That Trust Council consider approaching the Province of British Columbia to request additional funding for the Islands Trust annual budget, ensuring any request that goes forward is appropriately strategized in line with other requests currently being asked of the Province; and that Trust Council direct staff to work with Executive Committee and the Islands Trust Conservancy Board to strategize an approach for requesting additional funding from the Province.	Clare Frater Julia Mobbs Kate Emmings Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 01-Dec-2020	In Progress
2 That Trust Council request FPC to provide a report detailing the full staff costs associated with processing land-use applications, by application type. (rescheduled to Dec 2020 meeting)	David Marlor Julia Mobbs	Meeting: 11-Mar-2020 Target: 01-Dec-2020	Completed
3 Provide information on the Bowen Tax requisition to Trustee Kaile.	Julia Mobbs	Meeting: 15-Sep-2020 Target: 14-Oct-2020	Completed
4 That Trust Council request staff to recommend amendments to Trust Council Policy 6.3.2 to address the use of unspent special property tax requisition funds on new programs or initiatives when the original program or initiative remains ongoing.	Carmen Thiel David Marlor Julia Mobbs	Meeting: 15-Sep-2020 Target: 01-Dec-2020	In Progress

Director, Local Planning Services

Activity	Responsibility	Dates	Status
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Follow Up Action Report

Trust Council

Director, Local Planning Services

Activity	Responsibility	Dates	Status
1 That Trust Council request FPC to provide a report detailing the full staff costs associated with processing land-use applications, by application type. (rescheduled to Dec 2020 meeting)	David Marlor Julia Mobbs	Meeting: 11-Mar-2020 Target: 01-Dec-2020	Completed
2 Trust Council requested Executive Committee follow up with the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) around forest management.	Clare Frater David Marlor	Meeting: 12-Mar-2020 Target: 10-Jun-2020	In Progress
3 Staff to implement a system of tracking and collecting all local planning service staff hours associated with processing individual applications, beginning as soon as possible, for a three month period, and requested to go up December 2020, however to meet committee reporting up to Nov 1.	David Marlor	Meeting: 17-Jun-2020 Target: 02-Nov-2020	Completed
4 A report from staff about the potential to have an Islands Trust structure to manage Community Benefit Land Trusts.	Clare Frater David Marlor	Meeting: 17-Jun-2020 Target: 01-Dec-2020	Completed
5 That Trust Council request review of the Local Trust Committee Correspondence Policy, to ensure it is up to date.	Carmen Thiel David Marlor	Meeting: 15-Sep-2020 Target: 01-Mar-2021	In Progress
6 Director of Local Planning Services to put the business case for an additional bylaw compliance and enforcement officer forward to the Financial Planning Committee.	David Marlor	Meeting: 15-Sep-2020 Target: 01-Nov-2020	Completed



Follow Up Action Report

Trust Council

Director, Local Planning Services

Activity	Responsibility	Dates	Status
7 THAT Trust Council authorize the Salt Spring Island Local Trust Committee to use unspent special property tax requisition funds from previous fiscal years to undertake water sustainability projects that do not require coordination through the local trust committee's (LTC's) delegated authority under Trust Council Bylaw No. 154. Advice planning staff on ssi.	David Marlor	Meeting: 15-Sep-2020 Target: 01-Dec-2020	Completed
8 Delegated to the Regional Planning Committee, the consideration of the peer review and the usefulness of the Southern Island groundwater project.	David Marlor	Meeting: 15-Sep-2020 Target: 08-Oct-2020	Completed
9 Trust Council approves renaming the "Local Planning Committee" to "Regional Planning Committee. "Staff to amend Trust Council policies 2.3.1, 2.3.2, 2.1.5, 6.2.1, 6.5.4 and 6.13 to change all instances of 'Local Planning Committee' to 'Regional Planning Committee' and That Islands Trust Council request staff to amend Trust Council Policy 6.11.1 to reflect the current Trust Council committee system structure.	Carmen Thiel David Marlor	Meeting: 16-Sep-2020 Target: 15-Dec-2020	In Progress
10 Staff to work with the Regional Planning Committee to review policies and fees related to the Agricultural Land Commission Exclusion Regulation which comes into effect October 1, 2020.	David Marlor	Meeting: 15-Sep-2020 Target: 08-Oct-2020	In Progress

Follow Up Action Report

Trust Council

Director, Local Planning Services

Activity	Responsibility	Dates	Status
11 That Trust Council request staff to recommend amendments to Trust Council Policy 6.3.2 to address the use of unspent special property tax requisition funds on new programs or initiatives when the original program or initiative remains ongoing.	Carmen Thiel David Marlor Julia Mobbs	Meeting: 15-Sep-2020 Target: 01-Dec-2020	In Progress

Director, Trust Area Services

Activity	Responsibility	Dates	Status
1 Investigate options for increased use of federal or provincial stewardship agreements for species at risk in the Islands Trust Area.	Clare Frater Kate Emmings	Meeting: 20-Jun-2017 Target: 19-Mar-2019	Completed
2 That Trust Council consider approaching the Province of British Columbia to request additional funding for the Islands Trust annual budget, ensuring any request that goes forward is appropriately strategized in line with other requests currently being asked of the Province; and that Trust Council direct staff to work with Executive Committee and the Islands Trust Conservancy Board to strategize an approach for requesting additional funding from the Province.	Clare Frater Julia Mobbs Kate Emmings Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 01-Dec-2020	In Progress
3 Trust Council requested Executive Committee follow up with the Ministry of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD) around forest management.	Clare Frater David Marlor	Meeting: 12-Mar-2020 Target: 10-Jun-2020	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
4 A report from staff about the potential to have an Islands Trust structure to manage Community Benefit Land Trusts.	Clare Frater David Marlor	Meeting: 17-Jun-2020 Target: 01-Dec-2020	Completed
5 That Trust Council request that the Executive Committee support Bowen Island Municipality in its efforts to oppose recreational use of motorized vehicles on Mount Gardner Crown land, subject to Bowen Island's Municipality First Nations consultation.	Clare Frater	Meeting: 17-Jun-2020 Target: 15-Sep-2020	In Progress
6 Cooperate and work with Dr. Tara Martin's delegation re data sharing of CDF.	Clare Frater	Meeting: 17-Jun-2020 Target: 15-Sep-2020	In Progress
7 The Chair was requested to write to all relevant federal and provincial ministries to ensure the New Brighton Dock remains a public access point; while at the same time being a fair and reasonable option for the owners of the dock, the Skwxwú7mesh Uxwumixw Council, to consider in their deliberations.	Clare Frater	Meeting: 16-Sep-2020 Target: 30-Sep-2020	Completed

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
8 THAT Trust Council direct the Chair to write to the Premier and all relevant Ministers of the BC government on behalf of Trust Council to request that the BC government develop and enact a Coastal Strategy and law to leverage and coordinate the work of provincial ministries, First Nations, local communities, and stakeholder groups to preserve coastal and ocean health, halt coastal habitat loss, accelerate the completion of a network of marine protected areas to benefit fisheries, biodiversity and the economy, set marine environmental quality objectives from upland activities, and help communities adopt ecosystem-based approaches to manage risks from flooding due to extreme weather events, sea level rise, climate change, and ocean acidification.	Clare Frater	Meeting: 16-Sep-2020 Target: 01-Dec-2020	In Progress
9 THAT Trust Council amend Policy 2.1.14 History, Heritage and Conservation Grants In-Aid dated March 13, 2018 with the revised Policy 2.1.14 History, Heritage and Conservation Grants In-Aid dated September 15, 2020 which is inclusive of First Nations history, heritage, objects and sites.	Carmen Thiel Clare Frater	Meeting: 15-Sep-2020 Target: 01-Dec-2020	Completed
10 Trust Council adopted Policy 2.1.15 Secretariat Services, a function to provide coordinating administrative services in the Trust-area.	Carmen Thiel Clare Frater	Meeting: 15-Sep-2020 Target: 21-Oct-2020	Completed



Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
11 THAT the Islands Trust Council amend Policy 2.1.11 Administration of the Community Stewardship Awards Program dated March 7, 2003 with the revised Policy 2.1.11 Administration of the Community Stewardship Awards Program dated September 15, 2020.	Carmen Thiel Clare Frater	Meeting: 15-Sep-2020 Target: 01-Dec-2020	Completed
12 THAT Trust Council direct staff to replace the tagline "Preserving Island Communities, Culture and Environment" with "Preserving and Protecting Over 450 Islands and their Surrounding Waters in the Salish Sea".	Clare Frater	Meeting: 16-Sep-2020 Target: 21-Oct-2020	In Progress
13 Chair to write to My Sea to Sky indicating commitment to participate as pilot communities for the Climate Action Report Card tool project being developed by My Sea to Sky Society and partners, subject to review of the project and endorsement by the Trust Programs Committee.	Clare Frater	Meeting: 16-Sep-2020 Target: 13-Oct-2020	In Progress
14 Staff to address the public engagement concerns raised by the Salt Spring Solutions & Non-Profit Community Groups re: Collective Concern for the Islands 2050 Consultative Process within the development and implementation of ongoing public engagement related to the Policy Statement Update Project.	Clare Frater	Meeting: 16-Sep-2020 Target: 21-Oct-2020	In Progress
15 That Islands Trust request the Province enhance the Trust's jurisdiction over tree cutting bylaws to make its jurisdiction equal to that of municipalities under section 8 of the Community Charter.	Clare Frater	Meeting: 16-Sep-2020 Target: 18-Nov-2020	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
16 THAT the Islands Trust Council suspended the Community Stewardship Awards Program and will revisit the decision at the end of 2021. Issue news release	Clare Frater	Meeting: 16-Sep-2020 Target: 01-Oct-2020	In Progress

Legislative Services Manager

Activity	Responsibility	Dates	Status
1 That Bylaw No. 180 be read and adopted as presented, amending the Meeting Procedures Bylaw No. 101.	Carmen Thiel	Meeting: 16-Jun-2020 Target: 15-Sep-2020	Completed
2 That Trust Council request review of the Local Trust Committee Correspondence Policy, to ensure it is up to date.	Carmen Thiel David Marlor	Meeting: 15-Sep-2020 Target: 01-Mar-2021	In Progress
3 THAT Trust Council amend Policy 2.1.14 History, Heritage and Conservation Grants In-Aid dated March 13, 2018 with the revised Policy 2.1.14 History, Heritage and Conservation Grants In-Aid dated September 15, 2020 which is inclusive of First Nations history, heritage, objects and sites.	Carmen Thiel Clare Frater	Meeting: 15-Sep-2020 Target: 01-Dec-2020	Completed
4 Trust Council adopted Policy 2.1.15 Secretariat Services, a function to provide coordinating administrative services in the Trust-area.	Carmen Thiel Clare Frater	Meeting: 15-Sep-2020 Target: 21-Oct-2020	Completed



Follow Up Action Report

Trust Council

Legislative Services Manager

Activity	Responsibility	Dates	Status
5 THAT the Islands Trust Council amend Policy 2.1.11 Administration of the Community Stewardship Awards Program dated March 7, 2003 with the revised Policy 2.1.11 Administration of the Community Stewardship Awards Program dated September 15, 2020.	Carmen Thiel Clare Frater	Meeting: 15-Sep-2020 Target: 01-Dec-2020	Completed
6 Trust Council approves renaming the "Local Planning Committee" to "Regional Planning Committee. "Staff to amend Trust Council policies 2.3.1, 2.3.2, 2.1.5, 6.2.1, 6.5.4 and 6.13 to change all instances of 'Local Planning Committee' to 'Regional Planning Committee' and That Islands Trust Council request staff to amend Trust Council Policy 6.11.1 to reflect the current Trust Council committee system structure.	Carmen Thiel David Marlor	Meeting: 16-Sep-2020 Target: 15-Dec-2020	In Progress
7 That Trust Council request staff to recommend amendments to Trust Council Policy 6.3.2 to address the use of unspent special property tax requisition funds on new programs or initiatives when the original program or initiative remains ongoing.	Carmen Thiel David Marlor Julia Mobbs	Meeting: 15-Sep-2020 Target: 01-Dec-2020	In Progress

Manager, Islands Trust Conservancy

Activity	Responsibility	Dates	Status
1 Investigate options for increased use of federal or provincial stewardship agreements for species at risk in the Islands Trust Area.	Clare Frater Kate Emmings	Meeting: 20-Jun-2017 Target: 19-Mar-2019	Completed

Follow Up Action Report

Trust Council

Manager, Islands Trust Conservancy

Activity	Responsibility	Dates	Status
2 That Trust Council consider approaching the Province of British Columbia to request additional funding for the Islands Trust annual budget, ensuring any request that goes forward is appropriately strategized in line with other requests currently being asked of the Province; and that Trust Council direct staff to work with Executive Committee and the Islands Trust Conservancy Board to strategize an approach for requesting additional funding from the Province.	Clare Frater Julia Mobbs Kate Emmings Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 01-Dec-2020	In Progress

Policy Statement Goal A: 'To Foster preservation and protection of the Trust Area's ecosystems'

1. LAND STEWARDSHIP

Preserve, protect and advocate for forest and terrestrial ecosystems

Strategy	Responsibility	Funding	Comment	Implementation
1. Map contiguous tracks of the Coastal Douglas fir zone (CDF) and associated ecosystems to aid in protection of that zone and its associated ecosystems.	Regional Planning Committee	2019/20 - \$15,300	Completed. Amendments based on peer review will occur in FY2020/21.	complete
2. Create a model development permit for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas fir zones throughout the Trust Area.	Regional Planning committee		Regional Planning Committee has requested \$5,000 for this project in FY2021/22. Included in FY2021/22 budget.	Not started
3. Amend legislation to increase the percentage of the Natural Area Protection Tax Exemption Program (NAPTEP) to act as an incentive for the protection of forest cover for climate change mitigation and adaptation in the Islands Trust Area.	Executive		Ministry officials have referred the Islands Trust to the Ministry of Finance for further information, which has not yet been scheduled.	In progress

2. MARINE AND FRESHWATER STEWARDSHIP

To preserve and protect marine ecosystems

Strategy	Responsibility	Funding	Comment	Implementation
4. Advocate to minimize the impact of commercial activities on the marine environment and participate in Canada's Southern Resident Killer Whale (SRKW) recovery plan.	Trust Area Services		Saturna LTC has requested advocacy letter. Staff liaising with Trustee Middleton. No progress since June Trust Council meeting.	In progress

Policy Statement Goal A: 'To Foster preservation and protection of the Trust Area's ecosystems'

2. MARINE AND FRESHWATER STEWARDSHIP

To preserve and protect marine ecosystems

Strategy	Responsibility	Funding	Comment	Implementation
5. Map the extent of eelgrass and kelp beds throughout the Trust Area.	Local Planning Committee	2020/21 - \$50,000	RPC has cancelled work on this for FY2020/22 releasing \$50,000 to surplus. Reason for cancellation is matching grant was not available and missed the window to do this work before end of FY2020/21. RPC has requested \$50,000 to undertake some of this work in FY2021/22 (which can be funded from surplus) and staff will look for matching grant opportunities.	On Hold/Not started
6. Undertake a review of Local Trust Committee-Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore.	Local Planning Committee	2020/21 - \$10,000	A contractor will be selected later in 2020 and work will be completed by March 31, 2021. Budget for FY2020/21 is \$10,000.	In Progress

Protect quality and quantity of fresh water resources of the Trust Area

Strategy	Responsibility	Funding	Comment	Implementation
7. Develop a regional freshwater management strategy that addresses responsibilities under the Water Sustainability Act, identifies water resources throughout the Trust Area, integrates water resource management into land use decision-making, and accounts for the impacts of climate change on island water resources.	Regional Planning Committee	2020/21 - \$20,000	contract entered into for undertaking phase 1 of stage 1 by March 31, 2021. \$20,000. Regional Planning Committee has requested \$30,000 to complete Stage 1 (case studies, options and recommendations) in FY2021/22.	In Progress

Policy Statement Goal A: 'To Foster preservation and protection of the Trust Area's ecosystems'

2. MARINE AND FRESHWATER STEWARDSHIP

Protect quality and quantity of fresh water resources of the Trust Area

Strategy	Responsibility	Funding	Comment	Implementation
8. Map and develop water budgets for groundwater aquifers in the Trust Area.	Regional Planning Committee	2019/20 - \$37,992 2020/21 - \$50,000	Contract in development, with additional \$15,000 from Province to map Hornby, Denman and Gabriola. \$50,000 from Trust Council for this project. Regional Planning Committee has requested \$50,000 for FY2021/22 to continue mapping in northern islands. Peer review of Southern Islands mapping complete, adjustments to that mapping to be undertaken based on review.	In progress
9. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.	Regional Planning Committee		RPS has request \$5,000 for this project in FY2021/22. Included in FY2021/22 draft budget.	Not started

Policy Statement Goal B: 'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'

3. CLIMATE CHANGE

Mitigate and adapt to climate change impacts

Strategy	Responsibility	Funding	Comment	Implementation
10. Amend the Islands Trust Policy Statement to add climate change mitigation, adaptation and resiliency policies.	Trust Area Services	See items 22/23	Policy Statement Amendment Project is underway. EC approved revised project charter on Feb 26 , 2020 and a revised version on Nov. 18, 2020. Staff brought a ""What we heard"" public engagement report to June Trust Council for approval and released it to the public. TPC working groups continue to meet to review the document while First Nations engagement continues. Staff are developing a "What We Learned" report for Executive Committee review on Dec. 16, 2020.	In progress
11. Amend Official Community Plans and land use bylaws to foster climate change resilience, including measures to protect Coastal Douglas fir, foreshore and nearshore environments and groundwater.	Local Planning Services		Awaiting model bylaw from RPC- item 2 above. This is not budgeted for FY2020/21. budget request would be for FY 2022/23	Not started

Policy Statement Goal B: 'To ensure that human activity and the scale, rate and type of development in the Trust Area are compatible with maintenance of the integrity of trust area ecosystems'

3. CLIMATE CHANGE

Mitigate and adapt to climate change impacts

Strategy	Responsibility	Funding	Comment	Implementation
12. Develop i) a set of climate change, demographic and environmental data and ii) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaption efforts.	Trust Area Services	2020/21 - \$5,000; 2021/22 - \$25,000 requested	Trust Programs Committee received a contracted report about climate indicators at the August 2020 meeting which it forwarded to Trust Council. TPC has submitted a business case for climate indicator work in 2021/22. Staff are working with My Sea to Sky Society, BCIT and other partners to examine the possibility of Islands Trust participating as a pilot region in the development of a standardized Climate Action Report Card Tool for local governments across Canada to track and report greenhouse gas emissions every year.	In progress

Policy Statement Goal C: 'To sustain island character and healthy communities'

4. COMMUNITY AND COMMUNICATION

Improve community engagement and participation in Islands Trust work

Strategy	Responsibility	Funding	Comment	Implementation
13. Develop the capacity to broadcast public meetings of Local Trust Committees, Council Committees and Trust Council.	Executive Admin-IT	2020/21 - \$7,100	Technology: Testing of Zoom technology has been underway for electronic public meetings due to the COVID-19 pandemic. Currently there have been successful LTC, Council Committee, and TC electronic meetings. Testing with members of the public is underway with LTC meetings and *may* take place at the June TC. Streaming of meetings is being explored by the IS team using Collaborative Video technology and will be officially started as a trial with several LTCs in coming months. We are noting that streaming is made easier when all meeting participants and attendees are remote, or all are physically present. Complications (and possibly costs) rise when there is a blend of in-person vs. remote participants/attendees. Staff are seeking solutions and brainstorming workarounds. Legislative: Provisions of the <i>Freedom of Information and Protection of Privacy Act</i> (re: collection, storage and disclosure of personal information) and defamation law apply to broadcasting (streaming) meetings. One recommended practice, regardless of whether a meeting is conducted in person, or electronically, is that Islands Trust bodies notify the public that a meeting will be recorded and the recording posted online. Notification is now being provided to the public through Chairs' opening remarks and meeting notices that LTC meetings are being recorded	In progress

Policy Statement Goal C: 'To sustain island character and healthy communities'

4. COMMUNITY AND COMMUNICATION

Improve community engagement and participation in Islands Trust work

Strategy	Responsibility	Funding	Comment	Implementation
			and the recording posted online.	
14. Develop a new website and initiate a social media program.	Trust Area Services	2019/20 - \$69,512 2020/21 - \$45,000	Website project is now progressing towards a spring completion. A dedicated Communications Specialist has been hired to manage the project through to completion, including development of final pages, form creation, uploading remaining document library documents, and populating the calendar tool with 2021 meetings and events. The site will undergo user testing prior to launch. Facebook is being updated regularly.	In progress
15. Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area.	Trust Area Services	2020/21 - \$15,000; 2021/22 - \$15,000 requested	Trust Programs Committee has delivered a water conservation webinar, an eelgrass webinar and an ecosystem adaptation webinar. TPC has requested staff to direct staff to develop a project charter for a "Living in the Islands Trust Area" program for people new to the region.	In progress

Strengthen housing affordability throughout the Islands Trust Area

Strategy	Responsibility	Funding	Comment	Implementation
16. Implement the following high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council.	Trust Area Services/Local Planning Committee		See following	See following

Policy Statement Goal C: 'To sustain island character and healthy communities'

4. COMMUNITY AND COMMUNICATION

Strengthen housing affordability throughout the Islands Trust Area

Strategy	Responsibility	Funding	Comment	Implementation
16. i. Review the Islands Trust Policy Statement and give consideration to: a) giving affordable housing a greater profile for its role in sustainable communities b) including a reference to affordable housing in its policy direction to LTCs and municipalities.	Trust Area Services	See items 22/23	Policy Statement Amendment Project is underway. EC approved revised project charter on Feb 26 , 2020 and a revised version on Nov. 18, 2020. Staff brought a "What we heard" public engagement report to June Trust Council for approval and released it to the public. Staff are developing a "What We Learned" report for Executive Committee review on Dec. 16, 2020. TPC's affordable housing working group has been reviewing the document while First Nations engagement continues.	In progress
16. ii. Review the Islands Trust Policy statement to ensure that it: a) includes clear and well-thought out definition of affordability b) includes clearly articulated vision, goal and objectives for affordable housing c) gives affordable housing a greater profile for its role in sustainable communities d) includes a reference to affordable housing in its policy direction to LTCs and municipalities.	Trust Area Services	See items 22/23	Policy Statement Amendment Project is underway. EC approved revised project charter on Feb 26 , 2020 and a revised version on Nov. 18, 2020. Staff brought a "What we heard" public engagement report to June Trust Council for approval and released it to the public. Staff are developing a "What We Learned" report for Executive Committee review on Dec. 16, 2020. TPC's affordable housing working group has been reviewing the document while First Nations engagement continues.	In progress
16. iii. Develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws.	Regional Planning Committee	2020/21 - \$10,000	A consultant will be selected later in 2020 and the work will be completed by March 31, 2021.	Not started
16. iv. Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws.	Regional Planning Committee		RPC has requested \$10,000 for FY2021/22 for this project.	Not started

Policy Statement Goal C: 'To sustain island character and healthy communities'

4. COMMUNITY AND COMMUNICATION

Strengthen housing affordability throughout the Islands Trust Area

Strategy	Responsibility	Funding	Comment	Implementation
16. v. Develop model bylaws to address the use of building stratas as a tool for affordable housing.	Regional Planning Committee		Consideration for FY2022/23 through RPC.	Not Started

Strengthen relations with First Nations

Strategy	Responsibility	Funding	Comment	Implementation
17. Adopt a Reconciliation Declaration.	Trust Council		Adopted March 2019.	Completed
18. Adopt and implement a Reconciliation Action Plan.	EXEC/TAS/LPS	2020/21 - \$17,550; 2021/22 - \$16,950 requested	Implementation in progress. Training design completed and delivered with one outstanding session due to COVID-19. Policy and referral processes being reviewed with gap analysis. Multi-faceted activities are underway throughout the organization with particular effort on the Policy Statement Amendment Project and support for government to government meetings and development of cooperation accords.	In progress
19. Develop a Trust Area-wide archaeological impact strategy and establish a Cultural Working Group.	Trust Area Services		Cultural Working Group established. Interim measures in place for archaeological impact strategy with plans to work with other agencies, including an active liaison with Archeology Branch. Current review of all staff reports in place, with forms to assist and inform applicants.	In progress

Policy Statement Goal D: 'Effective, efficient and collaborative governance'

5. GOVERNANCE

To improve and modernize the ability of the Islands Trust to regulate land use activity and work with others

Strategy	Responsibility	Funding	Comment	Implementation
20. Amend the Islands Trust Act or other legislation to: i. Allow for entry warrants ii. Grant authority to use municipal ticketing for development permit enforcement iii. Enable adoption of development approval information bylaws by local trust committee iv. Add First Nations to the list of bodies with whom the Trust works in cooperation v. Enable delegation to staff the issuance of development permits vi. Clarify foreshore zoning authority	Executive/LPC		i. Indication Province is not going to make any changes. ii. At this time the indication is that the Province is not going to make any changes based on the belief enforcement is possible if guidelines are part of the LUB. iii. Being considered by the Province. iv. We have received positive indications from the Province that this item is pending. v. Being considered by the Province. vi. Being considered by the Province.	In progress
21. Provide a secretariat role to forums within the Trust Area.	Trust Area Services	2020/21 - \$12,000; 2021/22 - \$12,000 requested	Trust Programs Committee co-hosted the Baynes Sound Lambert Channel Forum on May 30, 2020. In June, TPC allocated \$3,500 to support the coordination of the Baynes Sound/Lambert Channel Ecosystem Forum and \$3,800 to support the coordination of the Howe Sound (Atl'ika7sem) Community Forum. In November, TPC allocated \$3,000 to initiate a Southern Gulf Islands Forum, and \$800 to support the Coastal Douglas-fir Conservation Partnership.	In progress

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Policy Statement Goal D: 'Effective, efficient and collaborative governance'

5. GOVERNANCE

To amend the Policy Statement

Strategy	Responsibility	Funding	Comment	Implementation
22. Amend the Policy Statement introductory and definitions sections.	Trust Programs Committee	2019/20 - \$39,820 2020/21 - \$45,000	Policy Statement Amendment Project is underway. EC approved revised project charter on Feb 26 , 2020 and a revised version on Nov. 18, 2020. Staff brought a ""What we heard" public engagement report to June Trust Council for approval and released it to the public. TPC working groups continue to meet to review the document while First Nations engagement continues. Staff are developing a "What We Learned" report for Executive Committee review on Dec. 16, 2020.	In progress
23. Determine if additional changes to the Policy Statement are desired by Trust Council.	Trust Programs Committee	See item 22	Pending outcomes of Policy Statement engagement and First Nations referral .	In progress



Islands Trust Council Plan for Continuous Learning

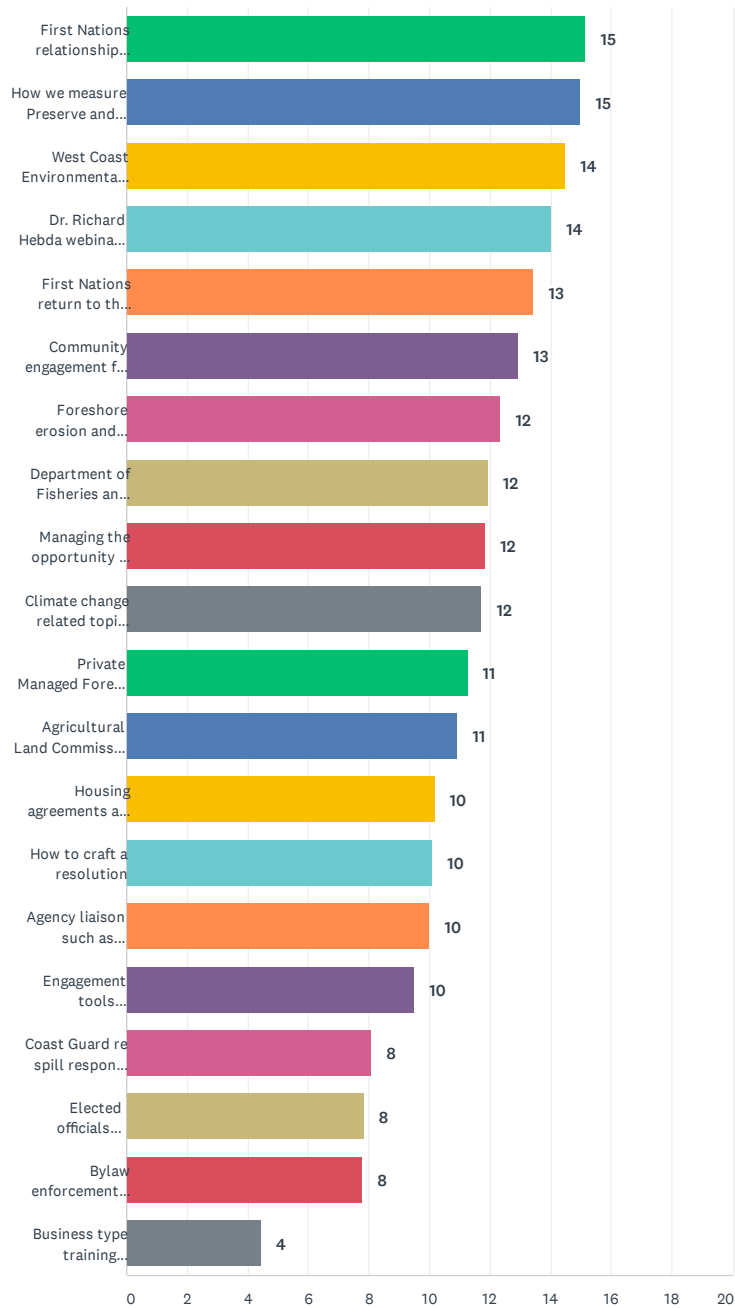
2018-2022 Term

Updated November 12, 2020

Year	Trust Council Meeting	Trust Wide and Administrative Topics	Legal and Governance Topics	Planning How-To	Working With Others
2020	December	NA	Bill Buholzer – Closed Session Best Practices for Governance/Staff Relations Kevin Ramsay - Presenter	NA	NA
	September	Dr. Richard Hebda/tabled	NA	NA	NA
	June	Conducting electronic meetings	NA	NA	NA
	March	FOI – Open Meetings Conflict of Interest – closed session, March 11, 2020	NA	Water License Branch session- via webinar on March 3, 2020	Climate change related topics including enforcement, bylaw sharing associated with climate change
2019	December (Victoria)	Strategic Plan Residential/Industrial schools session	NA	NA	National Marine Conservation Area Reserve
	September (Bowen)	Strategic Plan	Role of the Executive Committee	NA	Indigenous Law
	June (Galiano)	Strategic Plan	What Elected Officials Need to Know about FOI & Protection of Privacy Training (LGMA) June 25 th webinar.	NA	Chair, Vice Chair, Committee Chairs & ITC Chair training
	March 2019 (Gabriola)	Strategic Plan	Young/Anderson Introduction Bill Buholzer	NA	NA
	January 2019 Nanaimo	Strategic Plan	Orientation	NA	NA

Council Continuous Learning Plan 2018-2022 term

Answered: 15 Skipped: 0



POTENTIAL TOPICS/AGENCY LIAISON FOR CONSIDERATION FOR FUTURE SESSIONS:

Suggestions arising during 2018-2022 Term:

1. West Coast Environmental Law re foreshore jurisdiction **added December 2019**
2. Coast Guard re spill response plan missed consultation with Trust Council and local trust committees **added December 2019**
3. Bylaw enforcement processes **added December 2019**
4. Department of Fisheries and Oceans re fish stocks in dire straits **added December 2019**
5. Elected officials and/or staff on how the political government works **added December 2019**
6. Foreshore erosion and middens **added December 2019**
7. Community engagement for stewardship **added December 2019**
8. First Nations return to the lands and water **added December 2019**
9. Climate change related topics including enforcement, bylaw sharing associated with climate change
10. Private Managed Forest Lands (PMFL)
11. Housing agreements and how they work
12. First Nations relationship building
13. How we measure Preserve and Protect
14. Engagement tools associated from IAP2
15. Agency liaison such as Agricultural Land Commission
16. Business type training including Microsoft products
17. ALC session with CEO and Chair - aim for September TC
18. How to craft a resolution
19. Dr. Richard Hebda webinar or presentation **added March 2020**
20. Managing the opportunity of change in the COVID moment **added June 2020**

REQUEST FOR DECISION

To:	Trust Council	For the Meeting of:	December 1, 2020
From:	CAO & Executive Coordinator	Date Prepared:	November 12, 2020
SUBJECT:	Trust Council DRAFT 2021 meeting schedule		

RECOMMENDATION:

1. That Trust Council adopt the following meeting dates for its 2021 schedule: March 9-11, June 8-10, September 21-23 and November 30 to December 2.

2. That Trust Council adopt the following meeting locations and times for its 2021 schedule: March 9:00 a.m. start/electronic format; June 9:00 a.m. start/electronic format; September 8:30 a.m. start/in-person in Nanaimo; December 8:30 a.m. start/in-person Victoria.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

At its October 21, 2020 business meeting, Executive Committee endorsed the proposed meeting dates and locations presented in this request for decision for Trust Council's 2021 meeting schedule. The 3-day meeting dates shown are "envelopes" offering Trust Council options to consider electronic meetings as longer 2-day meetings or shorter 3-day meetings. The in-person meetings would follow the pre-COVID 3-day schedule.

PURPOSE: To consider recommendations for the 2021 i) meeting dates and ii) locations and times for Trust Council's business meeting schedule.

BACKGROUND:

i. Selection of Trust Council meeting dates, 2021

The December meeting is the required time for Trust Council to adopt its annual schedule. [The Meeting Procedures Bylaw No. 101 2.2](#) directs that Council determine regular Council meetings for the following calendar year at its December meeting, one of which shall be [determined] in each of the months of March, June, September and December.

The following dates are recommended: **March 9-11, June 8-10, September 21-23 and November 30 to December 2.**

These dates have been selected taking into consideration statutory holidays and associated known conference dates and other local government scheduling throughout the year.

ii. Trust Council Meeting Locations

Bylaw 101 directs that at its December meeting of each of the subsequent three years, Trust Council shall establish the schedule time and place of regular Council meetings for the following calendar year.

The proposed locations for the 2021 quarterly meetings recommend that the first two meetings be conducted entirely electronically and the last two meetings be conducted in-person.

Therefore, the following times and locations are recommended: **March 9:00 a.m. start/electronic format; June 9:00 a.m. start/electronic format; September 8:30 a.m. start/in-person in Nanaimo; December 8:30 a.m. start/in-person Victoria.**

IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL:

There may be a need for reallocation of current administrative staff to assist in running electronic Trust Council meetings.

FINANCIAL:

The draft 2021/22 budget for Trust Council meeting expenses has been based on two electronic and two in-person quarterly meetings.

POLICY:

[Bylaw 101 Meeting Procedures](#)

IMPLEMENTATION/COMMUNICATIONS:

The draft Trust Council meeting dates for 2021 have already been circulated to trustees and staff. Council Committees and LTC meeting date scheduling is underway. Once Trust Council has adopted its 2021 meeting schedule all other meetings will be confirmed.

FIRST NATIONS:

The certainty provided by an adopted meeting schedule will allow for ongoing discussions and meetings with First Nations governments.

ATTACHMENTMENT

1. Calendar view 2021 Draft Trust Council/Executive Committee meeting.

RESPONSE OPTIONS

1. That Trust Council adopt the following meeting dates for its 2021 schedule: **March 9-11, June 8-10, September 21-23 and November 30 to December 2.**

2. That Trust Council adopt the following meeting locations and times for its 2021 schedule: **March 9:00 a.m. start/electronic format; June 9:00 a.m. start/electronic format; September 8:30 a.m. start/in-person in Nanaimo; December 8:30 a.m. start/in-person Victoria.**

Alternative: as directed by Trust Council.

Prepared By: CAO & Executive Coordinator Foster

Reviewed By/Date: November 13, 2020

Calendar View 2021 Adopted EC/ Draft TC Schedule 2020 EC/TC Adopted Meeting Dates

SEPTEMBER 2020							OCTOBER 2020							NOVEMBER 2020							DECEMBER 2020							
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	
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6	7	8	9	10	11	12	4	5	6	7	8	9	10	8	9	10	11	12	13	14	6	7	8	9	10	11	12	
13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21	13	14	15	16	17	18	19	
20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28	20	21	22	23	24	25	26	
27	28	29	30				25	26	27	28	29	30	31	29	30						27	28	29	30	31			

Proposed TC 2021 Schedule

JANUARY 2021							FEBRUARY 2021							MARCH 2021							APRIL 2021								
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S		
					1	2		1	2	3	4	5	6		1	2	3	4	5	6					1	2	3		
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10	11	12	13	14	15	16		14	15	16	17	18	19	20	14	15	16	17	18	19	20	11	12	13	14	15	16	17	
17	18	19	20	21	22	23		21	22	23	24	25	26	27	21	22	23	24	25	26	27	18	19	20	21	22	23	24	
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31																													
MAY 2021							JUNE 2021							JULY 2021							AUGUST 2021								
S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S		
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9	10	11	12	13	14	15		13	14	15	16	17	18	19	11	12	13	14	15	16	17	15	16	17	18	19	20	21	
16	17	18	19	20	21	22		20	21	22	23	24	25	26	18	19	20	21	22	23	24	22	23	24	25	26	27	28	
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SEPTEMBER 2021							OCTOBER 2021							NOVEMBER 2021							DECEMBER 2021								
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12	13	14	15	16	17	18		17	18	19	20	21	22	23	14	15	16	17	18	19	20	12	13	14	15	16	17	18	
19	20	21	22	23	24	25		24	25	26	27	28	29	30	21	22	23	24	25	26	27	19	20	21	22	23	24	25	
26	27	28	29	30				31							28	29	30				26	27	28	29	30	31			

■ STATUTORY HOLIDAYS

Red Boxed Dates = Executive Committee Meetings
 Purple Boxed Dates = Trust Council Meeting
 Disregard the Green dates



December 2, 2020
Islands Trust Council
10:15 a.m.

Title: Best Practises for Governance – Staff Relations

Background: Executive Committee has requested that a learning session be scheduled for December Trust Council that focuses upon best practises in local governance in working with staff. The session will review standards within the industry, review some key principles that were part of the orientation sessions in 2018 and, provide for some questions and answers on some specific examples.

To this end, Kevin Ramsay from Innova Strategy Group has been contracted to lead the session. Mr. Ramsay is an experienced local government practitioner having been a senior administrator with the City of Vancouver, and CAO of Squamish and Port Moody. He specializes in strategic planning, performance management and, organizational development.

Purpose: To ensure good working relationships exist between trustees and staff and to seek clarity on appropriate roles and responsibilities.

Resources: Russ Hotsenpiller, Chief Administrative Officer (CAO)

TIME	TOPIC	WHO
10:15	Best practises in Governance Staff Relations	Kevin Ramsay, Principal, Innova Strategies

INNOVA STRATEGY GROUP

Bio - Kevin Ramsay, AScT, RTMgr

With the City of Surrey, District of West Vancouver, City of Vancouver, District of Squamish and City of Port Moody, Kevin held a total of 19 different local government positions including Superintendent, Manager of Safety & Training, Manager of Waterworks, Manager of Streets, Manager of Sanitation, Director of Emergency Management, General Manager of Human Resources, Chief Administrative Officer, and City Manager. In 2016, after 34 years in local government, Kevin retired from the City of Port Moody and incorporated the Innova Strategy Group.

Kevin excels in leading-edge performance enhancement, maximizing leadership capacity, organizational strategy, and core service reviews in government. Much of his success is related to restructuring supervisory/management groups and team building, with an ongoing focus on leadership values. In addition, high level strategy development and governance reviews has focussed on developing organizational direction, ensuring long-term success.

He has provided keynote addresses, seminars, curriculum training, and one-on-one mentoring on leadership, change management, governance, and core service reviews. Kevin has been fortunate to have had the opportunity to present, instruct, and mentor his leadership values throughout the world.

Kevin's leadership has also encompassed a number of related organizations as he currently sits, or has sat, as president, chair, and/or director for the BC Water & Waste Association, Canadian Water & Waste Association, BC Environmental Operators Certification Program, American Waterworks Association, Water Environment Federation, Applied Science Technologists & Technicians of BC, Canadian Council for Human Resources in the Environmental Industry, BC One Call, the Public Works Association of BC, the Pacific National Exhibition, the Pacific Northwest Preparedness Society, and recently finished an appointment as Vice-Chair of WorkSafeBC.

As Principal of Innova, Kevin leads the most qualified industry experts in providing value-added services to local government organizations. ISG employees and associates are dedicated to providing value, quality and strong leadership to the industry, while staying connected to the latest technologies and trends.

From: Jessica Harkema <jessica@saltspringchamber.com>
Sent: Tuesday, November 10, 2020 12:56 PM
To: Lori Foster <lfoster@islandstrust.bc.ca>
Cc: Francine Carlin
Subject: SS CEDC & SS Chamber Request for Delegation

Dear Lori,

The Salt Spring Community Economic Development Commission and the Salt Spring Island Chamber of Commerce are requesting a delegation to the December 1, 2020 Island's Trust Council Meeting. While Ganges Village Area Planning is related to only one LTC – Salt Spring, the budget necessary to do this work must be approved by the Trust Council.

Please see attached.

Sincerely,

Jessica Harkema
Executive Director



121 Lower Ganges Road
Salt Spring Island, BC, V8K 1C6
250 537 4223
www.saltspringchamber.com
www.saltspringtourism.com

GANGES VILLAGE AREA PLAN

SSI-CEDC – SSI Chamber Delegation in Support of Funding for a Ganges Village Area Plan

December 2020

1.

OVERVIEW

A integrated and comprehensive Ganges Village Area plan will help the Islands Trust maintain a balance between preserve, and protect while ensuring ongoing rural economic and social well-being in the context of the Trust Area.

This plan will benefit the community by providing:

1. A consistent point of reference against which to make decisions
2. The ability to make more informed decisions
3. More predictability regarding budgeting and planning
4. Potential to optimize resource use
5. Means to preserve community character
6. Capacity to produce sustainable economic development

3.

OVERVIEW

- There are many examples of villages, towns and cities that have demonstrated the value in town planning.
- As a community, we need to get ahead of our challenges, seek opportunities and manage risks.
- By engaging in a deep and meaningful assessment of the current situation in the Village of Ganges, and a thorough and robust planning process that reaches out to the island's citizens, energizes the LTC planning department and mobilizes partners, the island could collectively realize a vision.

2.

Community Consultation

- Community consultation is the foundation for achieving a sound plan that reflects the values of the community across all demographics
- Thorough community consultation educates, informs and insures buy-in
- Recommend a variety of engagement tools to obtain a full and transparent recommendations

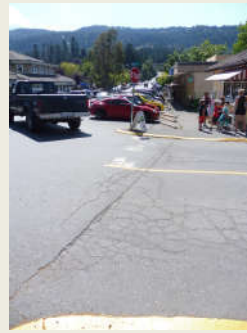
4.

CRITICAL TURNING POINT

- Our community faces critical challenges for sustaining the culture of Ganges which is the core of our unique rural community
- Central to the sustainability of the Ganges village is the ability to create a livable community for residents now and into the future
- Climate change mitigation and housing management are essential to realizing a sustainable Ganges Village Area Plan

5.

PHOTO EVIDENCE



7.

PHOTO EVIDENCE



6.

PHOTO EVIDENCE



8.

-----Original Message-----

From: Michael Sketch
Sent: Tuesday, November 10, 2020 4:03 PM
To: Lori Foster <lfoster@islandstrust.bc.ca>
Cc: Michael Sketch
Subject: M Sketch delegation request for 01Dec2020 trust council

Lori - May I please be given a delegation opportunity at the 01Dec2020 7pm to 9pm evening session of Trust Council's electronic) quarterly meeting?

My delegation submission is attached.

Thank you

Michael Sketch
North Pender Island

**Delegation submission to the Islands Trust Council from
Michael Sketch for an electronic quarterly meeting,
7:00 p.m. session on Tuesday, 1 December, 2020**

***structure and implementation of the trust policy statement
are trust area policies effective?***

Trust councillors, staff and the Trust Programs Committee,

My September delegation argued that the trust policy statement is a regional plan for the trust area. The historical context is clear, as is the moral imperative.

The public believe that trustees have a duty of care to preserve and protect nature's interest, which can not speak for itself. Nature does react when the built environment over extracts natural resources needed to sustain development.

But by then it's too late.

In 1989 the province amended the Islands Trust Act (the Act). A watershed amendment which gave statutory force and effect to the electorate's sense of a duty of care.

At S.15 of the Act, trust council *must, by bylaw, adopt* a trust policy statement.

Trust bodies are continued to further the trust object. The trust policy statement is a general statement of policies to carry out the object of the trust and may establish different policies for different parts of the trust area.

The legal logic is clear. The trust council corporation is continued to further the trust object and must adopt a statement of policies for the same purpose. It follows that if implementation of explicit preserve and protect policies is shown to be ineffective, that the buck stops at the trust council table.

One day the courts may affirm that a statement of policies to preserve and protect is 'no mere piety'.

Trust policies are best known for their role in local trust area bylaw review by Trust Executive. Draft local trust area bylaws submitted for review must not be contrary to or at variance with the trust policy statement.

Structure of Trust Council Bylaw 17, the Trust Policy Statement

Directive policy is the gist of Trust Council's trust policy statement bylaw 17, but the bylaw includes a hundred weight of advocacy, interpretations, explanation and good intentions.

In its current policy statement review, I hope the Trust Programs Committee will recommend publishing the valuable extras on the Trust website. A policy statement bylaw would be less ambiguous and mercifully shorter.

Over decades, the structure of directive policies has persisted. Each numbered preserve and protect policy has two components. The first component is arguably not policy but procedure, for there is direction that the subsequent policy component be addressed in the policy and regulatory bylaws of each local trust area jurisdiction.

Each directive policy delegates implementation to the local trust area.

The procedural component is the same for each directive policy and the eye is drawn to the policy component. The first impression is a comprehensive list of preserve and protect policies.

But a regional plan for the trust area should be just that. In time, there may be a regulatory bylaw for the trust area and wording of each directive policy should be unencumbered policy.

There is a more serious problem with the procedural encumbrance of each directive trust policy. Interpretation.

Implementing the procedural component alone may be conflated with implementation of the policy component.

Implementation of trust area policies

Policy 1.3.1 in the Trust Policy Manual implements the policy statement. At (see appendix) S.B1.4, the trust policy statement requires that local trust area policy and regulatory bylaws address certain matters from the policy statement. The "certain matters" are the preserve and protect policies. Then "A bylaw will not be contrary to or at variance with the policy statement if it fails to include a particular policy or regulation, as long as the bylaw contains sufficient reason for not doing so".

Is the preserve and protect policy component effective? Not at all.

At best, the policy component of directive policies would be included in local trust area policy and regulatory bylaws. But in practice, a development proposal may include application to amend the OCP, the LUB or both.

When last were directive policies included in your island bylaws?

The Act directs that the executive committee of trust council review local area bylaws consequent to the preserve and protect trust area policies. I argue that the safety of that closed loop protection has been compromised by directive policy wording. Compromised, even negated.

It is significant that trust policy implementation policy 1.3.1 is held by the director of trust area services. Do trust area services influence the local planning service respecting inclusion of directive policies in local area policy and regulatory bylaws?

Even worse, although the Act intends that trust area policy be implemented in the day to day advice giving and decision making of trust bodies and staff, the wording of directive policies insulates preserve and protect trust policy from the action at hand.

Remedy is straightforward and begins with stripping out the procedural component from each directive policy. The procedural component is probably best implemented in an adjunct procedural bylaw under S.11 of the Act.

Effective implementation of trust area policy is a serious matter and I ask Trust council to give direction to your Trust Programs Committee to draft necessary changes to the Trust Policy Statement.

Thank you for hearing my submission.

Michael Sketch

North Pender Island


Afterword

These three comments illuminate aspects of what can be accomplished in trust area policies:

1) In deliberating and adopting a trust policy statement bylaw, trust council recognizes that imbalance between built environment and natural environment precipitated the Islands Trust Act. While the connotation of trust object wording is clear, denotation for “preserve and protect the trust area and its unique amenities and environment” is an ongoing debate. *Trust area policy can clarify interpretation of the trust object.*

2) *Trust area policies can mitigate intrinsic conflicting interests for staff advisers and for LTC decision makers.* Sometimes planning staff advise decision makers in order to protect their own interest, be it preservation of local control or preservation of development potential. Sometimes decision makers lose sight of their trustee helmet, in favour of the local politician hat.

3) Of course local politics play a role and may bring pressure which unduly favours the built environment at the expense of nature's interest. The province recognized conflicting interests in 1989. Local interests are balanced by the regional policy imperative. *That is the strength of a regional plan which is effective in guiding local action.* But local interest isn't divorced from the regional plan; it's joined at the trust council hip.

Appendix



Policy:	1.3.1
Approved By:	Trust Council
Approval Date:	June 11, 1994
Amendment Date(s):	March 11, 1995; December 8, 2000; June 16, 2005; and March 23, 2016
Policy Holder:	Director of Trust Area Services

POLICY STATEMENT IMPLEMENTATION

Purpose

To establish policy and procedures for statutory bylaw referrals and other implementation strategies in connection with the Islands Trust Policy Statement Bylaw No. 17.

Excerpts

Policy and Procedures

1. Statutory Bylaw Referrals

- 1.4 The Islands Trust Policy Statement requires local trust committees in their official community plans and regulatory bylaws, and island municipalities under Section 38(1) of the *Islands Trust Act*, to address certain matters from the Policy Statement, or give explicit reasons and justifications for not doing so. A bylaw will not be contrary to or at variance with the Policy Statement if it fails to include a particular policy or regulation, so long as the bylaw contains sufficient reason or justification for not doing so.

Policy Statement Directives Checklist

- 1.6 The primary responsibility for demonstrating that an official community plan or regulatory bylaw is not contrary to or at variance with the Islands Trust Policy Statement rests with each local trust committee, or island municipality.



TRUSTEE SPONSORED REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 1, 2020

From: Paul Brent, David Critchley,
Michael Kaile, Kees Langereis,
Ben McConchie, Lee
Middleton, Deb Morrison,
Cameron Thorn, Steve Wright. **Date Prepared:** November 8, 2020

SUBJECT: Islands Trust Governance and Management Review 2021

RECOMMENDATION: Trust Council fund a comprehensive independent review of Trust Governance and Management to achieve the objectives outlined in the attached Governance and Management Review 2021 document.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The following comments are in support of the best possible outcomes for the Islands Trust and they primarily focus upon functional elements within the terms of reference, any current policies that would apply and administrative/operational considerations. These are preliminary comments and should this project proceed, more in depth analysis is certainly possible.

As presented, the proposed Governance and Management Review is a wide ranging project with a number of significant areas of enquiry. It has been provided in the form of a draft Terms of Reference in support of a future Request for Proposals. The Review seeks review of most of the functional areas of the Islands Trust and includes a focus upon the development of identifying measurable indicators of success in the following: governance in terms of effective and efficient fiscal oversight of the daily and strategy direction of the organization, advocacy, planning services, performance measurement and some elements of visioning. It excludes the Islands Trust Conservancy.

Terms of Reference: It is assumed that this is an overview of what would be included in an actual Terms of Reference and not an actionable document. In development of a final terms of reference consideration should be given to the following:

It is recommended that the outcomes or deliverables of such a review be made as specific as possible to focus on areas of key concern that will in turn lead to measurable and successful change. A formal process of problem or issue identification may assist. At present the document does not clearly delineate project specifics which in turn could lead to variable results or recommendations from the consultant. Consideration of how the results of the various study elements are integrated to a successful conclusion and an overall vision for the organization may also be helpful.

It would be of value for Trustees to agree on common understanding of governance, management, operations, and other terms in the document. A number of concepts, dates, and descriptions are not accurate. Further, a number of terms or descriptions should be revised to ensure that the reader/bidder is not lead to a conclusion. For instance, the description of the advocacy function is incorrect/limited, planning staff are not municipal planners, the current land use function does not rely on advocacy.

The governance section seeks analysis of governance structure and its relative performance over time. As governance structure is set by legislation, any discussion of governance structure should include in the deliverables, requests for potential legislative change. Accordingly, as the Islands Trust is a creature of the Province, some inclusion of the role of the Province in the Review should be included in the report, perhaps as a member of the Steering Committee.

It is recommended that a communications plan be developed with key messages for responding to enquiries and providing information to the public. The Review will attract public interest and it may be of value to include a communications function in the Terms of Reference and RFP.

Consideration should be given to how the Review will address Trust Council's Reconciliation Principles and any input from First Nations with regard Trust performance.

In addition, there may be value in including some public/stakeholder outreach as part of the project or at least addressing external input.

Any progressive means of performance management can make an organization better. In this case it critical that the unique structure and legislative framework of the Islands Trust and its 'baked in' inefficiencies, need to be understood by any successful consultant as they develop comparables in any area of Trust function. This understanding should be included in selection criteria.

Usually staff assist with the development of Terms of Reference to ensure industry standards and to assist in the development of specific outcomes or deliverables and this is recommended if the project proceeds.

Operational support: The Review would become a significant project of the Islands Trust by its nature and scope, and should be amended to the Strategic Plan as a priority. The consultant will need support to understand the unique structure, governance, processes and legislation that applies to the Islands Trust. Information will need to be provided on relevant history, LTC decisions over time, Trust Council decisions, planning statistics and reporting, budget and finance, advocacy outcomes and work planning. The Review will require interviews and discussion with staff, trustees and possibly First Nations and stakeholders/ community. A coordination function/capacity should be considered or the CAO/Executive Branch of the Islands Trust should be designated as primary contact with appropriate direction for reprioritization of current work.

Procurement: Procurement Policy 6.5.3 does not contemplate elected officials participating in the selection of consultants or directing of work, which is in keeping with best practises in local governance and the industry standard. There is no rationale included in the RFD that would explain the need for elected officials to award the contract. The regular process would have staff develop the bid package with attendant criteria (developed by Steering Committee), a release to BC Bid and a staff recommendation on the successful proponent based on a pre-determined system of scoring.

Process: The recommendation of a Steering Committee is a good one, providing for overall direction of the Review and engaging with the consultant on a regular basis. It is recommended that the Chair of Trust Council, as the spokesperson for the organization, would sit on anybody that fundamentally reviews its vision, policy and operations.

Implementation The Review would impact some ongoing work and Trust Council should give consideration to projects such as:

- Policy Statement Project
- Local Planning Services Renewal
- Request of the Province for additional funding
- Requests for legislative change

Budget considerations: This work is not in the current budget or strategic plan and if initiated during 2020/21 would need a budget amendment and if included in 2021/22 would need to be included in the current budget planning process.

1 PURPOSE:

The purpose of the review is outlined in the attached terms of reference document.

2 BACKGROUND:

Background is provided in the attached terms of reference document.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The review of Trust Governance and Management is designed to be led by a professional management consultant overseen by a Committee of Trustees and the CAO and as such is organized to have as little impact on daily operations as possible.

FINANCIAL:

The review is to be funded from Fiscal 2021/2022 surplus and is funded through a mechanism that will not displace existing or proposed line items.

POLICY:

IMPLEMENTATION/COMMUNICATIONS:

FIRST NATIONS:

OTHER:

4 RELEVANT POLICY(S):

5 ATTACHMENT(S):

Islands Trust Governance and Management Review 2021 (Gov Mgmt review Nov 10 20.pdf)

RESPONSE OPTIONS

Recommendation:

That Trust Council approve the entering into a contract with a management consultant firm (certified by the Canadian Association of Management Consultants) to undertake a comprehensive performance review of the Islands Trust's governance, management and operations, in accordance with the Terms of Reference attached as Appendix 1 to this Request for Decision using reserve funds from fiscal 2020/21 to a maximum of \$75,000. This work will be overseen by an ad hoc Steering Committee of Trust Council identified in the Terms of Reference Document attached as Appendix 1.

Alternative:

Prepared By:

Reviewed By/Date:

Islands Trust Governance and Management Review 2021

November 8th, 2020

Background and Review Outline – Terms of Reference

Prepared by:

Paul Brent
David Critchley
Michael Kaile
Kees Langereis
Ben McConchie
Lee Middleton
Cameron Thorn
Steve Wright

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Introductory Statement

We have been uniquely empowered by the Province to Preserve and Protect the Islands and surrounding waters of the Salish Sea from 1974 to now. During this time how well has the Trust delivered on the Preserve and Protect mandate set by the Province and how might we learn from this result to strengthen our delivery on the mandate in 2021 and beyond?

This is an invitation for an outside review of the Trust's Governance and Management of operations to assess our current performance and strengthen our work and ability to deliver on the Preserve and Protect mandate. This is not a financial audit but a review of current operations emphasizing a review of the structure of the Trust which currently divides its activities into two categories: planning and advocacy. Given the challenges of the 21st Century – reconciliation and climate change being two prominent examples – are there opportunities to be more effective in delivering the mandate with a different organizational structure that integrates planning and advocacy more closely than currently?

Healthy organizations look at themselves periodically through outside reviews to learn how to be better. Trustees voted to propose a review through the Auditor General for Local Government at a Council meeting in September 2019. The office of Auditor General for Local Government no longer exists but the desire of Trustees to arrive at a vision of the Trust by accessing objective data on present performance remains. Particularly as the Trust engages in a policy statement review and consultation on its guiding policies (Islands 2050) many Trustees feel understanding where we are now will enable us to much better evaluate policy change benefits and be able to judge the effectiveness of any changes made through use of bench marks we wish to identify in this review.

In short, this Governance and Management review will strengthen the Trust by identifying what we do well and what we might improve. We hope it will lay an objective foundation from which to consider policy changes, if not from a common vision then at least from a common set of data about the Trust and its current performance.

This is a high-level terms of reference (TOR) to conduct an independent review of Trust Governance and Management. Trust Council will be asked to vote on a motion authorizing and funding this review at the December 2020 Council meeting. Once Council approves this review a project steering committee will be struck as outlined in this document. The steering committee will then supervise the preparation of a bid package that will more articulate the timing and specifications of deliverables for distribution on BC Bid in February 2021. Proponent selection is anticipated to be in March 2021 with work commencing April 1st 2021.

The scope of work does not contemplate a review of the Islands Trust Conservancy. The work of the Conservancy is very important in the Trust Area. The Islands Trust and Islands Trust Conservancy were established by the Islands Trust Act. Though the purpose of the two organizations is the same - to preserve and protect the Trust Area and environment -the Conservancy accomplishes that purpose in different ways. The Islands Trust is a regulatory body; the Islands Trust Conservancy is a conservation land trust, protecting land through voluntary measures.

The board of the Islands Trust Conservancy is legally independent from the Islands Trust Council. The land and money donated to the Islands Trust Conservancy is owned and managed

by the land trust, not the regulatory body of the Islands Trust. The Islands Trust Conservancy's operating expenses are paid for with tax revenue from the Islands Trust. This means donations go directly to acquiring and protecting land.

Further the operations of Bowen Island Municipality are not proposed to be a subject of this review. The review will concentrate on the activities of the Trust that pertain to Bowen Island Municipality which are currently organised internally under Trust Area Services.

Finally the review will be given a line item in the Trust's 2021/2022 budget, with an amount reserved for this review of \$75,000 to be allocated from surplus – meaning no line items of the 2021 / 2022 operational budget will be displaced to fund this review.

Part 1: Background

The Trust is a trust entity established by the Province in 1974 by *Island Trust Act*. The Province created the Trust with the following mission, known as the Provincial Object:

“to preserve and protect the trust area and its unique amenities and environment for the benefit of residents of the trust area and of the province generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the Government of British Columbia”.

The Islands Trust is a federated body responsible for protecting the unique nature and amenities of 13 major islands and more than 450 smaller islands and the surrounding waters in the Salish Sea. The Trust Area covers about 5,200 square kilometres of land and water and is home to over 25,000 people, with a further 10,000 non-resident property owners.

The 13 major Islands areas in the Trust Area, which encompass the surrounding smaller Islands are:

- Bowen Island Municipality
- Denman Island
- Gabriola Island
- Galiano Island
- Gambier Island and Keats Island
- Hornby Island
- Lasqueti Island
- Mayne Island
- North Pender Island
- Salt Spring Island
- Saturna Island
- South Pender Island
- Thetis Island

The Trust regulates local land use, manages a trust fund of land and other assets and works with other levels of government. While the 13 island groups receive equal representation in the federation, they vary dramatically in size and population, with the largest (Salt Spring)

encompassing over 40% of the federation's population and the two smallest (South Pender and Gambier) less than 1% each.

The Trust's current governance and management structure was established by legislative amendments in 1989.

Since 1989, the governance and management structure has not undergone an in-depth overall review to evaluate its effectiveness in delivering the Islands Trust mandate. There have been reviews of components of the Islands Trust over the recent years.

See: <http://www.islandstrust.bc.ca/trust-council/governance/internal-reviews/>

The latest independent review of Trust planning services conducted in 2007 by Stantec Consulting Engineers, whose recommendations chose not to accept. It was followed by an internal study (Fraser Report), which focused on the specific function of Local Planning Service delivery. It is noteworthy that twelve years on in 2020 more of the Stantec recommendations have been brought into practice than those of the Fraser report.

Currently, Local Planning Services (ie, staff providing support to Local Trust Committees and Trust Council) are transitioning to a new staff service delivery structure incorporating some aspects of 2007 Stantec Report recommendations.

The Islands Trust's annual budget of approximately \$8,200,000 is funded primarily from local property taxes in the Trust Area including a \$300,000 contribution from Bowen Island Municipality and a small portion coming from government (ie, \$180,000) and administrative fees (\$115,000) charged by Local Trust Committees for processing land use changes and issuing permits.

Current organizational structure: Governance

The Islands Trust, known as the Trust, is a statutorily created trust comprised of 26 elected local trustees, of which two trustees from Bowen serve on the Bowen Island Municipal Council.

Trust Council is a corporate entity comprised of the 24 locally elected island trustees and two municipal trustees elected on Bowen Island as a part of municipal council elections. Trust Council is responsible for establishing the general policies for carrying out the object of the trust and financial management of the trust organization, other than financial management of the trust fund which is managed by the Islands Trust Conservancy. Trust Council responsibilities include:

- Adopting an annual budget, including the Islands Trust Conservancy budget,
- Developing and adopting a Strategic Plan for each four-year term of Council,
- Adopting a trust policy statement bylaw that provides policy direction to local trust committees on carrying out the Trust Object,
- Hearing appeals of Executive Committee decisions on local trust committee bylaws, appointing the Chief Administrative Officer, and auditors (both delegated to Executive Committee),
- Filing an annual report to government,

- Engaging in advocacy, education and collaboration with First Nations, other levels of Government and non-government agencies.
- Establishing special committees (ie, Regional Planning Committee, Trust Programs Committee and Financial Planning Committee), and
- Establishing administrative policies and bylaws.

Executive committee is an arm of Trust Council and comprised of a chair and three vice-chairs, all of whom are elected by and from the 26 members of Trust Council. Executive Committee is responsible for:

- Carrying out the daily business of the trust,
- Approving bylaws proposed by local trust committees, and
- Acting as a local trust committee for that part of the trust area not in a local trust area jurisdiction or municipality.

Local trust committees (LTC) are separate corporate entities comprised of two locally elected trustees for each of the 13 Island Areas and one member of the Executive Committee appointed as chair of that local trust committee. Each LTC is responsible for carrying out a function of local government powers (i.e. land use bylaws) as set out in the Local Government Act and Community Charter to meet community need and for ensuring proposed land use bylaws are consistent with carrying out the Trust Object.

Local trustees, upon their election, also become members of Trust Council.

Islands Trust Conservancy (ITC), a conservation land trust corporate entity, is, for all purposes, an agent of government. ITC is comprised of one member of the Islands Trust executive committee, two persons elected by and from the members of trust council and up to three members appointed by the minister. ITC is responsible for:

- Adding to the land portfolio of the conservancy as funds permit
- Managing the property of the conservancy,
- Preparing a conservancy plan,
- Preparing a budget for Trust Council, and
- Filing an annual report to government.

Bowen Island Municipality is a municipality in its own right and is located in the Trust Area. As such it provides its own planning services and other municipal services. The extent to which Trust Council governs Bowen Island is limited to reviewing and approving changes to Bowen's Official Community Plan to ensure those changes are consistent with the Trust Object. Bowen Island participates on all decisions of Trust Council through the 2 municipal councilors elected on Bowen Island to Trust Council.

Note: that Islands Trust Conservancy and Bowen Island Municipality are not included in this review.

Current organizational structure: Management

Executive Committee hires the Chief Administration Officer (CAO) for the Islands Trust. The

CAO in turn is responsible for the hiring staff to support the operation of the Islands Trust. Staff report to the CAO. The bulk of the Trust budget is consumed in delivering planning services to the 13 Island Trust Areas. The Trust employs fifty-five staff who are located at three locations: Victoria (headquarters), Salt Spring Island and Gabriola Island with roughly 2/3rds working from the Oak Bay (Victoria) office and the remaining third split between Salt Spring and Gabriola.

Local Planning Services support local trust committees directly and work on a few Trust-wide projects. Planning staff provide research and expertise as well as record keeping and administrative support to local trust committees, enabling the committees to make community-based land use decisions through bylaws, land use applications, resolutions and regularly scheduled business meetings.

Trust Area Services staff are located in the Victoria office and support Trust Council, Local Trust Committees, the Executive Committee, the Trust Programs Committee and the Islands Trust Conservancy. This service area is responsible for advocacy, inter-government relations, trust-wide communications and grants administration.

Advocacy activity is carried out by the staff of Trust Area services. The Trust labels anything not obviously planning related as “advocacy”. Currently, advocacy is directed to opposing anchorages, the Trans Mountain pipeline and tanker expansion, container terminal expansions as well as advocating for marine environments, lower fares and more service from BC Ferries, as some examples of a broad list.

Advocacy actions are generally limited to letter writing, responding to consultation requests and attendance at related meetings.

Part 2: Objectives of the Review

We recommend that Trust Council initiate a Comprehensive Governance, Management and Operations Review to determine how the Islands Trust may better deliver on its mandate in the face of ecological, development and other challenges of today, which may not have been contemplated at the time of the creation of the Trust. It is expected that this comprehensive review of the governance, management and operational structure will focus on three key areas: Effectiveness of Planning Services, effectiveness of advocacy activity separate from planning and effectiveness of governance oversight in directing the strategic and financial focus of the organization.

We are asking the consultant to specifically answer the following questions:

1. **Governance:** Is the governance structure successful in providing effective and efficient fiscal and management oversight of the daily and strategic direction of the organization? Are measures of effectiveness used and are these benchmarked against similar organization’s performance?
2. **Advocacy:** Is advocacy as it is currently being applied an effective means of fulfilling the Preserve and Protect mandate?

3. **Planning:** Is the current model of land use planning services efficient and effective in fulfilling the mandate of the Islands Trust?

Currently the Trust is engaged in an exercise to revise its Policy Statement – the means by which the Object is realized – through an extensive consultation process with the public. Before any changes are made to the policy statement it is imperative that the Trust’s performance is reviewed to determine if there are ‘other’ improvements that need to be made before the Trust enacts policy based on what was heard during the policy statement review consultation. Further the review asks the consultant to wherever possible establish benchmarks of performance against the mandate so that we may evaluate suggested changes, or the effectiveness of future changes, from a commonly, objectively formed data set of current performance. Therefore, there is a relatively tight timeline for the completion of this work.

Further: The Trust was created in 1974. In 1977 changes that established the forerunner to today’s structure (ie, land use planning authority at the LTC level). Further changes to governance were made in 1989 establishing Trust Council and the Executive Committee as we have today. These governance changes aside, fundamentally the Trust has not conducted an independent comprehensive Governance and Management review since its formation. There have been reviews that neared a scope of full Governance and Management Review – the Stantec report in 2007 and subsequent staff response analyses – but these typically focused on a specific function of the Trust, usually delivery of local planning services.

This review is being undertaken very much in the spirit of identifying better practice in terms of how planning and advocacy activities might be organized differently to deliver to the mandate in the face of 21st Century challenges not contemplated in 1974. We are ideally looking to a consultant to draw conclusions of an integrated nature that may apply to the organization and operation of the Trust as a whole and not just the specific areas we have asked the consultant to review.

The successful proponent will undertake an evidence-based review and evaluation of the effectiveness and efficiency of the Islands Trust’s organizational structure, management and operation in carrying out the Islands Trust mandate (i.e. Section 3 of the Islands Trust Act¹).

The successful proponent will provide independent advice and recommendations to assist the Islands Trust in identifying its areas of strengths and weaknesses, with recommendations on ways to enhance or improve its organizational structure, management and operation.

The following is intended to elaborate on the three key review questions listed above to provide guidance for the successful consultant to consider in undertaking the review of components of the Islands Trust: Trust Council, Local Trust Committees (Governance), Trust Area Services and Local Planning Services (Planning and Advocacy).

¹ Object of trust

Section 3 The Object of the Trust is to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.

Governance: Is the governance structure successful in providing effective and efficient fiscal and management oversight of the daily and strategic direction of the organization? Are measures of effectiveness used and are these benchmarked against similar organization's performance?

Trust Governance is exercised through Trust Council and LPCs) which then interface with management through several governance tools: a Strategic Plan, budgetary oversight and at the local level through the passing of local resolutions which are vetted by senior staff and the Executive. This is a complex structure that may hamper Trust Area wide and local governance. The review of governance will research the following:

- Are there obvious gaps or inefficiencies in Governance?
 - The federated model of governance may naturally bring in some inefficiencies but are these outweighed by the autonomy each island enjoys, presuming that autonomy offers benefits?
 - What options might be available to minimize these inefficiencies?
 - Is Island Autonomy better exercised through alternate governance structures?
- Are there examples of Governance from jurisdictions with a similar mandate that might offer some other options?
 - How would we determine the viability of different governance options?
- Does the present Governance structure succeed in filling the mandate through the foreseeable future? How would this be measured?
- Is budgetary oversight through its alignment with the strategic plan the best way to deliver on the mandate? Should planning activity, either integrated with advocacy, or alone be governed by the strategic plan?
- Does the current model effectively balance the interests of carrying out the mandate with value for money for taxpayers?
 - What might be some benchmarks for determining value?

Advocacy: Is advocacy as it is currently being applied an effective means of fulfilling the preserve and protect mandate?

Advocacy, governed through Trust Council's strategic plan, is managed and delivered separately from local planning services. The review of advocacy will question the following:

- Is advocacy more effective if confined to environmental issues within the Trust Area?
- Where planning authority available to the Trust is limited, such as in areas of Federal or Provincial jurisdiction, is advocacy sufficient in carrying out the Object of the Trust Act? Are there better options in land use planning than having to rely on advocacy?
- Is the Strategic Plan an effective instrument to guide advocacy and planning within the Trust?

Planning: Is the current model of land use planning services efficient and effective in fulfilling the mandate of the Islands Trust?

As the core function of the organization this activity employs the greatest proportion of staff and the organization's budget. Related research questions the consultant will consider in the review of planning services delivery are:

- How does the per capita efficiency of planning services compare to other jurisdictions tasked with a planning / ecological management function?
 - Are there other areas in the world where a preserve and protect mandate is legislated ie, Niagara Escarpment, the National Trust areas in the UK, Hauraki Gulf in New Zealand as some examples, that might offer a useful comparison?
- Is the use of municipal planning tools and urban planners effective or realistic within a single purpose public trust to achieve a primarily, conservation mandate? Are there other examples of planning strategies that would be more efficient in fulfilling the Trust's mandate?
 - Are there planning delivery services in conservation areas nationally or globally that might offer useful comparisons and examples?
-
- What are some benchmarks the Trust could adopt to measure its effectiveness in delivering the mandate?
 - Do Local Trust Committee's possess sufficient regulatory scope in their Land Use Bylaws to realize the goals and objectives of their Official Community Plan? What additional regulatory authority would assist LTCs to achieve the vision statements and principles within their OCPs?
 - Would efficiencies be gained by streamlining OCPs to a regional perspective?
 - To what extent could enhanced Development Permit powers regarding form and character for residential development, such as exists for multi-family developments, and tree cutting permits, assist LTCs in preserving rural character?
- Is a separation of planning activity and advocacy activity useful? For example: The organization's Strategic Plan speaks to actions achievable through advocacy which the Trust deems any action external to land use planning. Are planning services successfully being utilized by LTCs?

It is expected that in answering the set of questions (and those that naturally occur in the course of the consultant's work) the consultant will identify clear strengths and weaknesses in the organization. Set against performance benchmarks, which the consultant will identify, we expect the consultant to take the findings from the research phase of the project and frame clear recommendations for improving the Trust's delivery on its preserve and protect mandate.

Part 3: Methodology

Review Steering Committee:

Islands Trust Council will establish an ad hoc Steering Committee to oversee the search for, selection of and oversight of a consultant to carry out the Governance and Management review.

The steering committee will be comprised of ten members:

- Seven trustees as per the following selection criteria:
 - Chair of Trust Programs Committee to provide connection to the Policy Statement Review
 - Northern Islands representatives – David Critchley and Kees Langereis.
 - Howe Sound Representative – Michael Kaile
 - Southern Gulf Islands Representatives – Ben McConchie and Paul Brent
 - At large (motion sponsors) – Lee Middleton and Steve Wright
- One member of the Executive Committee chosen by the Executive Committee
- The CAO of the Islands Trust

The steering committee will choose from amongst the non – executive members and staff one chair and one vice-chair to serve for the duration of the ad hoc committee.

The Steering Committee will:

- Initiate the procurement process through Island's Trust Staff and approve the RFP documentation
- Refine the scope of deliverables using this TOR document as a guide – for example the types of reports, the organization and publication of conclusions the conclusions are actionable will all be precisely defined in the bid documents.
- RFP will be submitted to BC Bid for distribution.
- Using the selection matrix in the RFP documents, select a qualified bidder and award the contract to this bidder
- Meet with the successful proponent prior to the start of the review and clarify expectations of the review
- Respond to issues raised by the proponent during the course of the review
- Liaise with Senior Management to provide an efficient process for the consultant to conduct their work minimizing operational impact and maximizing opportunity for wide ranging input and
- Update council regularly on the progress of the review
- Review and provide feedback on interim and final reports.

Budget

We anticipate that a review of this scope will require a budget of \$75,000. Interested contractors will submit their own budgets which will precisely cost delivery and may be less than this amount.

The budget amount will be provided from the 2021/2022 budget surplus. No budgeted work of

the Trust from the upcoming 2021 / 2022 budget will therefore be displaced to fund the Governance and Management Review.

The review will be put to tender for competitive bid through the Province of BC's online procurement portal – BC Bid.

Resources:

- It is anticipated that the successful proponent will provide a small team of qualified consultants to perform this work.
- Staff and trustees will be made available for interviews with the proponent.
- Islands Trust will provide the proponent access to relevant information (subject to FOI) held by the Islands Trust.
- We generally expect that the work of the consultant will be organized in such a way as to be efficient in use of staff time with the goal of minimally impacting day to day operations.

Timing and duration:

The review will be regarded as completed when the Steering Committee is satisfied the proponent's final report has essentially met the scope of the Terms of reference as defined in the RFP document and subsequent contract.

Expected timelines are as follows:

Request for Proposals Issued	February 10 th , 2021
Successful proponent selected	March 25 th , 2021
Work to begin on or soon after	April 1 st 2021
Interim Report for Council review	September Trust Council Meeting 2021
Reporting finalized and accepted	December Trust Council Meeting 2021

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 1, 2020
From: Trustee Deb Morrison **Date Prepared:** November 11, 2020
SUBJECT: Accelerating Staffing Shifts to Support Strategic Plan Goals

RECOMMENDATION:

“That Trust Council direct Staff to allocate five full-time equivalent (FTE) planners towards proactive policy planning, shifting these FTEs from current application planning work and to prepare draft amendments to relevant trust council policies.”

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The current number of planners is 14 (including Planning Technician). As part of the current Local Planning Services (LPS) Renewal, it is planned that Planners currently available for project planning is 2.6 and will increase to 3.6 once the Planning Technician is fully up and running (likely by January/February). The proposed recommendation will increase the allocation by remaining 1.4 FTE and will require reduction in time spent on application processing and current planning by about 22 per cent. At this point, there has not been a detailed analysis of impacts to current planning; however, the recommendation is in alignment with the goals of the LPS Renewal and, if supported by Council, will indicate support for a reallocation of resources towards local trust committee projects and Strategic Plan work.

1 PURPOSE:

This RFD seeks to realign staff resources in ways that are both consistent with our reconciliation and climate change efforts to realign our Trust Policy Statement and local bylaws as well as ensure that financial resources of the Trust are not overly promoting development.

2 BACKGROUND:

We are in a climate crisis that is fundamentally interwoven with our work on reconciliation. Our strategic plan highlights the multitude of ways that we need to urgently make progress to best preserve and protect our unique amenities and environments.

The Regional Planning Committee has been engaged in a Model Fee Bylaw review in relation to permit applications for over a year. This work is likely not to be resolved in time to impact decisions around the 2020-2021 budget. Our current budget has no mechanism in it for adjusting the cost recovery of permit costs in RPS to be in alignment with our policy for ensuring that those requesting development in the Trust Area are paying for staff time to consider such development instead of that cost being born by tax payers within the Trust area.

Regional Planning Services has been implementing a review of staff assignments since 2018. The current phasing in of this work has a target of 3 FTE planning staff being reallocated to more general work on strategic planning focused work over the next year. There is potential for this to be increased, through shifting more staff from one area to another in RPS but this requires political commitment.

The Trust Policy Committee has been engaged in extensive working group conversations about how best to define and implement possible policy statement shifts through the revision of the Trust Policy Statement. This work is roughly on timeline to be completed before the end of the 2022 term but would greatly benefit from parallel work of planners designing model bylaws that LTCs could adopt even

before the TPS is completed its current revision work. Such model bylaws, developed across islands instead of only within one LTC would greatly increase the efficiency of LTCs ability to have multiple projects underway to implement the broad reaching changes necessary to address both the current climate crisis and reconciliation efforts.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

Increasing FTEs to general planning away from permitting related planning without increasing the number of planners will not change overall workloads but will more appropriately align desired goals of the strategic plan with staff resources. However, it should be noted that there could be a slowdown of some permit processing as a result. This slowdown, which will slow down development, is likely to benefit the interests of the Trust mandate while we realign our current policy, including LTC bylaws, with our modern understanding of the climate crisis and reconciliation.

FINANCIAL:

This RFD would align us more closely with our existing financial policy by reducing the number of permit related planners – an area that is currently not in cost recovery as per our [Policy 5.6.1. – Application Processing Services](#).

POLICY:

Both the permit fee policy - [Policy 5.6.1. – Application Processing Services](#) and the [Trust Policy Statement](#) are impacted by this RFD. The first is brought more into line by this motion and the latter is more rapidly revised.

IMPLEMENTATION/COMMUNICATIONS:

This RFD would allow the IT to communicate its increased commitments to both the climate crisis and reconciliation efforts by naming our shifting financial resources to make this happen more quickly.

FIRST NATIONS:

This decision would more rapidly allow us to ensure our reconciliation efforts are implemented into bylaws across the Trust Area.

OTHER:

This is a political decision. It moves us as an organization to act more rapidly to our stated goals while at the same time having possible implications for slowing of permit processing in our LTC areas. We as a Trust Council need to take a stand on what our communities want – truly protected and preserved environments in which we thrive or development that is not in line with our shifting climate and in disregard for our reconciliation efforts.

4 RELEVANT POLICY(S):

[Policy 5.6.1. – Application Processing Services](#) and [Trust Policy Statement](#).

5 ATTACHMENT(S): None

RESPONSE OPTIONS

Recommendation: That the Trust Council direct staff to prepare a budget option for the March 2021 Trust Council meeting that includes 5 general planning staff directed towards Strategic Planning and Trust Policy Statement tasks, shifting these FTEs from current permit application work.

Alternative:

Prepared By:

Reviewed By/Date: Discussed with CAO Hotsenpiller, DRPS David Marlor and DTAS Frater on November 4, 2020.

CAO Comments added: November 12, 2020.

Islands Trust Council Goals	Executive Committee	Islands Trust Conservancy
1. Ecosystem Preservation and Protection 2. Ensure human activity and development are compatible with maintenance of Trust Area ecosystems 3. Sustain Island Character and Healthy Communities 4. Effective, Efficient and Collaborative Governance	1. Islands Trust Act Amendments 2. Update Islands Trust Policy Statement 3. Climate Change Emergency 4. Business Response to COVID-19 5. First Nations Reconciliation	1. Strategic Planning/Administration 2. Covenant and Property Acquisitions 3. Property and Covenant Management 4. Communications 5. Fundraising and Conservancy Support
Financial Planning Committee	Local Planning Committee	Trust Programs Committee
1. Budget 2021/22: Draft 2 Review 2. Budget 2021/22 Public Consultation: Planning and Execution 3. Q3 Financial Reporting	1. Application Processing Services Update 2. Manage Trust Council Strategic Plan Action Items	1. Policy Statement Amendment Project 2. Secretariat Role to Forums within the Trust Area 3. Stewardship Education Program



Northern Islands

Ballenas-Winchelsea, Denman, Gabriola,
Gambier, Hornby, Lasqueti, Thetis

Ballenas-Winchelsea Islands

- . Advocacy for the protection and appropriate use of Crown islets.
- . Nanoose First Nation Relationship Building.
- . Implement the Protection of Coastal Douglas fir and Associated Ecosystems toolkit and Islands Trust Conservancy Regional Conservation Plan.

Denman Island

- . Denman Island Farm Plan Implementation
- . Denman OCP/LUB Review
- . Cannabis Land Use Regulation

Gabriola Island

- . Housing Options and Impacts Review Project
- . Develop an Ecological Protection Zone
- . UBCM Active Transportation Grant Application

Gambier Island

- . Riparian Areas Regulation
- . Gambier OCP Comprehensive Review
- . Keats Island Shoreline Protection Project - Phase 2
- . OCP Advocacy Policies - Implementation & Support

Southern Islands

Galiano, Mayne, North Pender,
South Pender, Saturna

Galiano Island

- . Affordable Housing Strategy - STVR Review
- . Groundwater Sustainability
- . Land Use Bylaw amendments

Mayne Island

- . Land Use Bylaw Technical Amendments
- . Housing Regulations and Policy Review (tiny home initiative)
- . Groundwater Sustainability Project

North Pender Island

- . STVR review
- . Climate Change Adaptation, Mitigation and Resilience
- . LUB Review

Saturna Island

- . First Nations Relationship Building
- . Groundwater Sustainability Project
- . Review and amendment of Zoning and OCP Designations on National Park Reserve Lands

South Pender Island

- . Groundwater Sustainability project
- . STVR Review
- . Alternative Housing



Northern Islands

Ballenas-Winchelsea, Denman, Gabriola,
Gambier, Hornby, Lasqueti, Thetis

Hornby Island

- . Comprehensive OCP Review
- . Watershed Protection and Groundwater Preservation
- . Amend the OCP and LUB with regards to the Rural Residential land use designation and R2 zoning regarding Minimum Average Lot Area.

Lasqueti Island

- . OCP/LUB Review
- . Freshwater Project
- . Model Cell Tower Strategy

Thetis Island

- . Riparian Areas Regulation Implementation
- . Coastal Shoreline Protection
- . Relationship Building with First Nations

Salt Spring

Salt Spring Island

- . Water Sustainability - coordinate multiple jurisdictions in planning for water sustainability and watershed protection
- . Protection of the Coastal Douglas-fir and Associated Ecosystems: An Islands Trust Tool Kit (2018)
- . Ganges Village Planning
- . Housing Challenges and Solutions
- . TUPs for Residential Uses

General:

Trust Area Services (TAS) staff supported three Trust Programs Committee (TPC) meetings and several TPC working group meetings this quarter. Erin Coulson and Emily Kendy have joined the team to share the Communications Specialist role.

Islands 2050 (Policy Statement Amendment) project:

The “Islands 2050: The Future of the Trust Area” project has been the primary focus of Trust Area Services this quarter. The project’s activities are documented separately in the Policy Statement Amendment Project Update briefing in the December 2020 Trust Council agenda package.

Climate Policy & Programs:

Climate Policy Working Group: TAS continues to coordinate a Climate Policy Working Group comprised of staff from Trust Area Services, Local Planning Services and Islands Trust Conservancy to better coordinate, strategize and synergize climate action policies, tools and programs amongst the three departments. The group is developing a joint Climate Action Plan and has presented a draft outline to Executive Committee, the Islands Trust Conservancy Board and Trust Programs Committee. A sketch of the plan will be published on the new Islands Trust website and a final draft of the report will be brought to Trust Council and the Islands Trust Conservancy for their review at a later date. Members of the working group have also been participating in a range of regional and provincial climate change forums, working closely with other governments and partner agencies to foster greater collaboration across the BC coastal region.

Climate Change Strategic Plan Projects: In this quarter, Trust Area Services continued work on climate-related strategic plan projects:

- **Climate Change Indicators Project (Phase 2):** Staff developed a business case for TPC for funds for 2021/22 to implement some of the climate indicator work discussed in the Phase 1 Scoping Report received from Pinna Sustainability this year. Staff are now working with My Sea to Sky Society, BCIT and other partners to examine the possibility of Islands Trust participating as a pilot region in the development of a standardized Climate Action Report Card Tool for local governments across Canada to track and report greenhouse gas emissions every year.
- **Climate Change Stewardship Education Program:** Staff continued work on coordinating this program to engage with community members on ways they can contribute to mitigating and adapting to climate change in the Trust Area through a series of webinars. Rainwater Harvesting webinar attracted 283 people to register and 126 people to participate during the webinar. Ecosystem Based Adaptation webinar attracted 122 people to register and 57 people to participate during the webinar. Eelgrass: The Climate Hero took place on Nov 24th at 6:30 – 8:00 pm. The recordings of the webinars are available to view on the Islands Trust website. The program was advertised through four news releases, nine social media posts, newspaper ads (Gabriola Sounder, Gulf Islands Driftwood, and Bowen Island Undercurrent), along with

connecting to community organizations and groups. Staff have proposed a “living in the Islands Trust Area” package which would include a range of documents and publications for new residents/property owners in the area. Staff believe that by creating a “newcomers” package it could increase knowledge of the Islands Trust Area, provide understanding about reconciliation, create greater understanding about preservation and protection, and reduce bylaw contraventions. Staff have also recommended a continuation of the speaker series in conjunction to meeting the goals of the Reconciliation Action Plan with art two of the speaker series will focus on the Indigenous perspective and climate change. If approved by the Executive Committee staff will work to create up to three webinars to be scheduled by the end of March. Topics could include well-being and climate change climate adaptation from an Indigenous perspective, and oral history and knowledge sharing of the Coast Salish people.

Advocacy

Staff supported the Islands Trust Chair with the following letters:

Advocacy Letters were sent on the following issues:

- **Private Managed Forest Land Act (PMFLA) Amendments:** Letter to the BC Minister of Forests, Lands, Natural Resource Operations and Rural Development, following up on a meeting at UBCM, reiterating concerns that the current provincial *Private Managed Forest Land Act* (PMFLA) is restricting Islands Trust from fulfilling its legislative mandate to preserve and protect the environment of the Trust Area, and enclosing a legal opinion from Young Anderson regarding possible amendments to the PMFLA.
- **New Brighton Dock – Gambier Island, Howe Sound:** Letter to the BC Minister of Transportation and Infrastructure and the federal Minister of Transport, requesting that the Province of B.C. or Transport Canada acquire the New Brighton Dock from the Squamish Nation, and/or assist in the acquisition of the dock by a public entity, such that it be preserved as a critical public port facility for the Gambier Island community.
- **Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice:** Letter to UBCM Executive Board outlining six resolutions adopted by the Islands Trust Executive Committee to help integrate the MMIWG Calls for Justice into the work of Islands Trust, and reaffirming the Trust’s continued commitment to reconciliation and relationship building.
- **Development of BC Coastal Strategy and Law:** Letter to the Premier and to the BC Ministers of Forests, Lands, Natural Resource Operations and Rural Development; and Environment and Climate Change Strategy requesting that the BC government develop and enact a Coastal Strategy and Law.
- **Tree-Cutting Bylaws:** Letter to the BC Minister of Municipal Affairs and Housing, requesting that the Province enhance Islands Trust’s jurisdiction over tree cutting bylaws to make its jurisdiction equivalent to that of municipalities under Section 8 of the Community Charter.

Delegation letters:

Thank-you letters were sent to the following individuals/groups who made presentations to the September 2020 Trust Council Meeting:

- **Canadian Parks and Wilderness Society / West Coast Environmental Law:** who presented on the development of a BC Coastal Strategy and Law.
- **Friends of the San Juans:** who presented on their concerns over the Roberts Bank Terminal 2 Project and its adverse effects on the Salish Sea and transboundary marine environment.
- **Maxine Leichter:** who presented on the topic of bylaw enforcement in the Islands Trust Area.
- **Michael Sketch:** who presented “A Regional Plan of Trust Area Policies: History and Implementation.”
- **My Sea to Sky Society:** who presented on opportunities for Islands Trust to participate as a pilot region in a new Climate Action Report Card Tool being developed by My Sea to Sky and its partners at BCIT, UVic and UBC, with support from the BC Climate Action Secretariat.
- **Raincoast Conservation Foundation:** who presented on recommendations for policy reform to protect endangered forests and habitats within the Islands Trust Area.
- **Rick Hughes, San Juan County Council Chair:** who presented on the need for close collaboration to protect the transboundary marine environment, particularly on oil spill response, the Roberts Bank Terminal 2 Project, vessel anchorages in the Gulf Islands, and protection of species at risk.
- **Salt Spring Solutions:** who presented on their concerns regarding the Islands 2050 public engagement process related to the Policy Statement Amendment Project.

Reconciliation: Realizing that First Nations representatives and governments over the past year have faced the continued threat of COVID-19, Islands Trust staff adjusted engagement processes and timelines to accommodate the constraints imposed by COVID-19. During 2020, the Islands Trust reaffirmed its commitment to the foundation documents, which include the:

- UN Declaration on the Rights of Indigenous Peoples (UNDRIP);
- Declaration on the Rights of Indigenous Peoples Act (DRIPA);
- Truth and Reconciliation Commission (TRC) Calls to Action; and
- Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice;

Over the past year Islands Trust undertook the following:

- Eleven Local Trust Committees (LTC) committed to the implementation of UNDRIP;
- liaised with interagency partners to outline the Islands Trust commitment to the implementation of the foundation documents in the work undertaken by the Islands Trust;
- training and orientation of staff and trustees on reconciliation, and the history and legacy of colonization;
- engagement continued and capacity funding was provided to First Nation governments to review the Policy Statement amendments;
- Cultural Knowledge Holders held sessions about how to respectfully be on the land and waters of the Islands Trust Area, sessions where held with trustees, staff, and island conservancy groups, and the CRD;

- government to government meetings with First Nations and Islands Trust elected officials and staff regarding relationship building and implementation of the foundation documents guiding principles;
- advocacy and cooperation meetings related to shared concerns in the Islands Trust Area (e.g. anchorages)
- preliminary discussions with various First Nations governments regarding the signing of a cooperation accord with the Islands Trust;
- meetings related to land use decision making and planning processes as they relate to treaty and territorial rights and title;
- Executive Committee passed recommendations related to the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice;
- Trustees and Senior Intergovernmental Policy Advisor worked closely with constituents and Archaeological Branch to repatriate ancestral objects and remains unearthed in the Islands Trust Area;
- Trust Programs Committee (TPC) formed a Reconciliation Working Group to focus and assist with the commitment to reconciliation that the Islands Trust Council has undertaken;
- Islands Trust staff and trustees held various meetings with ministers and ministerial staff to outline the Islands Trust Reconciliation Action Plan and initiatives related to reconciliation;

Communications

Annual Report: The annual report was distributed to the Minister and other parties and was made available to the public.

Website Rebuild: The website project is progressing towards a Spring completion. A dedicated staff person has been hired for the project to see it through to completion.

News Releases: Five news releases were distributed over the past quarter:

- Nov 10, 2020 | Eelgrass: A Climate Hero Webinar – November 24
- Oct 27, 2020 | December Trust Council Program Announced Featuring Public Session Evening of December 1
- Oct 14, 2020 | Ecosystem – based Adaptation Webinar – October 27
- Sept 16, 2020 | Rainwater Harvesting Webinar – September 29
- Sept 8, 2020 | Islands Trust Climate Action Speaker Series Launching This Fall

Social Media: In the last quarter, social media has helped promote the climate change speaker series, along with a variety of other topic areas, such as, career opportunities, Trust Council meetings and associated delegation opportunities. Staff have also re-posted other agencies posts, such as, Islands Trust Conservancy, Fisheries and Oceans Canada, and Snuneymuxw First Nation.

Newspaper Advertising: Trust Council meetings are being advertised in newspaper across the Islands Trust Area. The December meeting has been advertised in an array of weekly and monthly publications.

Legislative Monitoring: As requested by the Executive Committee, staff have transitioned to preparing quarterly legislative monitoring reports. Staff provided time-sensitive items to the Executive Committee and prepared a report for Trust Council.

Secretariat Services: Trust Programs Committee allocated funding towards Southern Gulf Islands Forum and Coastal Douglas-fir and associated ecosystems Conservation Partnership. As COVID-19 restrictions will not allow the gatherings to meet in person, upcoming meetings will take place via zoom.

Grants: Grant work has included finalizing the final project and financial reports for the Union of British Columbia Municipalities – Urban Communities Partnering for Reconciliation project, “A Cultural Journey – Connecting Penelakut and Galiano Islands”. Research was conducted for several grant inquiries. A draft application for a Community to Community forum grant for Salt Spring Island was reviewed. A grant application was submitted to UBCM for an Active Transportation Planning Grant for Gabriola Local Trust Committee.



Top Priorities Report

Trust Programs Committee

1. Policy Statement Amendment Project

Implement Policy Statement engagement plan and project charter (in support of Strategic Plan strategies #10,16,22,23)

Responsible

Clare Frater
Dilani Hippola

Dates

Rec'd: 21-Jun-2017
Target: 14-Sep-2022

2. Secretariat Role to Forums within the Trust Area

Provide a report to Trust Council with information about the implications of the Islands Trust taking on a secretariat role.

Responsible

Clare Frater
Gillian Nicol

Dates

Rec'd: 20-Jun-2018
Target: 15-Sep-2020

3. Stewardship Education Program

Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area. (Strategic Plan strategy #15).

Responsible

Clare Frater

Dates

Rec'd: 13-Aug-2020
Target: 31-Mar-2021

Projects Report

Trust Programs Committee

1. *Update Crown Land Agreements*

Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements into one.

Responsible

Clare Frater
Lisa Wilcox

Date Received

19-Jun-2014

COMPLETED SINCE LAST REPORT	PLANNED FOR NEXT QUARTER
1. STRATEGIC PLANNING/ADMINISTRATION	
Finalized agreement with Environment and Climate Change Canada for a Species at Risk Program (\$597,000, July 2020 to March 2023) Approved a revised ITC Vision Statement and tagline to reflect ITC's Reconciliation Declaration Investigated socially responsible investments for ITC funds Submitted ITC Budget request to Financial Planning Committee and Trust Council Responded to Thetis LTC Bylaw Referral Posted notice of ITC Board vacancy (closing Dec 4) Staff participated in: • Climate Adaptation for Land Trusts Short Course (Northern Institute of Applied Climate Science) • U.S. Land Trust Alliance's Rally 2020 (virtual conference) • Ecosystem-based Management webinar (internal)	Initiate Species at Risk Program, including hiring a Program Coordinator Update procedures for ITC internal processes and staff positions Continue implementation of climate change impacts project in coordination with Islands Trust Transfer ITC funds into socially responsible investments Drafting of an ITC Reconciliation Action Plan Establishment of a Property Management Fund using \$10,000 from the Sandy Beach financial contribution as start up capital Evaluate progress of 2018-2020 Regional Conservancy Plan workplan and develop 2021-2023 workplan Participate in Working Group for Salt Spring Island LTA Coastal Douglas-fir Protection Project
2. COVENANT AND PROPERTY ACQUISITIONS	
Transferred the Sandy Beach Nature Reserve on Keats Island – ITC's 30th Nature Reserve in 30 years Conservation Proposal assessment for two NAPTEP Proposals for lands on Salt Spring Island Responded to enquiries about conservation donations (Gabriola, Salt Spring, Thetis)	Continue to negotiate eight covenants (S. Pender, Salt Spring (3), Keats, Thetis, and Lasqueti) and three land acquisitions Continue participation on the Coastal Douglas-fir & Associated Ecosystems Conservation Partnership Steering and Securement Committees.
3. COVENANT AND PROPERTY MANAGEMENT	
Completed monitoring of ITC Covenants and Nature Reserves under COVID 19 monitoring plan	Continue management planning for nature reserves on Thetis (1) and Salt Spring (2) Complete Invitation to Quote process for management plans for four nature reserves Plan next stage of restoration for conservation land on Gambier, Gabriola and Salt Spring.

As of December 2020 the Islands Trust Conservancy protects 106 conservation properties, 30 nature reserves and 76 covenants (of which 25 have NAPTEP certificates)

3. COVENANT AND PROPERTY MANAGEMENT (CONT.)	
Completed pond restoration at Salish View Nature Reserve, Lasqueti Island – 841 native plants Trail access finalized and welcome kiosk installed at Fairyslipper Forest Nature Reserve, Thetis Island Aquatic invasive species response planning for two covenants on Sidney and Salt Spring islands Participated in Wildlife Habitat Canada Invasive Yellow Flag Iris Control Workshop and Galiano Conservancy Association Wetland Creation Workshop Joined the Vegetation Working Group of the Sidney Island Ecological Restoration Project Participated in the annual meeting of the Mt Tuam Special Management Area Resource Team, Salt Spring Island	Implement seasonally appropriate species-at-risk inventories and surveys on ITC conservation lands Complete 2020-2021 invasive species removal, restoration monitoring, and trail work Review 2020 monitoring season to refine processes and optimize use of field technology Support one landowner with planning an assessment of pond health on their covenant Continue participation in the Capital Regional Invasive Species Partnership and the Sidney Island Ecological Restoration Project Trial use of iNaturalist for collection of biodiversity information for ITC conservation lands
4. COMMUNICATIONS AND OUTREACH	
Issued 2020 edition of the Heron (ITC Newsletter) Issued news release for Species at Risk Program Issued E-News in support of Salt Spring islanders fundraising for the purchase of “Larmour Lands” Finalized ITC 2019/2020 Annual Report Issued ITC Board report to LTCs/BIM Increasing Facebook followers from 400 in July to 481 early November	Update ITC Communications materials to reflect ITC’s revised Vision Statement and tagline Develop outreach plan for Winter 2020 /2021 Review proto-version of new website; update content as required Plan celebration of ITC’s 30th anniversary Issue news release for Sandy Beach acquisition Issue holiday card (donor relations)
5. FUNDRAISING AND CONSERVANCY SUPPORT	
Approved a \$5,000 Opportunity Fund Grant for the Bowen Island Conservancy Submitted funding proposal to access Provincial COVID stimulus funding for restoration projects Shifted communications to a donor-centric style, (e.g. changes to the Heron Newsletter, fall edition) Provided information and letters of support to projects on Bowen, Galiano, Mayne and Salt Spring	Write Fund Development Action Plan Resume meetings with Planned Giving advisors Continue collaboration with various forage fish, eelgrass, and kelp bed monitoring and restoration projects throughout Islands Trust Area

As of December 2020 the Islands Trust Conservancy protects 106 conservation properties, 30 nature reserves and 76 covenants (of which 25 have NAPTEP certificates)

BRIEFING

To:	Trust Council	For the Meeting of:	December 1-3, 2020
From:	Trust Area Services	Date Prepared:	November 9, 2020
SUBJECT:	Legislative Monitoring Report, November 2020		

PURPOSE: To provide Trust Council with a summary of past or proposed external regulatory changes that could directly affect Islands Trust operations, local trust committee/island municipality bylaws or regulations, or Strategic Plan projects, as well as information about resources and issues of interest.

Caveat: This document is provided for convenience only and is not to be construed as a legal document or as legal advice.

BACKGROUND: The Legislative Monitoring Report was established in 2003 and was traditionally presented to Trust Council every six months. In October 2019, the Executive Committee requested that the report be provided quarterly at each Trust Council meeting.

The attached legislative monitoring report includes:

- Planned legislation;
- Legislation in process;
- Legislation in effect;
- Court decisions;
- New resources; and
- Discussion/Planning/Conservancy and Advocacy topics;

The report does not track private members' bills, except if introduced by Islands Trust Area Members of Legislative Assembly or Members of Parliament.

The report is updated using a range of sources, including Union of British Columbia publications, the websites of the Legislative Assembly of BC and the Parliament of Canada, provincial and federal news releases, the Canada Gazette, and a variety of websites and RSS news feeds.

ATTACHMENT(S): Legislative Monitoring Report, November 2020

FOLLOW-UP: Staff will follow-up as requested. Staff will post the report to the website and provide to Bowen Island Municipal Council.

Prepared By: Mike Richards, Trust Area Services

Reviewed By/Date: David Marlor, Director, Local Planning Services / November 11, 2020
Clare Frater, Director, Trust Area Services / November 11, 2020
Russ Hotsenpiller, CAO / November 12, 2020
Executive Committee / November 18, 2020



LEGISLATIVE MONITORING REPORT

November 2020

This document is intended to advise Trust Council about past or proposed external regulatory changes that could directly affect Islands Trust operations, local trust committee/island municipality bylaws or regulations, or Strategic Plan projects. The chart captures changes made in the last three months and is organized according to the following categories:

- **PLANNED LEGISLATION** – the intention to draft and pass new legislation is being developed and may be in a consultation or draft stage. No bill has been introduced to legislature/parliament yet.
- **LEGISLATION IN PROCESS** – a bill has been introduced to legislature/parliament and is awaiting Royal Assent, or Royal Assent has been issued but the new law or regulation has not come into force yet.
- **NEW LEGISLATION IN EFFECT** – legislation has received Royal Assent and any specified timeline for it to come in effect has occurred.
- **COURT DECISIONS** – a ruling from any level of court that affects the Islands Trust.
- **NEW RESOURCES** – publically available reports or websites that provide information relevant to Islands Trust work.
- **DISCUSSION, PLANNING, CONSERVANCY, and ADVOCACY TOPICS** – information related to topics of interest to Islands Trust.

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
<u>Private Member's Bill, Bill C-250, to amend the Canada Shipping Act, 2001 to prohibit the anchoring of freighter vessels using coastal waters along the Southern Strait of Georgia</u>	First Reading October 26, 2020 (federal)	In addition to the noise and light pollution, the parked freighters, some of which are 300 meters in size, have caused serious concerns with potential pollution of the marine environment and the species that live there. Over the past several years, community groups and First Nations have made repeated calls to Transport Canada to protect clam beds, prawns, oysters, and endangered species, such as the southern resident killer whale, from the environmental impact of the anchored shipping vessels.	Since 2010 Islands Trust has undertaken <u>numerous advocacy actions</u> related to vessel anchoring around the Trust Area.	Staff will continue to monitor.
<u>Proposed Aquaculture Act and Regulations (Federal)</u>	Fisheries and Oceans Canada led two initial rounds of engagement in 2017-18 and in 2019. An online consultation also took place from June - December 2019 along with in-person engagement in some regions. See " <u>What We Heard Report</u> ".	The proposed <i>Aquaculture Act</i> is expected to: • define the term aquaculture in legislation • recognize the need for clarity and stability for responsible economic growth of the aquaculture sector • ensure environmental protections enshrined in the <i>Fisheries Act</i> are included and specific to aquaculture • develop enforcement mechanisms specific to aquaculture • respect provincial and territorial jurisdictions • respect roles and responsibilities articulated in treaties and other rights reconciliation arrangements On Aug 17, 2020, the Minister of Fisheries, Oceans, and the Canadian Coast Guard launched the next phase of the Government's public engagement on the first-ever Aquaculture Act. A discussion paper providing background on aquaculture in Canada, rationale for the proposed legislation and an overview of the elements proposed for the new Act, is now available online with key questions to guide feedback to the Government on this	Jan 2018 Chair <u>letter</u> to Minister of DFO requesting ecosystem-based study of potential impacts of the Integrated Geoduck Management Framework 2017 on the health of the Salish Sea. 2018 UBCM <u>resolution</u> calling for DFO to conduct an ecosystem-based study of potential and cumulative impacts of increased geoduck clam aquaculture and consider increased monitoring and enforcement.	The Province has responsibility for issuing tenures for aquaculture. Local governments have zoning authority. This generally does not include regulating anything covered through aquaculture licenses from DFO. Once the amendments are complete, a review should be undertaken to determine any necessary zoning amendments.

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
	The next phase of public engagement is now OPEN until January 15, 2021.	important initiative. The public is invited to visit https://dfo-mpo.gc.ca/aquaculture/act-loi/consultations-eng.html , and will have until January 15, 2021 to participate in this round of consultation.	Dec 2019 Chair letters to Ministers of DFO and FLNRORD requesting more resources for enforcement of shellfish regulations and tenure licenses. Trust Programs Committee co-sponsored a virtual Baynes Sound/Lambert Channel Ecosystems Forum in May 2020, together with the World Wildlife Fund.	Applications should include foreshore and underwater archaeological reviews to protect historical clam beds, fish weirs, and cultural heritage. Section 35 rights for access should be considered.

<u>Proposed new residential flexibility for Agricultural Land Reserve (ALR) landowners</u>	The Ministry of Agriculture outlined its proposal in a <u>policy intentions paper</u> released Jan 27, 2020. NEW: The opportunity to provide feedback on the Policy Intentions Paper is now closed and the feedback received has been published in a <u>“What We Heard”</u> report NEW: Due to the policy work that is being finalized on residential options, the grandfathering period for additional residences has been extended to July 31, 2021.	In order to support farmers and non-farmers living in the Agricultural Land Reserve (ALR), the Ministry of Agriculture is considering a change to regulations that will enable landowners in the ALR to have both a principal residence and a small secondary residence on their property, provided they have approval from their local government. In other words, there would be no required application to the ALC. Further, the province would not impose restrictions to require this secondary residence be a manufactured home, or be for an immediate family member, or be part of a farming plan. The primary use of ALR land is, and will continue to be, for agriculture. In April 2020, <u>Policy Directive L-26</u> was adopted. This policy outlines general guidelines for the ALC’s consideration of non-adhering residential use applications which request residential uses in excess of those residential uses permitted by the <i>Agricultural Land Commission Act</i> or its regulations. This includes applications for temporary farm worker housing, and other housing for farm labour, as well as applications to construct or alter a principal residence which will exceed 500m2 in total floor area. The Ministry of Agriculture is currently undertaking engagement on the proposed residential flexibility options outlined in its <u>Residential Flexibility Policy Intentions Paper</u>. As such, there may be future regulatory changes to the permitted residential uses in the ALR. Individuals or associations who would like more information on this process, should contact: <u>ALR_ALCRevitalization@gov.bc.ca</u>	Currently, a second dwelling on ALR property is not permitted without Agricultural Land Commission (ALC) approval.	If adopted, this proposal would allow LTCs to zone for second dwellings, within the limits of the proposed legislative change, without needing to seek ALC approval. Trustees may wish to note that requirement for manufactured home registration has been extended to July. 31, 2021. Applications and policy should ensure to lessen impacts or reduce all impacts to registered archaeological sites, and potential sites.
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LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
<u>BILL C-8 An Act to amend the Citizenship Act (Truth and Reconciliation Commission of Canada's call to action number 94)</u>	First Reading, October 22, 2020	This enactment amends the Citizenship Act to include, in the Oath or Affirmation of Citizenship, a solemn promise to respect the Aboriginal and treaty rights of First Nations, Inuit and Métis peoples, in order to respond to the Truth and Reconciliation Commission of Canada's call to action number 94.	In March 2019, Islands Trust Council unanimously passed the First Nations Reconciliation Declaration and has prioritized reconciliation efforts in its 2018-2022 Strategic Plan. Substantial advocacy since 2011.	
<u>Bill 15 - Agricultural Land Commission Amendment Act, 2019</u>	Royal Assent given on May 30, 2019. <u>On Mar 12, 2020, Order in Council 131/2020</u> brought into force and effect certain parts of Bill 15. Further topics will have force and effect in September 2020.	Bill 15 restores some legal protections for the BC Agricultural Land Reserve (ALR). It proposes to remove regional panels, giving a province-wide Agricultural Land Commission (ALC) the power to determine what happens on ALR lands for the first time since the early 2000s. As of March 12, 2020, the BC Government adopted a new <u>Agricultural Land Reserve General Regulation</u> (ALR General Regulation Reg. 57/2020) and renamed the existing Agricultural Land Reserve General Regulation B.C. Reg 171/2002 the <u>Agricultural Land Reserve Transitional Regulation</u> (ALR Transitional Regulation). Both of these regulations set out application procedures that have partial force and effect. The remaining portions of the new ALR General Regulation will be brought into force on September 30, 2020, and the ALR Transitional Regulation will be repealed. Order in Council 131/2020 sets out which sections of the new ALR General Regulation and the renamed ALR Transitional Regulation are currently in force and effect. Read OIC 131/2020 <u>here</u> .	Historically, a landowner had to make two separate applications to remove land from the ALR: one to the ALC, and one to the local government. <u>Fees</u> Until March 12, 2020, Islands Trust charged \$1,500 for an exclusion request. The ALC kept \$1,200 and Islands Trust kept \$300. The ALC sets the fee structure, not Islands Trust. Islands Trust had one exclusion request in the last three years, on Salt Spring Island, which was	Staff will continue to monitor developments on Bill 15 regulations. As a result of <u>Bill 15</u> , on September 30, 2020, private landowners will no longer be able to make exclusion applications to the Agricultural Land Commission (ALC). Trust Council should develop a policy for LTCs on how exclusion applications will be handled. The LTCs will be responsible for the application cost of \$750.

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
		The Agricultural Land Reserve Use Regulation B.C. Reg 30/2019 remains unchanged by the March 12, 2020 changes and identifies permitted uses in the ALR. In June, 2020, the ALR released information on more updates to ALC Act regulations. In August, 2020, ALC staff released a Frequently-Asked-Questions (FAQ) document, and an Exclusion Application Guide. <u>NEW:</u> As of September 30th, 2020, ALC Application fees will be split evenly between the local government and the ALC. The remittance of fees for applications submitted to local governments prior to September 30th, 2020, needs to comply with the legislation in affect at the time the application was received by the local government.	not supported by the Local Trust Committee.	Operations should not impact culturally sensitive ecology (eg. cedar, streams) or culturally significant species (eg. salmon).

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
		None of note at this time.		

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
<u>Interim Order No. 3 Respecting Passenger Vessel Restrictions Due to the Coronavirus Disease 2019 (COVID-19)</u>	Extended to February 28, 2021	Cruise ships with overnight accommodations carrying more than 100 people continue to be prohibited from operating in Canadian waters. All other passenger vessels must continue following provincial, territorial, local and regional health authority guidance.		Staff will continue to monitor
<u>Environmental Management Act -Contaminated Site Regulation Amendment</u>	Ministerial order 182/2020 was signed on June 09, 2020 and comes into effect on Feb 1, 2021	This amends the Contaminated Sites Regulation and removes the ability for local governments to opt out of requiring site profiles. When the Contaminated Sites Regulation was brought in back in early 2000s (or late 1990s), there was a transitional opting out clause. On legal advice due to unknown liability of the scheme back then, all local trust committees passed resolutions to opt out. Many local governments did this. The new regulation appears to require little from local government other than not processing an application or issuing a building permit that changes a land use on a site that had certain uses that could cause contamination, until the landowner receives permission from the Ministry. There are exemptions. The regulation refers to municipalities. In Part 4 of the Environmental Management Act (under which the Contaminated Sites Regulation		Starting February 1, 2021, all local trust committees and Bowen Island Municipality will be required to participate in site identification to ensure a consistent, provincially run process for identifying contaminated sites. Local Planning Services staff will supply required forms as part

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		is enacted), for the purpose of contaminated sites, the term municipality includes a local trust committee under the Islands Trust Act.		of the application process.
Province Supports Local Governments to Hold Public Hearings Electronically	In effect.	Under the <i>Emergency Program Act</i>, the Province has repealed and replaced Ministerial Order M083 with M139 to expand the authorities given to local governments under M083. The order will help local governments, improvement districts and the Islands Trust continue to make important decisions for their communities during the COVID-19 pandemic, including allowing local governments to hold public hearings electronically. The order gives Islands Trust the authority to hold meetings electronically without in-person public participation, allows for bylaws to be read and adopted in a single day and allows the use of electronic options for its public hearings. <u>NEW</u>: The order has now been replaced by M192 which requires Islands Trust to provide public access to meetings, either in person or electronically, and if cannot, then a resolution is required. This new order is effective for as long as the Provincial state of emergency is in effect, or until otherwise repealed.	Islands Trust bodies have been holding electronic meetings under the Act	LTC and Trust bodies may meet electronically without a public gathering location. LTCs may conduct public hearings electronically. Trust bodies will be prompted to pass the following motion: That in order to meet the principles of openness, transparency, and accessibility, meetings of the [insert name of appropriate Islands Trust body] will be held electronically until Ministerial Orders under the <i>Emergency Program Act</i> and requirements or recommendations under the <i>Public Health Act</i> change regarding public attendance at trust body meetings;

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
				and that such meetings be live streamed, and the public invited to participate in meetings by connecting to the link or the phone number provided in the meeting notice, in order to observe proceedings and speak when invited by the Chair. Staff will continue to monitor the Emergency Program Act in anticipation of its eventual repeal.
<u>BC Building Code Amendments - Changes to Design and Construction Requirements for Secondary Suites</u>	In effect. Applies to building permit applications on or after December 12, 2019.	Previous BC Building Code limited secondary suites to a floor area of not more than 90 square metres and a floor space of less than 40% of the habitable building space; suites also had to be located within a building of residential occupancy containing only one other dwelling unit and located in and part of a building which was considered a single real estate entity. The changes (effective Dec 12, 2019) redefine a secondary suite as a “self-contained dwelling unit located within a building or portion of a building”; the new codes remove the floor area limitations, allow for common spaces and require complete fire separation between units.	LTCs and BIM may have regulations regarding size of secondary suites. The proposed Act change will lift building code limitations, providing more freedom to LTCs/BIM to establish different sizes for secondary suites.	LTCs/BIM may wish to review their secondary suite regulations and amend as required. Applications should reduce or eliminate impacts to registered archaeological sites or potential sites.

COURT DECISIONS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
British Columbia Supreme Court decision re Municipality of North Cowichan bylaw	Decision released Nov 6, 2020	This recently released decision quashed a zoning bylaw addressed the question of whether it is reasonable for a local government, having previously represented and determined that particular uses are permitted in a certain zone, to reach the opposite conclusion on a subsequent application without an explanation for its divergence. The judge found that it was unreasonable not to provide a justification when the Municipality deviated from its previous representations and decision. The judge said it was arbitrary for the Council to diametrically disagree with a past interpretation of the Zoning Bylaw without explaining the basis for the disagreement. The judge noted that while there was a reason, the uses were not compliant with the Zoning Bylaw, not providing a justification in and of itself rendered the decision unreasonable.		Trust bodies should ensure that meeting minutes contain a justification for decisions, particularly when those decisions diverge from previously held direction. Staff will be reviewing the decision and will advise trustees as necessary.

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		None of note at this time.		

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
A Vision for Coastal Ferry Services: Phase Two Engagement Summary of Feedback	Consultation report released September 18 2020	This report summarizes the second phase of engagement, where participants provided feedback on four broad themes and shared their experiences and ideas for the future of ferry travel.	2020 Chair letter re BC Ferries' service levels	
Private Managed Forest Land Act Program Review – Public Engagement – What We Heard Report	Published October 2019	1,225 completed online questionnaires received. The following is selected information most relevant to Islands Trust: • Nearly two thirds of respondents (62%) disagreed that the key public environmental values specified in the PMFL are sufficient. • The majority (70%) of respondents disagreed that the current regulatory framework is effective in supporting achievement of the management objectives specified in the PMFL Act. • The majority of respondents (72%) reported they do not feel informed of forestry activities that may occur, or have occurred, on Private Managed Forest Land in their community, while 21% feel informed and 7% say this it is not a concern for them. Most respondents indicated they were not aware that the Ministry could assist them nor were they aware of the Managed Forest Council.	Written submissions sent from: • Islands Trust Council • Gambier Island Local Trust Committee to Ministry of Forests, Lands, Natural Resources, and Rural Development for inclusion in the report. <u>NEW:</u> The Chair met with Minister Donaldson and other Ministry representatives during the 2020 virtual UBCM	

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		<u>Key Themes from Written Submissions</u> (283 received): • <u>Local Government</u>: There is a high level of concern among local governments who responded that private managed forest land should be managed to consider cumulative effects and better protect community watersheds, as well as hold private forest land owners with forestry operations more accountable. They argue that local government should have greater authority to oversee forest operations that affect communities. • <u>PMFL Owners</u>: There is general support for the current program and the need to continue being exempt from local government bylaws that may impede forestry operations. <u>Indigenous Nations</u>: Generally, Indigenous Nations are concerned that PMFL owners are not managing their lands to sustainable forest practices standards and they are frustrated with the lack of protection of their traditional use and spiritual sites.	Annual Convention to request dedicated resources to move forward with amendments to the Crown Land Agreements and to request amendments to the PMFL Act to express concerns regarding conflict between the Islands Trust mandate and the values of the PMFLA. A response from that meeting was received.	
Coastal Environmental Baseline Program	Launched in September, 2020	The Coastal Environmental Baseline Program was launched as part of the national Oceans Protection Plan. The Program provides \$50.8 million over five years to collect biological and oceanographic data to characterize the current state of six key coastal ecosystems in Canada. The coastal ecosystems were chosen for their high or potential for increasing vessel traffic and coastal development. These selected ecosystems are the Port of Vancouver, BC; Port of Prince Rupert, BC; St. Lawrence Estuary, QC; Port of Saint John, NB; Placentia Bay, NL; and Iqaluit, NU. Fisheries and Oceans Canada collaborates with coastal communities and research partners to determine what baseline data will be gathered to understand our marine ecosystems and inform		Staff will monitor progress

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		decisions that impact sensitive coastal environments. The Program enables research partners and coastal communities to be directly involved in gathering the scientific data that contributes to characterizing Canada's coastal environments.		
Canada joins the High Ambition Coalition for Nature and People	Announced September 28, 2020	Conserving nature in Canada and across the globe is critical to halt biodiversity loss, tackle climate change, and help all of us live sustainably. Over a million species are threatened with extinction, with 75 percent of our land and 66 percent of the marine environment significantly altered by human actions. In Canada alone, populations of species assessed as at risk have declined on average 59 percent since 1970. That is why Canada pledged to join other countries at the Leaders Event for Nature and People in a “high ambition coalition” to advocate for a target of conserving 30 percent of the world’s lands and oceans by 2030.	Islands Trust and Islands Trust Conservancy have been significant advocates for conservation since inception.	Staff will continue to monitor for impacts to the Trust Area from this initiative.
Commemorating the History and Legacy of Residential Schools	Funding announced September 30, 2020	Budget 2019 provided \$7 million to commemorate the history and legacy of residential schools. In 2019–2020, the Government of Canada invested in six large-scale national projects to educate and raise awareness of this dark chapter in Canadian history. In 2020–2021, 200 organizations and communities will receive funding to organize commemorative events and activities that are suited to specific histories, needs and realities.	In March 2019, Islands Trust Council unanimously passed the First Nations Reconciliation Declaration and has prioritized reconciliation efforts in its 2018-2022 Strategic Plan.	Staff will continue to monitor for initiatives that concern the Trust Area.
<u>Modernizing BC's Emergency Management Legislation</u>	Follow up report release August 31, 2020	The provincial government has released a summary report of feedback provided in response to its discussion paper, Modernizing BC's Emergency Management Legislation. Emergency Management BC's <u>'What We Heard'</u> report also advises that the Province plans to table new emergency management legislation next year.		

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		EMBC has acknowledged the need to conduct additional work to address many of the remaining issues and questions raised by local governments during the feedback period. The discussion paper and responses were provided in advance of the COVID-19 emergency, but the Province will be considering lessons learned from the pandemic as it develops new emergency management legislation.		
Marine Debris Removal	Ongoing	On August 31, 2020 the B.C. Government announced \$3.5 million in funding to the Small Ship Tour Operators Association (SSTOA) to remove marine debris from B.C.'s Central and North Coasts. Support for this initiative aligns with the priorities and solutions identified during consultations on marine debris and abandoned vessels with communities, organizations and stakeholders. This is the first in an anticipated series of marine debris clean-up projects that will include partnerships with organizations that have expertise in this field		Staff will continue to monitor for initiatives within the Trust Area.
Oil spill prevention processes, including development of geographic response plans	Ongoing	Since 2010, the Islands Trust Council has made advocacy on oil spill preparedness, planning and response a priority. The Canadian Coast Guard is currently developing integrated response plans that include the Trust Area and plan to collaborate on the plans on an ongoing basis. They are applying a holistic approach to marine environmental response planning that takes into account unique regional, ecological, geological and socio-economic factors. The project involves collaboration with Indigenous communities, federal, provincial, and local governments as well as industry, response organizations and port/harbour authorities. They are	Islands Trust has conducted significant advocacy on oil spill prevention and preparedness. A briefing for the Executive Committee (pg 86) was developed by staff for September 30,	Staff will continue to monitor developments in these areas of concern and pass on relevant information

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		conducting planning which is predicated on evidence and risk, and takes into account regional, environmental, ecological, and socio-economic factors, as well as local and Indigenous Knowledge; and facilitates the collection of information on marine sensitivities, socio-economic activities and Indigenous Knowledge to support evidence-based response planning and incident response decisions.	2020 and has since been distributed to all trustees	
Public consultation on the discussion document for Canada's Ocean Noise Strategy	Opened on October 14, 2020 and will close to new input on January 12, 2021.	The Government of Canada is seeking input on a proposed framework that will be used to develop an Ocean Noise Strategy for Canada. This Strategy will build on important work completed to date and be a coordinated and forward-looking plan to help address the impacts of underwater noise caused by human activity on our marine environment. The feedback received on this discussion document will inform next steps for the development of the Ocean Noise Strategy.	Previously, Islands Trust has included its concern about ocean noise in its advocacy work on oil tanker traffic expansion .	Staff will monitor and submit as directed.
Oceans Protection Plan - Cumulative Effects of Marine Shipping - Draft Framework	Distributed November 03, 2020	Launched in 2017, the Cumulative Effects of Marine Shipping (CEMS) initiative is part of Canada's \$1.5 billion Oceans Protection Plan. The goal of this initiative is to study the potential effects of how marine shipping impacts the environment and coastal communities. It will also establish a national framework for assessing those effects. A draft framework has been under development for the past 2 years, informed by a national technical workshop in February 2019 as well as regional work being conducted in each of these coastal areas and multiple regional engagement sessions, bilateral discussions and workshops that have taken place since the inception of the CEMS initiative. Specific discussions on a preliminary visual of this framework took place through 2019 with representatives of Indigenous communities across the country and Academics specializing in cumulative effects assessment.	Chair and staff have participated in cumulative effects discussion groups at Ocean Protection Plan dialogue sessions and the Chair raised concerns about the cumulative effects of shipping in a September 2019 letter on Proactive Vessel Management .	Staff will review the draft document and advise.

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Salt Spring Climate Action Plan 2.0	Public engagement completed	A small group of volunteers has been working alongside Capital Regional District and Islands Trust elected officials and Transition Salt Spring to create the updated Salt Spring Climate Action Plan. The group held a public engagement process and a summary is now available at https://www.saltspringclimateactionplan.com/	In July 2020, Islands Trust Staff and Trustees provided comments to Transition Salt Spring on the draft Salt Spring Climate Action Plan 2.0	Staff will continue to monitor.
BC Old Growth Strategic Review	Public engagement Oct 23, 2019 – Jan 31, 2020. Report Released September 11, 2020	In July 2019, the Government of British Columbia announced that an independent, two-person panel had been appointed as part of an Old Growth Strategic Review, to undertake public engagement on old growth and provide a report to the Minister of Forests, Lands, Natural Resource Operations and Rural Development. On September 11th the Province announced the release of A New Future for Old Forests: What we Heard report . The report by panel members outlines a four-phased process that the Province should undertake to develop and implement an old growth strategy.		
Protecting Canada's Fresh Water Consultation	Consultation open for comments from May 13, 2020 to May 31, 2021.	The Government of Canada, through Environment and Climate Change Canada and support from Agriculture and Agri-food Canada, is seeking public input on freshwater challenges in Canada and how a Canada Water Agency can further protections for Canada's freshwater resources. Over the course of the consultation, they will be publishing discussion aids and posing specific questions on their PlaceSpeak site to find out what Canadians would like to see in this new Agency and how they can further protections for Canada's freshwater.		

To:	Trust Council	For the Meeting of:	December 1, 2020
From:	Trust Area Services	Date Prepared:	November 9, 2020
SUBJECT:	Policy Statement Amendment Project Update		

PURPOSE:

To update Trust Council on the Policy Statement Amendment Project and next steps.

BACKGROUND:

TPC Policy Statement Amendment Project (PSAP) Working Groups :

In May 2020, Trust Programs Committee (TPC) initiated an internal review of the [Islands Trust Policy Statement](#) by establishing three working groups on the priority lenses of Reconciliation, Climate Change and Housing.

In recent months, the TPC Working Group on Reconciliation has been focused on understanding the government-to-government relationships that exist between First Nation governments and the Islands Trust. Engagement with First Nations continues and Islands Trust has provided capacity funding to First Nations in the Trust Area to ensure that the Policy Statement is reflective of treaty and territorial land and water use decisions. The working group has investigated how the Policy Statement has changed over time, reviewed opportunities for advocacy, and examined ways to integrate the guiding principles of reconciliation into the Policy Statement. Throughout this work, working group members have looked to the guiding principles set out in the foundation documents listed below:

- the UN Declaration on the Rights of Indigenous Peoples (UNDRIP);
- the *BC Declaration on the Rights of Indigenous Peoples Act* (DRIPA);
- the Truth and Reconciliation Commission (TRC) Calls to Action; and
- the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice.

Within the other two TPC Working Groups on Climate Change and Housing, a preliminary review of the Policy Statement has brought to light some fundamentally different interpretations of the Trust Object and the scope of “unique amenities”, as noted in [Section 3 of the Islands Trust Act](#). Some trustees have highlighted the need to move towards less human-centric development paradigms, prioritizing the protection and restoration of biodiverse ecosystems as the clearest pathway to climate resilience for all inhabitants of the Trust Area. Other trustees have highlighted an urgent need to prioritize the housing crisis, underscoring issues around equity and gentrification within Trust Area communities. All agree on the importance of protecting both the environment and human communities, but there is little agreement on how to most effectively address the conflicts and tradeoffs that can arise. As such, TPC members have been engaged in some existential contemplations of what it means to govern the Islands Trust Area. They’ve been deeply questioning their understandings of the Trust Object and their unique political role as “trustees”. They’ve been examining knowledge gaps around the carrying capacity of the islands and investigating ecosystem-based approaches. And, they’ve been pondering what it means to be joined together as a regional governance body with a regional mandate, while still valuing local autonomy and acknowledging locally specific needs. These big questions have proven critical to key

decisions on how to take the Policy Statement Amendment Project forward. The three TPC Working Groups will continue to meet regularly, with a view to defining amendment recommendations by the end of the year.

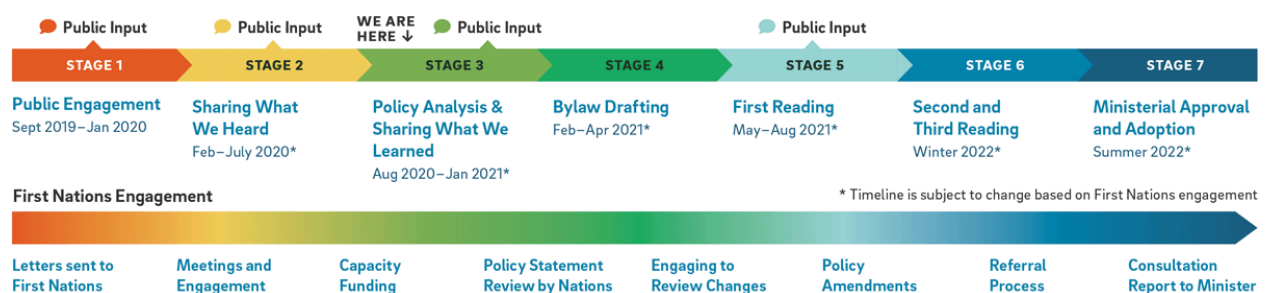
First Nations Engagement: Over the past year, First Nations representatives and governments have faced the continued threat of COVID-19. To support the safety and priorities of First Nations communities, Islands Trust staff and representatives have adjusted engagement processes and timelines to accommodate the constraints imposed by COVID-19. Islands Trust has reaffirmed its commitment to the foundation documents (noted above) and has liaised with First Nations, the Ministry of Indigenous Relations and Reconciliation, and the Archaeological Branch to ensure that the Policy Statement amendment process is being undertaken in a way that is respectful and understanding of relationship building. Staff are working closely with First Nations regarding capacity funding, cooperation accords, and review of the Policy Statement. Islands Trust has received preliminary comments related to the Policy Statement amendments from First Nations.

Islands 2050 Public Engagement: In Fall 2019, staff conducted an Islands 2050 public engagement process to solicit feedback on priority values and concerns for the Trust Area over the next 30 years. Staff consolidated the online and in-person feedback into a final report on: [“What We Heard - Islands 2050: The Future of the Trust Area”](#). In July 2020, the “What We Heard” report was posted to the Islands Trust website and shared with email subscribers, advisory group members and First Nations. Staff members are now working on Part II of the public engagement reporting through development of a report outlining “What We Learned”. This second report will list policy options and recommendations from the TPC working groups and staff regarding priorities for Policy Statement amendments. The report will be accompanied by an online survey and/or online public forum to solicit further public feedback.

Project Budget:

The project has a \$45,000 budget for the 2020/21 fiscal year. So far in this fiscal year, the project has incurred \$4,000 in capacity funding to First Nations, \$1,000 in graphic design costs and \$2,000 in legal costs. A further \$12,000 in capacity funding to First Nations is projected to be allocated by January 2021.

Project Timeline:



The timeline above shows that we are now in the Stage 3 of the project.

Staff will undertake the following work over the coming months:

- Ongoing engagement with First Nations
- Ongoing internal policy analysis, through TPC working groups and staff research/analysis
- Developing the “What We Learned” report (Part II of public engagement reporting) and online engagement (survey/forum)

ATTACHMENT(S): Policy Statement Amendment Project Charter v3 *

FOLLOW-UP:

Staff will continue to support Trust Programs Committee and Executive Committee in implementing the Project Charter. Staff will be presenting a draft of the “What We Learned” report to Executive Committee at its December 16, 2020 meeting and hope to release the report and online survey/forum to the public

in early January 2021, with a three-week window for survey response. In designing the engagement, staff will be taking into account feedback received about the first round of public engagement. With this second round of public feedback in hand, along with amendment recommendations from the TPC working groups, staff will begin drafting the amendment bylaw in February 2021. Looking ahead to the necessary steps required before First Reading, Executive Committee, at the recommendation of Trust Programs Committee, has adopted a revised the Project Charter v3 with updated timelines. It is now expected that First Reading will take place in May 2021.

Prepared By: Dilani Hippola, Senior Policy Advisor, Trust Area Services
Lisa Wilcox, Senior Intergovernmental Policy Advisor

Reviewed By: Clare Frater, Director, Trust Area Services / Nov 10, 2020
David Marlor, Director, Local Planning Services / Nov 10, 2020
Russ Hotsenpiller, Chief Administrative Officer / Nov 10, 2020
Executive Committee / Nov 18, 2020

**** Note: This briefing may need to be updated after the Nov 18th EC Meeting, prior to being included in the TC agenda package.***

Policy Statement Amendment Project - Project Charter v3

Purpose To support a Policy Statement Amendment process that encompasses First Nations and public engagement and that leads to a bylaw approved by Trust Council and the Minister.

Background Trust Council has assigned Executive Committee, with involvement from Trust Programs Committee as appropriate, to coordinate a review of the Policy Statement, specifically the Introduction, Part I, Part II and Schedule 1 - Definitions sections, and climate and housing policies, and to undertake meaningful engagement with First Nations in the process. With the project in progress, the 2020/21 budget will be used for engagement with First Nations, public engagement, referrals to agencies/First Nations, and legal review.

Objectives

- Updated preamble and definitions
- Acknowledgement of First Nations treaty and traditional territory; and UNDRIP/ DRIPA / TRC / MMIWG
- Addition of climate and housing policies and other topics raised by First Nations
- Engagement with First Nations on policy amendments
- Re-familiarization of all parties and public with amendment processes

In Scope

- FN / community engagement / intergovernmental advisory group
- Policy analysis
- Drafting
- Legal review
- Referral process and public input
- First, Second, Third & Fourth Readings by Trust Council
- Refer to Minister
- Implementation plan

Out of Scope

- Treaty or territorial negotiations
- Consequential amendments to OCPs and LUBs

Workplan Overview

Major Deliverable/Milestone	Date
-FN Engagement; Public Engagement 1: Islands 2050 In-Person & Online Engagement -FN Engagement; What We Heard Report; Policy Analysis; TPC Working Group Review; -FN Engagement; Public Engagement 2: What We Learned Report & Online Survey/Forum -Staff Draft Amendments to Policy Statement Bylaw; TPC/RPC/EC Review; Inter-Agency Review; Legal Review; Consultative Area Database (FN Engagement) Report to Minister	June 2019 – January 2020 January – December 2020 January 2021 February – April 2021
- First Reading (Special Trust Council Meeting) -First Nations & Agency Referrals; Public Engagement 3 (Online Survey/Forum); Statutory Advertising -Trust Council Considers Input / Redrafts As Needed; Second Legal Review, Second Referral to First Nations; Second Consultative Area Database Report to Minister	May 2021 May – August 2021 September – November 2021
- Second Reading - Third Reading (Scenario 1) —minor changes made and passed to Third Reading at same meeting) - Third Reading (Scenario 2) —substantive changes needed before Third Reading) -Refer Proposed Bylaw to Minister with Final FN Engagement Report. Allow Six Months for Review.	December 2021 1) December 2021 or 2) March 2022 1) Jan 2022 or 2) April 2022
- Fourth Reading ; Post Policy Statement to Website; Draft Implementation Plan	1) June 2022 or 2) Sept 2022

Project Team

TPC/EXEC	Project Champions
Clare Frater	Project Manager
Dilani Hippola	Policy Analysis
Lisa Wilcox	FN Engagement
Gillian Nicol	Public / FN Engagement

Approved by:

Clare Frater, Director, TAS

Endorsement:

Date:

Budget 2019-2022 (19/20 est. \$45k, 20/21 \$45K)

Item	Cost
FN Engagement	\$30,000
Public Engagement	\$35,000
Graphic Design	\$5,000
Legal Review	\$10,000
Statutory Advertising	\$10,000
Total Activity Costs:	\$90,000

BRIEFING

To:	Trust Council	For the Meeting of:	December 1, 2020
From:	Trust Area Services	Date Prepared:	November 9, 2020
SUBJECT:	Climate Change Stewardship Education Program		

PURPOSE: To provide Trust Council (TC) with an update on the Stewardship Education Program (SEP) in 2020/21.

BACKGROUND: The 2018-2022 Strategic Plan sets out a strategy *“to develop and implement a stewardship education program directed towards the public, industry and/or stakeholders in the Trust Area”*.

On November 6, 2019, TPC adopted the following resolution:

that the Trust Programs Committee request that the Financial Planning Committee include in the Fiscal Year 2020/21 Budget \$15,000 for a climate change-focused stewardship education program.

The program is intended to educate community members on ways they can contribute to mitigating and adapting to climate change in the Trust Area.

Due to measures of physical distancing due to the COVID-19 pandemic staff recommended the program be implemented in two phases:

- **Phase 1:** July–October 2020: Program to be implemented through webinars.
- **Phase 2:** November 2020 – March 2021: Speaker series and/or mail outs are explored.

Phase 1: As of November 4th, two of the three webinars have been completed. The Rainwater Harvesting webinar attracted 283 people to register and 126 people to participate during the webinar. The Ecosystem Based Adaptation webinar attracted 122 people to register and 57 people to participate during the webinar. The recordings of the webinars are available to view on the Islands Trust website.

Phase 2: Due to the physical distancing in place, a working group comprised of staff from Trust Area Services and Local Planning Services identified the following ideas:

- 1) “Living in the Islands Trust Area” package

Staff have identified a need to produce a “living in a network of protected islands” package where staff provide a range of documents and publications for new residents/property owners in the area. Packages could include existing and new documents, such as:

- Islands Trust and Islands Trust Conservancy brochures
- a sensitive ecosystem guide for Islands Trust Area

- bylaw compliance and enforcement brochure
- ground water documents
- acknowledgement of the Indigenous and First Nations peoples of the area
- and additional information about what it means to live and work on a protected island.

Staff will use text from the new website to create the publications. This will provide consistency among the communication materials and continue to build the Islands Trust brand. Staff will seek input from trustees about which topics would be beneficial.

Recorded sales of properties in the Trust Area from January 1st, 2020 - September 9th were 1103. By March 2021, staff estimate an additional 827 properties would be added to the list, as the average monthly property sales are 137. Staff understand property sales are higher in the spring and summer so the final number may be lower.

Staff believe that by creating a “newcomers” package it could increase knowledge of the Islands Trust Area, provide understanding about reconciliation, create greater understanding about preservation and protection, and reduce bylaw contraventions.

2) Climate Action Speaker Series - continues

Staff have recommended a continuation of the speaker series in conjunction to meeting the goals of the Reconciliation Action Plan. Staff will work to create up to three webinars to be scheduled. Topics could include well-being and climate change climate adaptation from an Indigenous perspective, and oral history and knowledge sharing of the Coast Salish people. Part 2 of the speaker series will focus on the Indigenous perspective and climate change.

On November 4th, 2020 Trust Programs Committee received a request for decision from staff and passed the following resolution:

that Trust Programs Committee direct staff to develop a project charter for a “Living in the Islands Trust Area” program.

that Trust Programs Committee recommend to Executive Committee that they undertake an extension to the climate change speaker series with an Indigenous perspective.

FOLLOW-UP: Staff will be providing a Request for Decision to the Executive Committee on December 16, 2020. Staff will provide a project charter for February TPC Committee meeting.

Prepared By: Gillian Nicol, Program Coordinator

Reviewed By/Date: Clare Frater, Director, Trust Area Services/ November 11, 2020
Russ Hotsenpiller, CAO/November 12, 2020

To:	Trust Council	For the Meeting of:	December 1, 2020
From:	Trust Area Services	Date Prepared:	November 5, 2020
SUBJECT:	Community Benefit Land Trust Concept		

PURPOSE:

To provide information to Trust Council on the community benefit land trust concept and options for the Islands Trust to hold land for community benefit.

BACKGROUND:

At its regular business meeting in June 2020, Trust Council passed the following resolution in response to a delegation on this issue by a Trust Area resident:

TC-2020-063

That the Trust Council request a report from staff about the potential to have an Islands Trust structure to manage Community Benefit Land Trusts.

Community Land Trusts

A community land trust is usually defined as a non-profit organisation that holds land in trust for the community. On the website “community-wealth.org”¹ defines a community land trust as:

“... nonprofit, community-based organizations designed to ensure community stewardship of land. Community land trusts can be used for many types of development (including commercial and retail), but are primarily used to ensure long-term housing affordability. To do so, the trust acquires land and maintains ownership of it permanently. With prospective homeowners, it enters into a long-term, renewable lease instead of a traditional sale. When the homeowner sells, the family earns only a portion of the increased property value. The remainder is kept by the trust, preserving the affordability for future low- to moderate-income families.”

The Canadian Housing and Renewal Association² has a similar definition:

“A Community Land Trust (CLT) is a non-profit corporation that obtains and holds land and housing for the benefit of the community in which it exists. With the shared value of housing as a right, the goal is to remove land and housing from the real estate market through either purchase or donation, and perpetually hold it in a trust to preserve the affordability of that land and housing asset.”

A community land trust can hold land for any purpose for the benefit of the community. An example of a housing land trust in British Columbia is Community Land Trust (<https://www.cltrust.ca/about/>) which accepts land and building transfers from the community housing sector and also expands housing options, through redevelopment and new projects.

¹ <https://community-wealth.org/strategies/panel/clts/index.html>

² <https://chra-achru.ca/perpetual-affordability-and-community-control-of-the-land-community-land-trusts-in-canada/>

Islands Trust Conservancy powers

The *Islands Trust Act* has a community land trust built in the Islands Trust Conservancy, under Section 41 of the *Islands Trust Act*. The Conservancy Board, for the purpose of carrying out the object of the trust, may "acquire, hold, and dispose of land and other property" so long as those actions are done in accordance with a five-year plan approved by the Minister of Municipal Affairs and Housing. The Board's policies and plans make clear that its priority is to acquire and hold properties for long-term ecological preservation. The Board has a policy that it will not accept or acquire any lands where there is an obligation to maintain buildings or structures.

Trust Council powers

The *Islands Trust Act* permits Trust Council to hold and dispose of land for the purpose of furthering the Object of the Islands Trust. The Object, as stated below (Section 3 of the *Islands Trust Act*) is further refined and implemented through the Islands Trust Policy Statement.

3. The object of the trust is to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.

While the *Islands Trust Act* does not specify how land held by Trust Council is to be used, it would have to be for a purpose to further the Object in Section 3 of the *Islands Trust Act*. For example, assuming the holding of land for heritage protection or affordable or special needs housing is consistent with the Object, Trust Council could hold land for such a purpose. Trust Council already owns one building – the Marcus Isbister Old School Centre which is leased to the Denman Island Residents' Association. If Trust Council acquires land and provides an affordable housing project (however that is structured) for the benefit of trust area residents, Trust Council needs to be sure that the affordable housing actually provided does not negatively affect "the trust area and its unique amenities and environment."

Trust Council does not have authority in its legislation to build and manage housing; this would need to be undertaken by a non-profit organization, BC Housing or a regional district. Therefore, Trust Council would have to lease, or dispose of the land in some way, to such an organization for the purpose of providing housing.

The *Islands Trust Act* states that Sections 285 and 286 of the *Local Government Act* apply to disposition of land. Section 285 of the *Local Government Act* states that disposition of land must be made available to the public for acquisition; this does not apply to land that is being made available the following reasons:

285 (1) *Subject to subsection (2), if a board intends to dispose of land or improvements, it must make the land or improvements available to the public for acquisition.*

(2) *The requirement under subsection (1) does not apply if the disposition is*

(a) to a not-for-profit corporation,

(b) to a public authority,

(c) to a person who, as part of the consideration for the disposition, will exchange land or an improvement with the regional district,

(d) to a person under a partnering agreement that has been the subject of a process involving the solicitation of competitive proposals, or

(e) a disposition of land to an owner of adjoining land for the purpose of consolidating the lands.

When disposing of land, Islands Trust bodies would be guided by the principles outlined by the Provincial and Federal government in relation to Indigenous rights and title as they relate to First Nations governments with treaty and territorial lands and waters in the Islands Trust Area.

Delegation of Trust Council powers to local trust committees

Trust Council may, through a bylaw adopted by at least 2/3 of its members present at the meeting at which the vote on adoption takes place, delegate its powers to acquire and dispose of land to a local trust committee, subject to any restrictions or conditions specified in the bylaw. The local trust committee would need to use a special tax requisition to fund costs associated with acquiring, managing or disposing of land.

Potential to have an Islands Trust structure to manage Community Benefit Land Trusts

As previously stated, the *Islands Trust Act* already provides for a community benefit land trust within the Islands Trust – the Islands Trust Conservancy. If Trust Council desired that the Islands Trust Conservancy establish different priorities for its land securement program, it could make a recommendation to the Board. It is likely that the Board would require adequate and ongoing resources, both through staff and budget allocations, to consider holding land for this purpose.

In summary, if Trust Council wished to hold land for community benefit, it could do so without creating a land trust. In order for Trust Council to establish a different community benefit land trust it would need to ask for changes to the *Islands Trust Act*.

Prior to acquiring land, staff suggest that Trust Council take the following steps:

1. **Amend the Islands Trust Policy Statement.** The Islands Trust Policy Statement should have clear policies in relation to the community benefit (e.g. affordable and special needs housing, community housing, heritage protection, farming) and how provision of such furthers the Object of the Islands Trust.
2. **Establish policies on how it would implement the Islands Trust Policy Statement in regard to the identified community amenity.** The policy would address: how appropriate land would be identified and prioritized; role of Trust Council in relation to regional districts and Provincial housing agencies; and how land would be managed, how land would be disposed for the purpose of the community benefit.
3. **Establish a budget, including allocation of funding for additional staff.** As this would be an expanded function of Trust Council, administrative and specialized land acquisition staff would need to be hired to administer acquisition, management, and disposal of properties in the Islands Trust Area for the identified community benefit. This would include liaison with regional districts and not-for-profit organizations in the Trust Area to identify appropriate locations for the community benefit. This would be a perpetual commitment for as long as Trust Council manages land.

Summary

The Islands Trust already has a community benefit land trust in the Islands Trust Conservancy. At this time, the Islands Trust Conservancy is limited to land acquisitions for conservation purposes based on a five-year plan approved by the Minister.

Trust Council has authority to purchase and dispose of land for any reason that furthers the Object of the Islands Trust. The Islands Trust Policy Statement should have clear policies in relation to the community benefit and Trust Council should establish a policy on how it would implement the Policy Statement in regard to the identified community benefit.

Regardless of the method used, acquiring, managing and disposing of land for non-conservation purposes would be a significant undertaking. If Trust Council wishes to proceed with further work on this topic, it should request a budget for Fiscal year 2021/22 to cover the cost of development of a Project Charter, a consultant to provide advice and develop options for Trust Council's consideration;

and legal advice on the preferred option. Trust Council may wish to gauge the interest of the Islands Trust Conservancy in participating in this work should it decide to proceed.

ATTACHMENT(S):

1. No Attachments

FOLLOW-UP:

No further follow-up unless otherwise directed by Trust Council.

Prepared By: David Marlor, Director, Local Planning Services
Clare Frater, Director, Trust Area Services

Reviewed By/Date: Kate Emmings, A/Manager, Islands Trust Conservancy, November 5, 2020
Lisa Wilcox, Senior Intergovernmental Policy Advisor, November 6, 2020
Russ Hotsenpiller, CAO, November 9, 2020



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 1, 2020
From: Islands Trust Conservancy **Date Prepared:** November 5, 2020
SUBJECT: MOSS MOUNTAIN NAPTEP CERTIFICATE, SALT SPRING ISLAND

RECOMMENDATION: That the Islands Trust Council request the Secretary issue a Natural Area Protection Tax Exemption Certificate for the covenanted portion of the property described as “Lot 12, Sections 64, 65, 66, 67 and 68, South Salt Spring Island, Cowichan District, Plan 1914, Parcel Identifier 006-760-112” subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The Islands Trust Conservancy Board currently holds ten NAPTEP covenants in the Salt Spring Island Local Trust Area. Trust Council has issued twenty-five NAPTEP tax exemptions in the Islands Trust Area to date.

1 **PURPOSE:** To seek Trust Council approval of a Natural Areas Protection Tax Exemption Certificate

2 **BACKGROUND:**

A NAPTEP application was received on September 10, 2020 to covenant approximately 45 ha (111 acres) of land on Sansum Narrows (map below) in the Salt Spring Island Local Trust Area. The property contains a mosaic of ecosystem types including mixed mature forest, steep mossy bluffs, open mixed stands of Douglas-fir, Shore Pine, and Arbutus, and herbaceous openings.

Property Information

Property Description: PID: 006-760-112, Lot 12, Sections 64, 65, 66, 67 and 68, South Salt Spring Island, Cowichan District, Plan 1914

Property size: 45.87ha (113.35 ac)

NAPTEP Natural Values & Amenities

Islands Trust Conservancy staff have reviewed the proposal and confirmed that it is eligible under section 2 of the NAPTEP Regulations, due to presence of:

- 1 **Areas that are relatively undisturbed by human activity¹ and are good examples of one or more of the ecosystems described in the Schedule to the regulation:**
 - *Mature-older forest ecosystem*
 - *Terrestrial herbaceous ecosystem*
 - *Woodland Ecosystem*
- 2 **Areas that are relatively undisturbed by human activity and are key habitat for rare native plant species or plant communities**

¹ Islands Trust Conservancy notes that the area in question has a rich history of human activity pre and post contact and that the area in question is an area of Indigenous cultural heritage, activity, and use.

The following rare plant communities have been mapped on the property):

Coastal Douglas-fir zone:

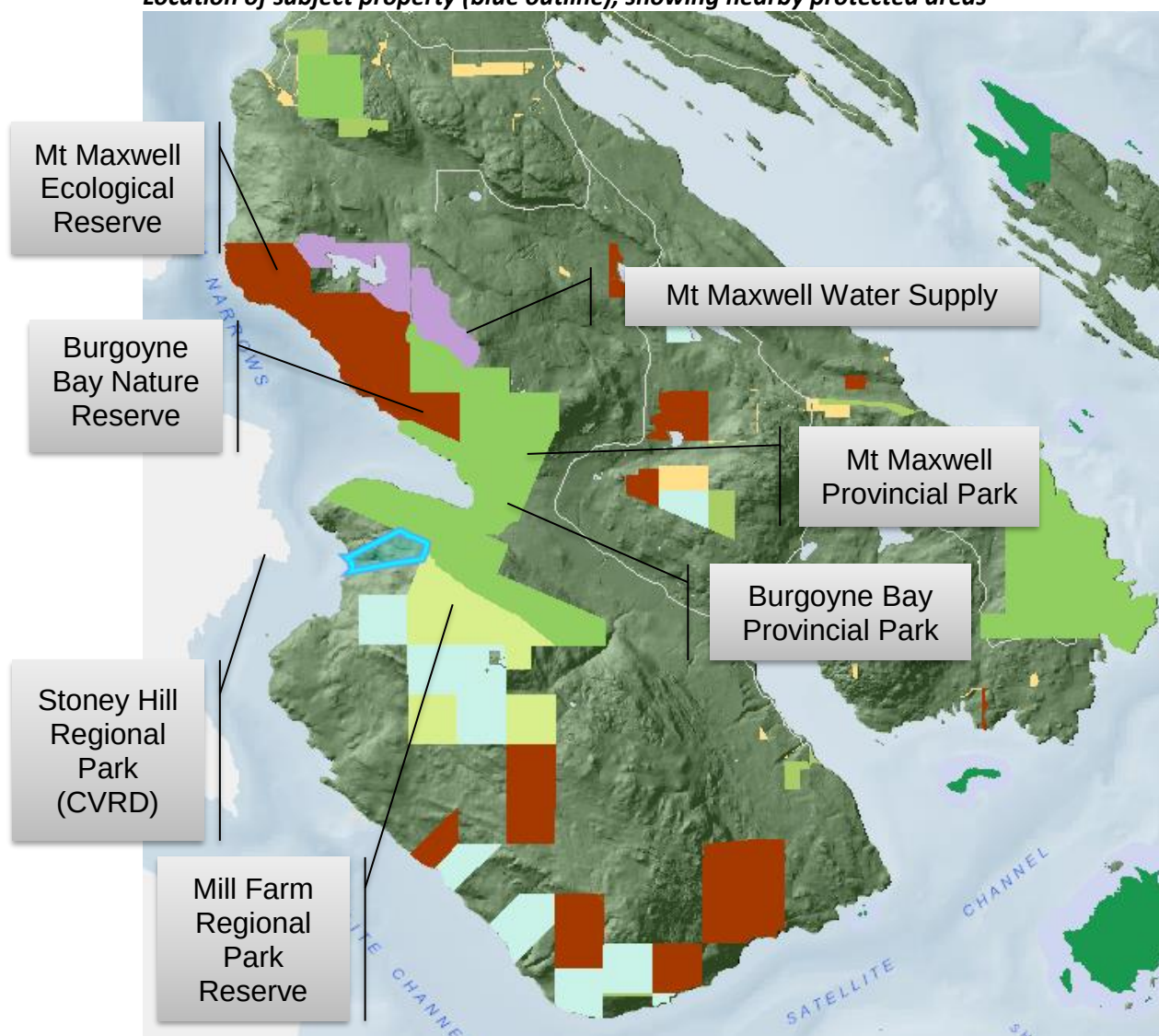
- Douglas-fir – Dull Oregon-grape (Red-listed)
- Douglas-fir – Alaska Oniongrass (Red-listed)
- Cladina – Wallace’s selaginella (Blue-listed)

Coastal Western Hemlock zone:

- Western Redcedar – Snowberry (Red-listed)
- Douglas-fir – Western Hemlock / Salal (Red-listed)
- Western Hemlock – Douglas-fir / Oregon beaked moss (Red-listed)
- Douglas-fir – Sword fern (Red-listed)
- Western Redcedar – Sword fern (Blue-listed)

The Islands Trust Conservancy Board will be reviewing the application at their November 24, 2020 meeting to consider holding the related conservation covenant for this application.

Location of subject property (blue outline), showing nearby protected areas



Shown are: Coastal Douglas-fir Management Areas (light blue); Regional Parks (light green); Conservation Covenants and ITC Nature Reserves (medium green); Provincial Parks (dark green); Community Parks (gold); Public Conservancy Land (maroon/brown); Watershed Protection Areas (mauve). Note that the map does not display several other conservation covenants, for landowner privacy reasons.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Covenant registration and issuance of the Exemption Certificate will be the responsibility of staff. Staff will ensure that both the covenant and the baseline inventory report meet NAPTEP standards.

FINANCIAL: The costs of administering this application will be partly recovered through the application fees. Given the high conservation priority of this property, ITC may assist with other associated costs such as survey, appraisal, and baseline costs through its current budgets or through Species at Risk funding from Environment and Climate Change Canada. Annual monitoring will be done by the Covenant Management and Outreach Specialist and the ITC budget will increase according to Trust Council approved amounts for ongoing covenant management.

POLICY: None. This application is consistent with Trust Council's policies regarding NAPTEP applications.

IMPLEMENTATION/COMMUNICATIONS:

- The applicant will be advised of Trust Council's decision.
- The applicant will complete a baseline inventory report and a legal survey and will be required to register the standard NAPTEP covenant against the property title.
- The certificate will be issued by the Islands Trust Secretary when the covenant is successfully registered.
- Once the certificate is issued to the applicant, the BC Assessment Authority, the Land Titles Office, and the Regional District and any other relevant agencies will be advised.
- ITC staff will advise the public regarding the successful completion of NAPTEP applications via a news release and the ITC website.

FIRST NATIONS: In negotiating and drafting the conservation covenant, staff will follow guiding principles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Truth and Reconciliation (TRC) Calls to Action. Staff has done a desktop review of RAAD data as per guiding principles of the Archaeological Branch. The application has not been referred to First Nations. Section 35 rights related to harvesting or gathering of flora and fauna at this time has not been inventoried. ITC has not arranged a site visit, at this time, by an Indigenous Knowledge Holder (IKH) or Traditional Ecological Knowledge holder (TEK).

OTHER: The land has good potential for several rare species and staff will pursue relevant species surveys with the landowner through the new ITC Species at Risk Program, funded by Environment and Climate Change Canada.

4 RELEVANT POLICYS:

- Islands Trust Act (7.1)
- Islands Trust Natural Area Protection Tax Exemption Regulation
- [Trust Council procedure 2.1.x re: Administration of the NAPTEP program](#)

5 ATTACHMENTS: None

RESPONSE OPTIONS

Recommendation: That the Islands Trust Council request the Secretary issue a Natural Area Protection Tax Exemption Certificate for the covenanted portion of the property described as "Lot 12, Sections 64, 65, 66, 67 and 68, South Salt Spring Island, Cowichan District, Plan 1914, Parcel Identifier 006-760-112"

subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

- Alternative:**
1. To decline to issue the certificate.
 2. To delay issuance of the certificate subject to receipt of additional information.
-

Prepared By: Kathryn Martell, A/Ecosystem Protection Specialist

Reviewed By/Date: Kate Emmings, A/Islands Trust Conservancy Manager / November 9, 2020
Clare Frater, Director Trust Area Services / November 10, 2020
Russ Hotsenpiller, Chief Administrative Officer / November 10, 2020
Executive Committee / November 18, 2020



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 1, 2020
From: Islands Trust Conservancy **Date Prepared:** November 5, 2020
SUBJECT: LEADER NAPTEP CERTIFICATE, SALT SPRING ISLAND

RECOMMENDATION: That the Islands Trust Council request the Secretary issue a Natural Area Protection Tax Exemption Certificate for the covenanted portion of the property described as “Lot 2, Section 72, South Salt Spring Island, Cowichan District, Plan 36292 Except Plan 40974, Parcel Identifier 000-395-081” subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The Islands Trust Conservancy Board currently holds ten NAPTEP covenants in the Salt Spring Island Local Trust Area. Trust Council has issued twenty-five NAPTEP tax exemptions in the Islands Trust Area to date.

1 **PURPOSE:** To seek Trust Council approval of a Natural Areas Protection Tax Exemption Certificate.

2 **BACKGROUND:**

A NAPTEP application was received on June 16, 2020 to covenant approximately 3.5 ha (8.75 acres) of land on Salt Spring Island. The property is largely forested with second-growth Douglas-fir but also contains a wetland, dug pond, seasonal creeks, and a series of small rocky knolls with terrestrial herbaceous vegetation and pockets of Garry Oak woodland.

Property Information

Property Description: PID 000-395-081, Lot 2, Section 72, South Salt Spring Island, Cowichan District, Plan 36292 Except Plan 40974

Property size: 5.02 ha (12.4 ac); proposed protected area size: 3.54 ha (8.75ac)

NAPTEP Natural Values & Amenities

Islands Trust Conservancy staff have reviewed the proposal and confirmed that it is eligible under section 2 of the NAPTEP Regulations, due to presence of:

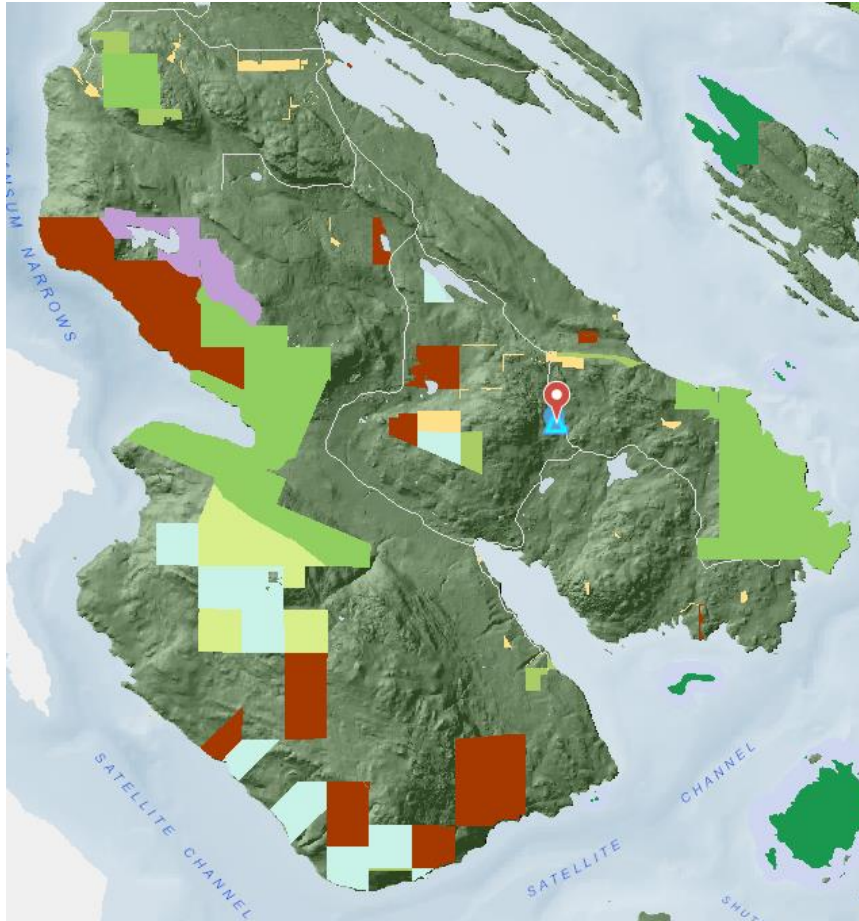
- 1 **Areas that are relatively undisturbed by human activity¹ and are good examples of one or more of the ecosystems described in the Schedule to the regulation:**
 - *Wetland ecosystem:* the property contains both a small wetland and a dug pond, both providing important wetland habitat, as well as several seasonal creeks
 - *Terrestrial herbaceous ecosystem:* there are rocky knolls with small pockets of terrestrial herbaceous ecosystems
 - *Woodland Ecosystem:* there are several small Garry Oak woodland areas

¹ Islands Trust Conservancy notes that the area in question has a rich history of human activity pre and post contact and that the area in question is an area of Indigenous cultural heritage, activity, and use.

- 2 Areas that are relatively undisturbed by human activity and are key habitat for rare native plant species or plant communities
- 3 The following rare plant communities have been mapped on the property (in the Terrestrial Ecosystem Mapping project for the Coastal Douglas-fir zone [2009, and 2017 updates]):
 - Douglas-fir – Dull Oregon-grape (Red-listed)

The Islands Trust Conservancy Board will review the application at their November 24, 2020 meeting to consider holding the related conservation covenant for this application.

Subject Property (blue outline) and nearby Protected Areas.



Shown are: Coastal Douglas-fir Management Areas (light blue); Regional Parks (light green); Conservation Covenants and ITC Nature Reserves (medium green); Provincial Parks (dark green); Community Parks (gold); Public Conservancy Land (maroon/brown); Watershed Protection Areas (mauve). Note that the map does not display several other conservation covenants, for landowner privacy reasons.

4 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: Covenant registration and issuance of the Exemption Certificate will be the responsibility of ITC staff. Staff will ensure that both the covenant and the baseline inventory report meet NAPTEP standards.

FINANCIAL: The costs of administering this application will be partly recovered through the application fees. There are no anticipated survey costs and the baseline inventory has been undertaken by the landowner. Annual monitoring will be done by the Covenant Management and

Outreach Specialist and the ITC budget will increase according to Trust Council approved amounts for ongoing covenant management.

POLICY: None. This application is consistent with Trust Council's policies regarding NAPTEP applications.

IMPLEMENTATION/COMMUNICATIONS:

- The applicant will be advised of Trust Council's decision.
- The applicant will complete a baseline inventory report and will be required to register the standard NAPTEP covenant against the property title.
- The certificate will be issued by the Islands Trust Secretary when the covenant is successfully registered.
- Once the certificate is issued to the applicant, the BC Assessment Authority, the Land Titles Office, and the Regional District and any other relevant agencies will be advised.
- ITC staff will advise the public regarding the successful completion of NAPTEP applications via a news release and the ITC website.

FIRST NATIONS: In negotiating and drafting the conservation covenant, staff will follow guiding principles of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) and the Truth and Reconciliation (TRC) Calls to Action. Staff has done a desktop review of RAAD data as per guiding principles of the Archaeological Branch. The application has not been referred to First Nations. Section 35 rights related to harvesting or gathering of flora and fauna at this time has not been inventoried. ITC has not arranged a site visit, at this time, by an Indigenous Knowledge Holder (IKH) or Traditional Ecological Knowledge holder (TEK).

OTHER: The Salt Spring Island Local Trust Committee was informed about the Leader NAPTEP covenant application via email dated November 9, 2020 and will receive a briefing for their December 10, 2020 meeting following the Trust Council decision.

5 RELEVANT POLICYS:

- Islands Trust Act (7.1)
- Islands Trust Natural Area Protection Tax Exemption Regulation
- [Trust Council procedure 2.1.x re: Administration of the NAPTEP program](#)

6 ATTACHMENTS: None

RESPONSE OPTIONS

Recommendation: That the Islands Trust Council request the Secretary issue a Natural Area Protection Tax Exemption Certificate for the covenanted portion of the property described as "Lot 2, Section 72, South Salt Spring Island, Cowichan District, Plan 36292 Except Plan 40974, Parcel Identifier 000-395-081" subject to registration of a conservation covenant and completion of a baseline inventory report consistent with the standards developed for NAPTEP.

Alternative: 1. To decline to issue the certificate.
2. To delay issuance of the certificate subject to receipt of additional information.

Prepared By: Kathryn Martell, A/Ecosystem Protection Specialist

Reviewed By/Date: Kate Emmings, A/Islands Trust Conservancy Manager / November 9, 2020
Clare Frater, Director Trust Area Services / November 10, 2020
Russ Hotsenpiller, Chief Administrative Officer / November 10, 2020
Executive Committee / November 18, 2020

General Comments

Contaminated Sites Regulation

Effective February 1, 2020, the Contaminated Sites regulation has been amended so that there is a consistent approach to dealing with contaminated sites throughout British Columbia. This means that local governments that originally opted out of the program can no longer opt out. All local trust committees opted out.

When the Contaminated Sites Regulation was first introduced under the Environmental Management Act in 1996, it required local governments to administer a site profile system in regards to contaminated sites. Local governments raised concerns about liability and cost of administering such a program. In response, the Province included an option in the transitional section of the regulation to allow local governments to opt out by resolution.

The amendments to the contaminated sites regulation end the opt-out ability of local governments. Under the new regulations, all local governments in British Columbia must:

- Take in a Ministry of Environment and Climate Change Strategy site identification form filled out by the applicant with rezoning and development permit applications involving properties that may have in the past or are planning to in the future include commercial or industrial activities that are listed in Schedule 2 of the Contaminated Sites Regulation;
- Forward that form to the Ministry of Environment and Climate Change Strategy ;
- Wait for a response from the Ministry of Environment and Climate Change Strategy prior to issuing the permit or approval. Potential responses from the Ministry of Environment and Climate Change Strategy include:
 - Certificate of Compliance – issued by the Ministry of Environment and Climate Change Strategy when a contaminated site has been cleaned up and the property meets the residential use standards;
 - Approval in Principle - of a remediation plan; issued when a property owner knows and has a plan (remediation must happen within 5 years)
 - Determination - that the site is not contaminated
 - Release – special approval from the Director of the Ministry of Environment and Climate Change Strategy that would allow remediation to occur during construction.

Local Planning Services Renewal

As of November 30, 2020 Local Planning Services has reorganised into a Regional Planning Team (RPT) that is focussed on proactive policy planning for all local trust committees and the Regional Planning Committee, and a Local Planning Team (LPT) that is focused on current application processing and local trust committee administration. There are initially three planners assigned to the RPT and 11 (including the new Planning Technician position) assigned to the LPT. Initially the RPT planners will bring over projects with them that are mid-stream, begin work on Gambier OCP Review, and continue to work with the Director and the RPC on development of Trust Council policy on criteria and framework for strategic approach to reviewing all 20 official community plans and land use bylaws.

As part of the transition, the LPT is working on reviewing the processes for application processing, and revising how we assign and deliver on applications. This will address continued need to provide support and planner presence at local trust committee meetings, and look for opportunities to assign the same planner to similar

issues on different islands, in the interest of reducing planner time taken by current planning and freeing additional time to undertake proactive planning.

Policy Planning

Policy planning includes all of the proactive planning work being undertaken by the local trust committees and Regional Planning Committee.

The Regional Planning Committee has the following work items underway:

1. Strategic Plan Item 6 – Shoreline Review – contract development underway
2. Strategic Plan Item 7 – Freshwater Sustainability Strategy – contract signed.
3. Strategic Plan Item 8 – Groundwater Recharge Mapping – contract development underway
4. Strategic Plan Item 16 – Using Flor area Ration for affordable housing – contract development underway

In addition, the Regional Planning Committee is completing a review and making recommendations on a model fee bylaw, along with recommended amendments to Trust Council policy on application processing.

Throughout the 13 local trust committees, there are 42 top priorities. These are listed in detail on the Top Priorities Chart in the Trust Council Agenda.

Current Planning

Current planning includes processing of all of the applications and referrals received by local trust committees. Since August 26, 2020, to the date of this report, we have received 112 new applications, 77 of which are building permits, Crown land or other such referrals. Staff received two new rezoning applications, four development variance permit applications, 11 development permit applications, 10 Temporary Use Permit applications, five subdivision applications, one Board of Variance application, one soil deposit and removal application, and one Agricultural Land Reserve application.

In total, including applications opened prior to March 1, 2020, there are 169 open applications, the same as reported to Trust Council in September 2020.

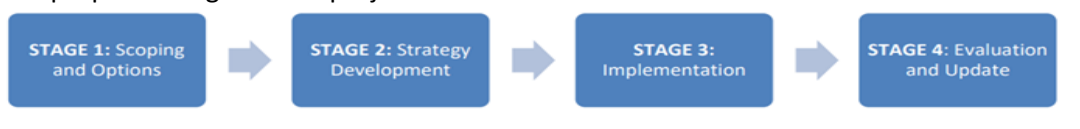
Senior Freshwater Specialist

The Senior Freshwater Specialist has been focused on freshwater projects with a specific lens on the Reconciliation Declaration and Declaration of Climate Emergency, and is currently participating in major projects that balance the three tenets of First Nations, Water Authorizations, and Climate Change.

Freshwater Sustainability Strategy – Strategic Plan Item 7

A contract has been signed with ECONICS to deliver the first part of Stage 1 of the Freshwater Strategy project by March 31, 2021. The remaining portion of stage 1 (case studies, options and recommendations) is subject to Trust council approval of funding in Fiscal Year 2021/22.

The proposed stages of the project are:



Groundwater Recharge Mapping Project – Strategic Plan Item 8

The Islands Trust Area Groundwater Recharge Mapping Project is a multi-year project. The main objective of this project is to determine groundwater recharge potential across the Islands Trust Area for the purposes of aquifer protection and groundwater availability assessment for sustainable long-term resource management.

Preliminary mapping is complete and has been reviewed for the Southern islands (Mayne, North Pender, South Pender, Galiano and Saturna) and preliminary results were presented to the Regional Planning Committee.. A

contract is in development to undertake groundwater recharge mapping of select northern islands this fiscal year. This project is led by the Regional Planning Committee.

Salt Water Intrusion Mapping

The Senior Freshwater Specialist is a project team member working with the Ministry of Environment and Climate Change Strategy and Ministry of Forest, Lands, Natural Resource Operations and Rural Development (FLNRORD) to determine salt water intrusion risk to groundwater resources in the Islands Trust Area and the surrounding coast to Haida Gwaii. The second year of the program is underway, with deliverables expected by the end of FY20/21.

Land Use Planning Support

The Senior Freshwater Specialist continues to support the work of Local Planning Services by responding to land-use planning applications requiring water authorizations, re-zoning applications with considerations of watershed ecosystems, and providing a freshwater lens on other policy driven local trust committee projects.

Top Priorities Report

Regional Planning Committee

1. Application Processing Services Update

CURRENT: Consideration of Trust Council feedback by RPC

PLANNED: Final policy and fees bylaw to RPC in /span>, and to Trust Council in March, 2021

Responsible

Narrisa Chadwick

Dates

Rec'd: 22-Aug-2019
Target: 10-Feb-2021

2. Manage Trust Council Strategic Plan Action Items

Strategic Plan item #6 - Shoreline Review - David Marlor

Strategic Plan item #7 - Freshwater Sustainability Strategy - Narrisa Chadwick and William Shulba

Strategic Plan item #8 - Groundwater Mapping - William Shulba

Strategic Plan item #16 - Using Floor Area Ratio for Affordable housing - David Marlor

Responsible

David Marlor
Narrisa Chadwick
William Shulba

Dates

Rec'd: 29-Jul-2020
Target: 10-Feb-2021



Projects Report

Regional Planning Committee

1. *Shoreline Marine Planning*

Responsible

Date Received

Trust Council - 2015-2018 Strategic Plan Item

09-Nov-2017

Conduct a working group session to brainstorm possible directions.

2. *Preserve, protect and advocate for forest and terrestrial ecosystems*

Responsible

Date Received

1. Map contiguous tracts of the Coastal Douglas-fir zone (CDF) and associated ecosystems to aid in protection of that zone and its associated ecosystems (underway by contractor for completion March 31, 2020) (2018-2022 Strategic Plan item 1).

12-Feb-2020

2. Create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas-fir zones throughout the Trust Area (2018-2022 Strategic Plan item 2).

3. *Preserve and protect marine ecosystems*

Responsible

Date Received

1. Map the extent of eelgrass and kelp beds throughout the Trust Area (2018-2022 Strategic Plan item 5).

12-Feb-2020

2. Undertake a review of Local Trust Committee- Bowen Islands Municipality foreshore policies and regulatory bylaws and develop model policy and regulatory bylaws for the protection of the foreshore and nearshore (2018-2022 Strategic Plan item 6).

4. *Protect quality and quantity of fresh water resources of the Trust Area*

Responsible

Date Received

Projects Report

Regional Planning Committee

1. Map and develop water budgets for groundwater aquifers in the Trust Area (2018-2022 Strategic Plan item 8)
2. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling (2018-2022 Strategic Plan item 9).

12-Feb-2020

5. *Strengthen housing affordability throughout the Islands Trust Area*

Responsible

Date Received

Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council:

12-Feb-2020

1. Develop model bylaws that use floor area ratio as a density metric for consideration of implementation in local trust area land use bylaws (2018-2022 Strategic Plan item 16).
2. Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws (2018-2022 Strategic Plan item 16).
3. Develop model bylaws to address the use of building stratas as a tool for affordable housing (2018-2022 Strategic Plan item 16).

6. *Mitigate and adapt to climate change impacts*

Responsible

Date Received

1. Amend Official Community Plans and land use bylaws to foster climate change resilience, including measures to protect Coastal Douglas fir, foreshore and nearshore environments and groundwater. (2018-2022 Strategic Plan item 11).

12-Feb-2020

To: Trust Council **For the Meeting of:** December 2, 2020

From: David Marlor, Director, Local Planning Services **Date Prepared:** November 5, 2020

SUBJECT: Cost of Local Trust Committee Application and Referral Processing

PURPOSE:

The purpose of this briefing is to provide an update to Trust Council on costs of processing local trust committee land use applications.

BACKGROUND:

At its regular meeting in March 2020, Trust Council passed the following resolution:

TC-2020-011

It was Moved Trustee Morrison and Seconded by Trustee Brent,

That Trust Council request the Financial Planning Committee provide a report detailing the full staff costs associated with processing land-use applications, by application type.

At its regular meeting in June 2020, Trust Council passed the following resolution:

TC-2020-056

It was Moved by Trustee Morrison and Seconded by Trustee Wright,

That Trust Council request staff to implement a system of tracking and collecting all local planning service staff hours associated with processing individual applications, beginning as soon as possible, for a three-month period to inform the discussion in regards to the review of application fees.

Historical Collection of Staff Time

Prior to June 29, 2020, Local Planning Services (LPS) staff recorded their time information on a high-level basis, broken out into three broad categories for each local trust committee (LTC) and Trust Council (TC).

Staff record time under the following categories:

- Current planning
 - o LPS Planner Current Planning
- Policy planning
 - o LPS Planner Projects
 - o LPS Project (specific name)
- Local Trust Committee Administration
 - o LPS admin Staff
 - o LS Planner Administration

In addition, there is a 'General Leave' category for any time of leave; 'LPS Region Management' used exclusively by the regional planning managers for non-file specific management activities; and 'Bylaw Enforcement' used exclusively by the bylaw enforcement officers.

The collection of time at this high-level was deemed appropriate by the former Director, Administrative Services and Director, Local Planning Services given that the intent of the time collection was to assist regional planning managers in balancing workload/staff resources between local trust committees, and generally between current and policy planning. The time collection information was also used annually by finance staff to as a basis for allocation of annual financial operations by LTA in the allocated financial statements. The high-level breakdown provided by these categories was useable for this exercise.

Audited Applications – Time Collection

Local Planning Committee began work on a model fees bylaw in August 2019. An understanding of the cost of processing applications was required in order to facilitate conversation around this work. To this end, on November 1, 2019 LPS staff began tracking their time worked on select applications. This was undertaken so that over the period of time, a better understanding of actual costs for application processing could be obtained that included staff efforts.

All Applications – Time collection

As of June 29, 2020 Local Planning Services staff have been recording their time spent working on all applications as per the request of Trust Council (*Resolution TC-2020-056* above). Currently, there are 305 active applications with staff time recorded against them. Of these, 105 were opened before June 29, 2020; therefore hours recorded against these files would not reflect the actual cost of processing. Seventeen of these files were being tracked and have concluded as of October 31, 2020, and have been included in the table below. There are 74 files that were opened since June 29, 2020 that are still open and staff continue to collect time spent on these files.

Table 1 includes the hours recorded against the application and referral files that were processed since June 29, 2020, including the 17 that were audited prior to that and closed during the time:

Table 1: Applications Time tracking by Type (June 29 to October 31, 2020)				
Application (App) Type	Number of Applications completed	Total Staff hours recorded	Estimated average Staff cost to process¹	Total Apps Opened FY 2019/20
ALR ²	1	1.5	\$85	8
Building Permit ³	78	137	\$95	255
Crown Land Referral ⁴	4	10	\$140	27
Development Permit	9	146	\$895	30
Development Variance permit ⁵	15	97	\$380	35
Liquor and Cannabis Referral	0	0	0	4
Rezoning	3	179	\$3,275	9
Subdivision Referral	3	21	\$385	17
Siting and Use Permit	8	37	\$255	28
Temporary Use Permit ⁶	5	101	\$1,115	31
TOTALS	126	729.5	-	444

¹ Using an average of \$55 per hour – this will vary depending on which staff are working on the file.

² ALC Act sets the fee at \$750.

³ No fee is charged – no legislation to charge fees

⁴ No fee is charged – no legislation to charge fees

⁵ Does not include statutory advertising costs

⁶ Does not include statutory advertising costs

Of the above, the same of building permits and siting and use permits is large enough to be considered representative of the average costs for processing those types of applications and referrals. The same is too small to be considered a good estimate of average and more data is required before we can begin to draw conclusions on the average costs of processing those applications. Rezoning applications in particular, due to their nature, can vary a lot.

The hours collected were during the 2020 COVID-19 pandemic and as a result less travel and travel time would likely have been experience in processing applications. While site visits restarted in June 2020, meetings with applicants, stakeholders and the local trust committees were mostly handled through electronic means. Therefore, this should be considered when assessing the data for establishing fees post-pandemic.

Based on the information provided in Table 1, our best estimates for the average cost of processing each type of application is in Table 2.

Table 2: Estimated Average Cost to process applications by type (June 29 to October 31, 2020)				
Application (App) Type	Average Staff Cost	Other Costs	Total Average Costs	Sample Size
ALR ⁷	\$85	None	\$85	1
Building Permit ⁸	\$95	None	\$95	78
Crown Land Referral ⁹	\$140	None	\$140	4
Development Permit	\$895	None	\$895	9
Development Variance permit ¹⁰	\$380	\$100 ¹¹	\$480	15
Rezoning	\$3275	\$2500 ¹²	\$5775	3
Subdivision Referral	\$385	None	\$385	3
Siting and Use Permit	\$255	None	\$255	8
Temporary Use Permit ¹³	\$1115	\$500 ¹⁴	\$1615	5

The above data represents data collection over four full months (July, August September and October of 2020). The highlighted lines indicate where the data sample means that that the average costs may not be representative.

Rezoning

To understand better the cost of processing rezoning applications, Staff reviewed applications received between January 1, 2015 and December 31, 2019 that were closed as of October 2020.

Between January 1, 2015 and December 31, 2019 we have received 31 rezoning application in which the local trust committees had made a decision before the date of this report (that is, decided to adopt a bylaw or deny the

⁷ ALC Act sets the fee at \$750.

⁸ No fee is charged – no legislation to charge fees

⁹ No fee is charged – no legislation to charge fees

¹⁰ Does not include statutory advertising costs

¹¹ Using Canada Post at \$1 per delivery, varies on situation and location

¹² Advertising, hall rental for one community information meeting and one public hearing for an average bylaw (size of advertisement will affect cost of the advertisement)

¹³ Does not include statutory advertising costs

¹⁴ Average cost of one advertisement in the Driftwood, actual will vary by application and publication used.

application). Of those for which the local trust committee adopted bylaws, the duration from application to bylaw adoption ranges from six months to just short of three years. The average duration is 20 months. Of those the local trust committees denied the application, the duration from application to decision ranges from just over two and a half months to just over one year. The average duration is five months.

Table 3: Rezoning – Processing duration where local trust committee made a decision.				
Rezoning received after Jan 1, 2015 and closed before October 2020				
Decision	Shortest Duration Days (months)	Average Duration Days (months)	Longest Duration Days (months)	
Bylaw Adopted	182 (6)	600 (20)	1069 (35)	
Proceed No Further	73 (2.5)	158 (5)	387 (13)	

The three rezoning applications in Table 1, for which time was tracked took 473 days, 646 days and 850 days from application to adoption of the bylaws. This provides an average of 656 days to process, or 21 months. These three applications took about the average time to process in comparison to the rezoning applications reviewed in Table 3.

The hours recorded in Table 1 and 2 for staff time does not include consultant time. Consultants were brought in to assist during a staff shortage. From invoices, the consultants spent about 250 hours on each of two rezoning applications. Therefore, the actual cost of processing those applications is significantly higher than as shown in Table 2. With the consultants the average cost for these three applications raises to \$12,440.

Subdivision and Agricultural Land Reserve (ALR) Applications

The other two types of applications where the data sample is low are subdivisions and ALR applications. Subdivision applications are not closed until the Provincial Approving Officer signs off on the subdivision plan. As such, subdivision applications remain open for years.

The Agricultural land Commission sets the fee for ALR applications; this is currently set at \$750.

ATTACHMENT(S):

1. None

FOLLOW-UP:

Staff will continue to collect planner hours for each type of application. This information will also be utilized by management to assist with the Local Planning Services renewal and managing current application processing.

If FPC wishes for costing information to be applied to the current dataset for presentation to Trust Council in December 2020, Staff will complete this work and prepare a report for December 2020 Trust Council. In the absence of this direction, Staff will continue to collect data on planner hours by application. This information will be presented to the Regional Planning Committee as part of its work in recommending a model application fee structure. A further report with seven months of date (June 29 to January 31, 2021) would be provided to FPC in advance of March 2021 Trust Council.

Prepared By: David Marlor, Director, Local Planning Services
Reviewed By/Date: Russ Hotsenpiller, Chief Administrative Officer



REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 1, 2020
From: Executive Committee **Date Prepared:** November 12, 2020
SUBJECT: Amendment to Strategic Plan for Heritage Preservation Overlay Mapping

RECOMMENDATION: That Trust Council amend the 2018-2022 Strategic Plan by adding new strategy “19.1 Develop heritage preservation overlay mapping for the Trust Area and model heritage regulatory bylaws for protection of potential heritage and cultural sites.”

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Adding this to the Strategic Plan would support the allocation of funding in Fiscal Year 2021/22 to undertake this work, and further Trust Council’s Reconciliation Declaration.

PURPOSE:

To amend the Strategic Plan to recognize the importance of preserving and protecting the heritage in the Islands Trust Area.

BACKGROUND:

The Executive Committee passed the following resolutions on September 30, 2020:

EC-2020-117

It was Moved and Seconded,

That the Executive Committee request staff to draft an amendment to the Strategic Plan regarding development of heritage overlay mapping and development of model bylaws.

EC-2020-118

It was Moved and Seconded,

That the Executive Committee recommend that the Financial Planning Committee include \$30,000 in the Fiscal Year 2021/22 for the development of heritage overlay mapping and development of model bylaws (pending Executive Committee approval of a business case and adoption of a Strategic Plan amendment).

IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

This will add one additional item to the 2018-2022 Strategic Plan under the reconciliation heading.

FINANCIAL:

Adding this item to the Strategic Plan will not have a financial impact; however, a proposal of \$30,000 has also been submitted to the Financial Planning Committee for FY2021/22 to undertake this work.

POLICY:

The recommendation will support Trust Council's Policy 6.1.1 First Nations Engagement Principles, the TRC Calls to Action, UNDRIP, and the MMIWG Calls for Justice. The recommendation will also support existing legislation under the Heritage Conservation Act, and Local Government Act.

IMPLEMENTATION/COMMUNICATIONS:

If approved, the 2018-2020 Strategic Plan will be updated and added to the Islands Trust website.

FIRST NATIONS:

The Islands Trust would like to undertake engagement with First Nation governments in the Islands Trust Area on how best to preserve and protect heritage sites and cultural heritage. The Islands Trust is currently guided by the principles outlined in the TRC Calls to Action, UNDRIP, and the MMIWG Calls for Justice. In collaboration with First Nations, Archaeological Branch, and other agencies, Islands Trust will seek to ensure initiatives such as the Heritage Preservation Overlay mapping informs the work and decisions we do. Working closely with First Nations to create greater understanding of heritage sites and cultural heritage preservation and protection is vital to preservation of this history.

OTHER:

No other implications identified.

RELEVANT POLICY(S):

Policy 6.1.1 First Nations Engagement Principles.

ATTACHMENT(S):

No attachments.

RESPONSE OPTIONS**Recommendation:**

That Trust Council amend the 2018-2022 Strategic Plan by adding new strategy "19.1 Develop heritage preservation overlay mapping for the Trust Area and model heritage preservation permit bylaws for protection of potential heritage and cultural sites."

Alternative:

- That Trust Council not amend the 2018-2020 Strategic Plan to add a new strategy to develop heritage preservation overlay mapping for the Trust Area and model heritage preservation permit bylaws for protection of potential heritage and cultural sites.
- Request staff review and provide further information.

Prepared By: David Marlor, Director, Local Planning Services

Reviewed By/Date: Lisa Wilcox, Senior Intergovernmental Policy Advisor/Nov 12, 2020
CAO/November 12, 2020

REQUEST FOR DECISION

To: Trust Council **For the Meeting of:** December 1, 2020

From: David Marlor, Director of Regional Planning Services **Date Prepared:** November 10, 2020

SUBJECT: Gabriola Island Local Trust Committee UBCM Active Transportation Planning Grant application.

RECOMMENDATION: That Trust council supports the Gabriola Island Local Trust Committee UBCM Active Transportation Planning Grant application.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: Trust Council support is required by UBCM in order to consider the project. While not directly addressed in the Strategic Plan, the development of active transportation with involvement of First Nations connecting the ferry to the village on Gabriola will further Trust Council's climate change emergency and reconciliation declarations.

1 PURPOSE: To gain Trust Council support for the Gabriola Island Local Trust Committee Union of British Columbia Municipalities (UBCM) Active Transportation Planning Grant application

2 BACKGROUND:

At its October 22, 2020 meeting, the Gabriola Local Trust Committee unanimously passed this motion:

That the Local Trust Committee supports the Ferry to Village Project and UBCM grant for an active transportation plan for all ages and abilities.

At its October 27, 2020 meeting, the Regional District of Nanaimo passed this motion, sponsored by Electoral Area B Director Vanessa Craig:

That subject to UBCM approval, \$5,000 in Electoral Area B Community Works Funds be provided to the Gabriola Island Local Trust Committee to initiate planning of an active transportation connector between the Village Way Path and ferry terminal on Gabriola Island if the Gabriola Island Local Trust Committee receives an Active Transportation Planning Grant through the Active Transportation Planning program.

A grant application has been submitted to UBCM who require a resolution from Trust Council for the application to proceed.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

The Local Trust Committee will lead the project in the role of land use planning, and make this item a priority of the Local Trust Committee.

FINANCIAL:

Funding provided from UBCM and the Regional District will cover cost of consultants. The LTC will provide management of the contract (planning staff) in-kind. No additional financial implications identified.

POLICY:

No implications on policy.

IMPLEMENTATION/COMMUNICATIONS:

Staff will advise UBCM and the Regional District of Nanaimo of the decision of Trust Council.

FIRST NATIONS:

The application provides funding to work closely and engage with Snuneymuxw First Nation. As well, the grant supports the MMIWG Calls for Justice related to road safety and infrastructure. ¹

OTHER:

No other implications.

4 RELEVANT POLICY(S):

n/a

5 ATTACHMENT(S): Active Transportation Planning Grant Application submitted to UBCM on behalf of the Gabriola Local Trust Committee.

RESPONSE OPTIONS**Recommendation:**

That Island Trust Council supports the Gabriola Island Local Trust Committee Ferry to Village Project and application for a UBCM grant for an active transportation plan for all ages and abilities.

Alternative: That Island Trust Council does not pass the resolution and the project becomes ineligible for Active Transportation Planning funding.

Prepared By: David Marlor, Director of Regional Planning Services

Reviewed By/Date: Lisa Wilcox, Senior Intergovernmental Policy Advisor
CAO November 12, 2020

¹ MMIWG Calls for Justice 4.8 We call upon all governments to ensure that adequate plans and funding are put into place for safe and affordable transit and transportation services and infrastructure for Indigenous women, girls, and 2SLGBTQQIA people living in remote or rural communities.

Active Transportation Planning

2020 Application Form

Please complete and return the application form by October 30, 2020. All questions are required to be answered by typing directly in this form. If you have any questions, contact lgps@ubcm.ca or (250) 356-5193.

SECTION 1: Applicant Information	AP- (for administrative use only)
Name of Local Government: Gabriola Island Local Trust Committee / Islands Trust	Complete Mailing Address: Islands Trust Northern Office, 700 N Rd, Gabriola, BC V0R 1X3
Contact Person: Mike Richards	Position: Grants Program Manager
Phone: (250) 247-2063	E-mail: mrichards@islandstrust.bc.ca

*Contact person must be an authorized representative of the applicant (i.e. staff or elected official)

SECTION 2: Eligibility Requirements

1. Please review the requirements below and provide the requested information.

A. Have a population of up to 25,000 (based on 2016 Census data). Note: regional districts can apply for one or more electoral areas with a combined population of up to 25,000 in a single application.

2016 population for local government or electoral area(s): 4033

B. Do not have an active transportation plan or a plan over 5 years old.

Date of current plan: No current Active Transportation plan

C. Are currently or will be undertaking a community land use and/or transportation plan to which an active transportation lens will be included.

What plan(s) is being developed: Gabriola Official Community Plan, Cycle Route Plan: BC Ferries Terminal to Gabriola Village Connectors

D. Have not received a network planning grant from the Ministry of Transportation and Infrastructure's Active Transportation Infrastructure Grant program: Yes, no previous grant.

SECTION 3: Project Information

1. Project Information

Project Title: Cycle Route Plan: BC Ferries Terminal to Gabriola Village Connectors

- A. *Proposed start and end dates.* Start: Dec 2020 End: Aug 2021
- B. *Total proposed project budget:* \$17,500.00
- C. *Total proposed grant request (maximum \$10,000):* \$10,000.00
- D. *Have you applied for, or received, funding for this plan/assessment from any other sources?:*
Gabriola Chamber of Commerce: **\$2,500**; Regional District of Nanaimo (pledged Community Works Funds): **\$5,000**

1. Proposed Activities. *Please describe the specific activities you plan to undertake. Refer to Sections 3 and 4 of the Program & Application Guide and specifically describe how the proposed activities will increase options for active transportation and encourage more people to use active transportation.*

This project is to develop a plan that will enable safe active transportation for people of all ages, abilities between two vital convergence sites on Gabriola Island, home and territory to Snuneymuxw First Nation since time immemorial.

The proposed traffic-separated pedestrian and cycling connection will increase safe active transportation options between the BC Ferries Terminal and the island's soon-to-be completed Village Way path, and the commercial centre of Gabriola island, respecting and recognizing these sites' importance for and with Snuneymuxw First Nation.

Now under construction by the Regional District of Nanaimo, on a leased Ministry of Transportation right of way, the Village Way path is a mobility-friendly corridor that extends through the village/commercial core, connecting the elementary school, seniors residences, and nearby neighbourhoods as well as three well-used parks.

The intent of this plan is to identify new connectors to the ferry, thus providing safe options for people walking and using mobility aids and for people riding bikes to move between the ferry terminal, the village core, and to all points beyond. It will also provide the Gabriola Local Trust Committee a plan to incorporate into its Official Community Plan.

Consultant services will be retained by the project lead and will liaise with potential partners and decision makers including Snuneymuxw First Nation, the Regional District of Nanaimo (Electoral Area B), the Ministry of Transportation and Infrastructure Nanaimo Region, and BC Ferries. The RDN and MoTI are critical stakeholders in this planning exercise due to the distribution of authority to plan and implement transportation projects on Gabriola Island, which is an electoral area of the RDN.

The consultant will undertake these activities: (1) conduct an active transportation (pedestrian & cycling) assessment of the connection options between the Gabriola Ferry Terminal, the Village Way path, and existing trail connections; (2) develop a consensus among the key plan partners on the challenges and opportunities; (3) develop consensus on the functional objectives and scope of the active transportation connections; (4) consult with community stakeholders to include input on challenges and opportunities; (5) develop "next steps" that will guide the subsequent design of the pathway connection in a manner that respects and recognizes Snuneymuxw First Nation, and in a manner that meets MOTI construction standards and the

guidelines set forth in the BC Active Transportation Design Guide; and (6) prepare a final report to document all the findings and recommendations.

1. Program Intent & Objectives. *How will the proposed activities meet the intent of the 2020 Active Transportation Planning program? Refer to Section 6: Review of Applications.*

The intent of this planning project is to find safe and common ground between levels of government and communities to address safety issues that are limiting options for people moving between the ferry terminal, the village, and other points on the island.

The planning project seeks to alleviate an unsafe and stressful experience for residents and visitors who walk, use mobility aids, and ride bicycles. Currently there are no marked crosswalks or adequate signage directing pedestrian traffic in the terminal area, nor are there active transportation lanes or buffers along North Road where people walking and people riding bikes travel to the Village with their backs to oncoming vehicles unloading from the ferry. Visibility at these much-travelled convergence points is particularly difficult at night and in the winter season.

In addition, please describe how the proposed activities will support the following:

- A. *Consider connections to community amenities, affordable housing, senior's housing, schools and other key community institutions:* The proposed traffic-separated pathway would connect the Gabriola Ferry Terminal to the commercial core and village centre of Gabriola where there are two seniors residences, the elementary school, the medical clinic, library, the weekly Farmers' Market, People For a Healthy Community, and the Commons. The latter two locations house the Gabriola Food Bank, and programs to reduce social isolation among seniors and vulnerable islanders.
- B. *Reduce greenhouse gas emissions through active transportation options (in alignment with Community Charter (Part 14, Sec 473 sub 3) GHG emission targets):* The Gabriola ferry (Route 19) operates 15 round trips to Nanaimo daily and generates a significant volume of traffic throughout the year. BC Ferries reports an average of 2266 daily passengers, of whom some 24% are walk-ons. Long vehicle lineups along Taylor Bay Road are a daily occurrence, and vehicle overloads are common. As a result, a growing percentage of islanders and visitors choose to bike or walk to the Gabriola ferry terminal to board the ferry. More people would consider walking or cycling to and from the Gabriola ferry if there were facilities and infrastructure that felt safe from vehicle traffic, thereby reducing transportation-related greenhouse gas emissions that account for roughly 80 per cent of the island's total.
- C. *Consider equity, accessibility and people of all ages and abilities in active transportation planning:* The planning work would incorporate the Ministry of Transportation and Infrastructure BC Active Transportation Design Guide, with an emphasis on rural design standards and accessible options for people using mobility aids. Snuneymuxw First Nation has been invited to take part in the project during meetings between representatives of the Nation and elected Trustees. Consultation will include community organizations representing seniors, youth, and adults.

- 1. Community Consultation & Public Engagement.** *List all confirmed partners (e.g. school districts, First Nations or Indigenous organizations, community organizations, and other local governments) that will directly participate in the proposed planning activities and the specific role they will play.*

The Gabriola Local Trust Committee (LTC) will sponsor the work and administer the grant as a contribution in kind. Due to the division of responsibility for land-use planning, transportation planning, and operations, this project could proceed with a project committee comprised of representatives from the various government authorities involved: Gabriola Local Trust Committee, the Snuneymuxw First Nation, the Regional District of Nanaimo, and regional staff with the Ministry of Transportation and Infrastructure. Among the local community organizations and stakeholders that would be consulted in developing this plan are the Gabriola RCMP detachment, the Gabriola Ferry Advisory Committee, Sustainable Gabriola, Island Futures, Gabriola Elementary School Parent Advisory Committee, and People for a Healthy Community. Their role will be to advise the project consultant on ideas pertaining to the proposed safe pathway between the BC Ferries Gabriola Terminal and the intersection of North & South Road (Village Way Path).

- 1. Evaluation.** *How will the project be evaluated (performance measures and/or benchmarks be used to measure outcomes)? How will this information be used?*

This project's success will be measured by the approvals processes necessary to move from the planning stages to infrastructure design and construction. Future benchmarks will be increased use of the safe connectors, thereby reducing the number of vehicle trips on and off the ferry and the system stress caused by vehicle overloads. Combined with safety enhancements taking place in the City of Nanaimo, this could increase regional options for safe and active transportation.

All of these decision-making processes will be enhanced by community consultation about the use, form and character of these safe connectors and sites, and increased understanding of what it means to respect and recognize this unique place with and for Snuneymuxw First Nation. This planning will be used to help this island community and others identify safe, inclusive, climate-friendly solutions by working together to find common ground.

1. Additional Information. Please share any other information you think may help support your submission.

Map / illustration of the proposed scope of this plan attached.

The Islands Trust Policy Statement (Directive Policies 5.3.7 and 5.3.9) and the Gabriola Official Community Plan support this project as described in the excerpt from the Gabriola OCP below:

Gabriola OCP (BylawNo166):

"Section 7.1-The MOTI-Islands Trust agreement includes provision for the designation of scenic/heritage roads and bicycle routes in the Trust Area. A bicycle route plan allows for the adjustment of shoulder width standards when roads are upgraded by MOTI.

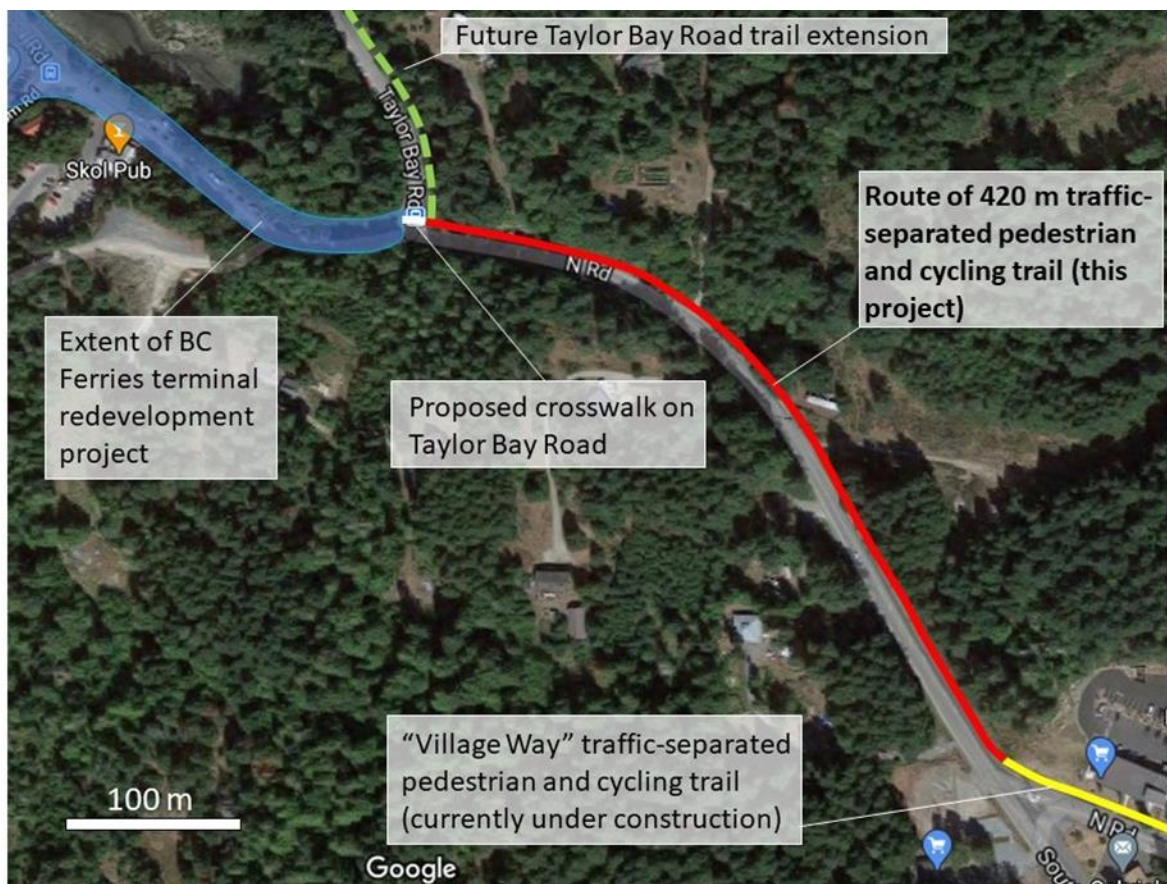
3.To support alternative transportation initiatives that reduce dependency on private automobile use and reduce greenhouse gas emissions, including, but not limited to, public transit, carstops, neighbourhood zero emission vehicles, carshares, bicycle routes, and walking trails that link population to services;

4.To provide a network of bicycle routes and ensure island roads are able to accommodate cycling safely;

5.To encourage the provision of a network of public pathways island-wide and safe pedestrian access along the Island's main roadways."

In addition, Gabriola has an active and involved resident population who have indicated support for this plan and ultimately the infrastructure as demonstrated by discussions by local organizations. Sustainable Gabriola (<http://sustainablegabriola.ca/initiatives/>) has published a presentation of ideas to improve the cycling and pedestrian connection between the Gabriola ferry terminal and the Village Way trail.

There is precedent for developing this proposed pedestrian and cycling plan to connect to the Gabriola Ferry terminal. Working with the Regional District of Nanaimo, the community created a pathway plan known as the Village Way, and received infrastructure funding to construct a one-kilometre path alongside and within the Ministry of Transportation and Infrastructure right of way. The Village Way is being built and maintained by the RDN under licence with the Ministry of Transportation and Infrastructure. This path will run along North Road through the commercial district but does not include the approximately 0.45 km road segment between the ferry terminal and the main intersection of North and South Road, which is the focus of this application.



SECTION 4: Required Attachments

Please submit the following with your application:

Council/Board Council Resolution – Indicating support for the proposed project and a willingness to provide overall grant management:

At its October 22, 2020 meeting, the Gabriola Local Trust Committee unanimously passed this motion: That the Local Trust Committee supports the Ferry to Village Project and UBCM grant for an active transportation plan for all ages and abilities.

At its October 27, 2020 meeting, the Regional District of Nanaimo passed this motion, sponsored by Electoral Area B Director Vanessa Craig: That subject to UBCM approval, \$5,000 in Electoral Area B Community Works Funds be provided to the Gabriola Island Local Trust Committee to initiate planning of an active transportation connector between the Village Way Path and ferry terminal on Gabriola Island if the Gabriola Island Local Trust Committee receives an Active Transportation Planning Grant through the Active Transportation Planning program. (Letter attached.)

A resolution from Trust Council is being requested and is expected to be passed in Early December.

Detailed budget: See Below

Submit the completed application form and all required attachments as an e-mail attachment to lgps@ubcm.ca and note "2020 Active Transportation" in the subject line. Submit your application as either a Word or PDF file(s). If you submit by e-mail, hardcopies and/or additional copies of the application are not required.

SECTION 5: Signature

Applications are required to be signed by an authorized representative of the applicant. Please note all application materials will be shared with the Province of BC.

Name: Mike Richards	Title: Grants Program Manager
Signature: 	Date: November 12, 2020

Project Budget – October 2020

“Gabriola Official Community Plan, Cycle Route Plan: BC Ferries Terminal to Gabriola Village Connectors”

Budgeted Expenditures	UBCM funding request	Regional District of Nanaimo (Community Works Fund) funding (confirmed)	Gabriola Chamber of Commerce funding (confirmed)	Gabriola Island Local Trust Committee (in-kind)	TOTAL
Consultant fees - Active transportation assessment; - Consultation and advising key stakeholders: RDN, MoTI, LTC, ITC. - Designing and coordinating public and First Nations consultation and engagement; - Final Recommendations	\$10,000	\$3,000	\$1,000	-	\$14,000
Administrative costs (printing, advertising, communications, webposting)	-	\$500	\$250	\$1,500 (In-kind)	\$2,250
Gabriola Island consultation and engagement	-	\$500	\$250	\$1,250 (in-kind)	\$2,000
Snuneymuxw First Nation consultation and engagement meetings, events, and Elders honoraria	-	\$500	\$1,000	-	\$1,500
Final Report to UBCM	-	\$500	-	\$1,000 (in-kind)	\$1,500
Total:	\$10,000	\$5,000	\$2,500	\$3,750 (in kind)	= \$21,250



Top Priorities Report

Financial Planning Committee

1. Budget 2021/22: Draft 2 Review

Review Draft 2, version 1 of the 2021/22 budget in January 2021.
Review Draft 2, version 2 of the 2021/22 budget in February 2021 and make a final recommendation to TC to debate at their March 2021 meeting.

Responsible

Julia Mobbs
Russ Hotsenpiller

Dates

Rec'd: 03-Dec-2020
Target: 17-Feb-2021

2. Budget 2021/22 Public Consultation: Planning and Execution

Initial review of planned consultation materials and engagement platforms took place at FPC's meeting in January 2021.
Final review and approval of consultation materials and engagement platforms will take place at FPC's meeting in January 2021 to facilitate public consultation in advance of the final budget review by FPC.
FPC will review public consultation findings at their February 2021 meeting.

Responsible

Clare Frater
Julia Mobbs

Dates

Rec'd: 12-Nov-2020
Target: 20-Jan-2021

3. Q3 Financial Reporting

Preparation of Quarter 3 Financial Results and Financial Forecast will be presented at FPC's February 2021 meeting. These reports help inform draft budget discussion as well as provide current year financial performance oversight.

Responsible

Julia Mobbs
Nancy Rogers

Dates

Rec'd: 12-Nov-2020
Target: 13-Jan-2021

Projects Report

Financial Planning Committee

1. *Review Trust Council Policy 7.2.1 Trustee Remuneration*

Responsible

Date Received

Review Trust Council Policy 7.2.1 Trustee Remuneration against recently released UBCM 'Council and Board Remuneration Guide' to ensure best practices are being followed with regard to elected official compensation.

Julia Mobbs

19-Aug-2020

This action item was originally Priority #3 as of November 6, 2019 which had a target date to be October 14, 2020.

To: Trust Council

For the Meeting of: December 3, 2020

From: Nancy Rogers, Finance Officer

Date Prepared: October 28, 2020

SUBJECT: Q2 SEPTEMBER 30, 2020 FINANCIAL REPORT

RECOMMENDATION:

That Trust Council approve the September 30, 2020 Financial Report as presented.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:

The second quarter financial report indicates that Islands Trust is generally following the financial plan for 2020/21.

1 PURPOSE:

To summarize the findings of the September 30, 2020 first quarter financial report.

2 BACKGROUND:

Islands Trust *Policy 2.3.3 Financial Planning Committee Terms of Reference* requires the Financial Planning Committee to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, reviewed by FPC, and presented to Trust Council as part of this requirement.

Financial Report Findings

The benchmark for non-tax and non-grant revenue sources and operational expenditures after three months of operations can be estimated at 50% of the annual expected or budgeted. As at September 30, 2020 Islands Trust has consumed a net 43% of the annual approved budget which is slightly below expectations primarily due to fewer than anticipated meeting expenses, travel and training expenditures due to COVID-19 restrictions. The percentage of consumed budget is expected to increase as the fiscal year progresses as we adapt to the COVID-19 restrictions and project work advances. Individual areas may experience overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly (where significance is determined as more or less than 10%, and more or less than \$5,000) from the 50% benchmark include:

Revenues

Total revenue to September 30, 2020 is approximately \$7,466,454 (99% of annual expected revenue), comprised mainly of the \$180,000 provincial grant, \$6,783,141 property tax levy, \$75,500 special property tax requisition, and \$303,026 Bowen tax levy monies received in the first and second quarters.

Fees & Sales revenue to the end of Q2 is approximately \$68,000 (60% of budget) due to an rise in development permit and subdivision applications during the summer months.

Investment Income earned in quarter two is approximately \$16,000 (20% of budget). This is less than a quarter of the annual budgeted as the change in investment practices to more sustainable vehicles has delayed the investment of property tax revenues and municipal contributions. Anticipated investment yields for the year are likely to be lower than planned due to significant interest rate falls resulting from the COVID-19 pandemic.

Other Revenues reflects grants awarded and earned in the year, ITC NAPTEP application fees, and credit card reward funds and is reported at approximately \$39,000 (331% of budget) at September 30, 2020. Actual amounts relate predominately to grant income for the Islands Trust Conservancy Species at Risk (SAR) project. Islands Trust has approximately \$31,000 in approved and received grant funded yet to be spent on various initiatives. Staff are actively engaged in identifying opportunities to put these funds to good use in this fiscal year or the next. Opportunities for grant funding continue to arise throughout the year.

Expenses by Functional Area

Council

Total Council expenses include costs related to three main areas: Trust Council (TC); Executive Committee (EC); and Trust Area Services (TAS); as well as an allocation of administrative expenses. In aggregate and inclusive of the admin allocation Council expenses are \$572,000 (42% of budget) at the end of quarter two. This is lower than expected by approximately \$102,000 (-8%).

Trust Council expenses are comprised of the TC committee meeting; cultural working group; contingency; elections and by-elections; portion of insurance attributed to TC activities; portion of legal expenditures attributed to TC legal advice; training specific to TC, and the TC portion of trustee remuneration and benefits. Total Trust Council spending to September 30, 2020 is \$112,000 (36% of budget), which is lower than expected by \$203,000 (-14%). TC and TC committee meeting expenses are lower than expected (\$35,000, 15%) to the end of quarter two, due to the COVID 19 pandemic where meetings are being conducted electronically.

Local Planning Services (LPS)

Total LPS expenses include costs related to five main areas: Local Trust Committees (LTCs); LPS Projects; LPS Staff; LPS facilities; and Bylaw enforcement; as well as an allocation of administrative expenses. In aggregate and inclusive of the admin allocation, these expenses are \$2,665,000 (45% of budget) which is lower than expected by approximately \$311,000 (-5%).

LPS Projects costs are comprised of all LTC projects and related protocol funds, a share of the website renewal project costs, northern and southern island groundwater aquifer and sustainability costs, eelgrass and kelp bed mapping costs, regional freshwater management strategy costs, foreshore policy costs, housing initiative costs, and includes all SSIWPA expenses. Spending in this area to the end of quarter two is \$76,000 (23% of budget). Most LPS projects have not seen spending in quarter one and two. Projects with expenses incurred are as follows:

- SSIWPA: expenses of approximately \$30,000 (41% of budget);
- LTC projects: expenses of approximately \$2,000 (3% of budget) due to a delayed start in projects and projects where completion won't take place until next fiscal ;
- Website renewal: total expenses on this project are \$42,000 at the end of quarter two. Of this total, approximately \$35,000 (70% of the total project budget) is allocated to LPS with the remaining \$8,000 allocated to Trust Area Services. This project is expected to be completed by the end of quarter three which aligns with the greater portion of budget spent.

Bylaw enforcement costs are comprised of all salaries, benefits, training, and travel costs associated with bylaw staff or contractors used to cover staff vacancies or collect on fines. Bylaw enforcement expenses are below expected by approximately \$6,000 (-19%) due to staff vacancies.

Islands Trust Conservancy (ITC)

Total ITC expenses include costs related to three main areas: board expenses; operations expenses including project cost for the species at risk project; and property management expenses; as well as an allocation of administrative expenses. In aggregate and inclusive of the admin allocation, spending in this area at September 30, 2020 is \$371,000 (42% of budget) which is lower than expected by approximately \$74,000 (-8%).

ITC Board costs are comprised of ITC board meeting expenses, honoraria and training for board members. Board expenses are \$2,000 (8% of budget) as at September 30, 2020 which is below expected by approximately \$10,000 (-42%) due mainly to meeting cancellations associated with the early days of the COVID-19 pandemic, as well as reduced meeting costs due to meetings being conducted electronically.

Property Management costs are comprised of property management and conservation planning and land securement. Expenses incurred in this area at September 30, 2020 is \$5,600 (6% of budget), which is below expected by approximately \$37,000 (-44%). Work in this area is largely seasonal in nature and primarily carried out in quarter one, two, and the start of quarter three, however there was a delay in beginning this work due to travel restrictions associated with the COVID-19 pandemic.

General Administration

Total general administrative expenditures include costs related to six main areas: Executive office; Administrative services; Office Operations; Information systems; Computer, Furniture and Equipment; and Amortization expense. General administration costs are allocated to the three functional areas of the Trust (Council, LPS, and ITC) based on their relative dollar magnitudes for the period. General administrative expenses total approximately \$1,017,000 (51% of budget) at the end of quarter two which is in line with overall expectations.

Consolidated Expenses by Object

Public Sector Accounting Standards determine that financial reporting for government entities be reported "by function" (i.e.: service area) in the Statement of Financial Operations as presented in the earlier section of this report. Expenses "by object" (i.e.: type) are reported in accompanying financial statements notes. For purposes of greater transparency and understanding of Islands Trust financial results, September 30, 2020 expenses by object are shown as follows:

Expense	2020/21 Approved Budget	Actuals to 9/30/2020	% of Budget Consumed
Staff Salaries and benefits	5,097,171	2,327,390	45.7%
Office Operations	1,043,238	533,710	51.2%
Council and trustee costs	892,796	355,001	39.8%
Programs	596,651	141,204	23.7%
Legal	270,000	140,671	52.1%
Travel/training and recruitment	149,955	24,409	16.3%
Elections	5,000	-	0.0%
Subtotal	8,054,811	3,522,384	43.7%
Amortization	140,000	87,154	62.3%
Total Expenses	8,194,811	3,609,538	44.0%

Staff salaries and benefits expense are below quarter two expected (by \$232,000 -4.5%) due mainly to the following:

- Bylaw Enforcement Officer: Vacant for all of quarter one and quarter two.
- Bylaw Enforcement Admin Assistant: Vacant for all of quarter one and quarter two.
- Delay in hiring the new LPS Technician: Vacant for all of quarter one and quarter two.
- Computer Applications Support Technician: Vacant for all of quarter two.
- SSI Island Planner: Vacant for all of quarter one and two thirds of quarter two.
- SSI Planning Team Assistant: Vacant for two weeks in quarter one.
- Communications Specialist: Vacant for two weeks in quarter two.
- Some part-time unpaid leave for specific individual staff members.

Office operations expenses are in line with general benchmark spending of 50%.

Council and trustee costs are below expected (by \$91,000, 10%) primarily due to meeting cancellations (TC, Committees, LTCs) and electronic meetings replacing in-person meeting due to the COVID-19 pandemic.

Programs expenses relate mainly to projects associated with LTCs and the strategic plan including the Islands Trust Conservancy Species at Risk work. Cost are below expected (by \$157,000, 26%) due to pandemic-related LTC project delays, and the fact that most strategic plan project expenses tend to be incurred later in the year upon completion of project planning and procurement processes that take place in the earlier months of the year.

Legal expenses are in line with general benchmark spending of 50%. Legal expenditures are broken down as follows:

- General legal expenses are at 39% of budget spent, due to less general legal advice acquired for LTCs in quarter one.
- Bylaw Enforcement litigation expenses are at 50% of budget spent, in line the proportion of the fiscal year that has passed.
- Legal Litigation and Defense are at 86% of budget spent which is higher than expected at this time of year. This is due to new litigation that has arisen against the Trust in quarter one.
- Statutory Notice expenses are at only 12% of budget spent, due to lower than anticipated notice requirements in quarter one.

Traveling/training and recruitment are well below expected (by \$50,000, 34%) due to COVID-19 travel and gathering restrictions. Training has also been limited as a result of the pandemic, and staff have directed training efforts towards learning new remote work skills versus attendance at externally-held courses and conferences.

Elections expense is nil and will remain as such unless by-elections are necessary in the year.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to September 30, 2020 are within the overall Islands Trust annual approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None. Managerial staff at Islands Trust and Islands Trust Conservancy will continue to receive financial reporting on their respective areas of oversight throughout the year.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY(S):

Islands Trust Policy 2.3.3 Financial Planning Committee Terms of Reference
Bylaw No. 178, Islands Trust Financial Plan Bylaw 2020/21

5 ATTACHMENT(S):

September 30, 2020 Financial Report

RESPONSE OPTIONS

Recommendation:

That Trust Council approve the September 30, 2020 Financial Report as presented.

Alternative: None.

Prepared By:	Nancy Roggers, Finance Officer
Reviewed By:	Julia Mobbs, Director, Administrative Services Russ Hotsenpiller, Chief Administrative Officer

Islands Trust
Statement of Revenue and Expenditure
For The 6 Months Ending September 30, 2020

Expected % of Budget Received/Used as at Report date = 50%
Exceptions: Grant revenue, property tax levies, other revenues, project spending
Variances > +/- 10% include explanations

				% of budget		% over	
	Description	Annual Budget	YTD Actual	\$ budget not yet received/spent	received/ spent	\$ over (under) benchmark	(under) benchmark
Revenue:							
	Fees & Sales	115,000	68,505	(46,495)	60%	11,005	10%
	Provincial Grant	180,000	180,000	-	100%	90,000	50%
	Property Tax Levy General	6,783,141	6,783,141	-	100%	3,391,571	50%
	Special Property Tax Requisition	75,500	75,500	-	100%	37,750	50%
	Property Tax Levy Bowen	303,020	303,026	6	100%	151,516	50%
	Investment Income	85,000	16,588	(68,412)	20%	(25,912)	-30%
	Other Revenues	(12,000)	39,694	51,694	-331%	45,694	-381%
Total Revenue		7,529,661	7,466,454	(63,207)	99%	3,701,624	49%
Expenses							
	Trust Council	315,164	111,935	(203,229)	36%	(45,647)	-14%
	Executive Committee	112,710	46,256	(66,454)	41%	(10,099)	-9%
	Trust Area Services	593,392	252,364	(341,028)	43%	(44,332)	-7%
	General Admin Allocation - 16%	328,741	161,988	(166,753)	49%	(2,382)	-1%
Total Council Expenses		1,350,007	572,544	(777,463)	42%	(102,460)	-8%
Local Planning Services							
	Local Trust Committees	796,572	377,745	(418,827)	47%	(20,541)	-3%
	LPS Projects (Note 1)	329,950	76,038	(253,912)	23%	(88,937)	-27%
	Planning Staff	2,715,747	1,207,584	(1,508,163)	44%	(150,289)	-6%
	LPS Facilities	367,263	165,156	(202,107)	45%	(18,476)	-5%
	Bylaw Enforcement	294,173	91,164	(203,009)	31%	(55,923)	-19%
	General Admin Allocation - 73%	1,449,720	747,448	(702,272)	52%	22,588	2%
Total Local Planning Services Expenses		5,953,425	2,665,136	(3,288,289)	45%	(311,577)	-5%
Trust Conservancy							
	Board	24,450	2,022	(22,428)	8%	(10,203)	-42%
	Operations	562,869	256,322	(306,547)	46%	(25,112)	-4%
	Property Management	87,000	5,608	(81,392)	6%	(37,892)	-44%
	General Admin Allocation - 11%	217,060	107,905	(109,155)	50%	(625)	0%
Total Trust Conservancy Expenses		891,379	371,858	(519,521)	42%	(73,831)	-8%
General Admin							
	Executive Office	450,008	205,360	(244,648)	46%	(19,644)	-4%
	Admin Services	484,505	230,392	(254,113)	48%	(11,860)	-2%
	Office Operations	264,879	110,634	(154,245)	42%	(21,806)	-8%
	Information Systems	557,529	287,288	(270,241)	52%	8,524	2%
	Computer/Furniture & Equipment	98,600	96,515	(2,085)	98%	47,215	48%
	Amortization Expense	140,000	87,154	(52,846)	62%	17,154	12%
	General Admin Recovery	(1,995,521)	(1,017,342)	978,179	51%	(19,581)	1%
Total General Admin Expenses		-	-	-	0%		
Total Expenses		8,194,811	3,609,538	(4,585,273)	44%	(487,868)	-6%
YTD Suplus (Shortfall)		(665,150)	3,856,916				
Amortization Adjustment		140,000	n/a				
Capital adjustment		n/a	54,672				
Adjusted surplus (shortfall)		(525,150)	3,911,588				
Transfer from (contribution to) General Revenue Surplus Fund		429,650	(3,913,516)				
Transfer from LTC Project Specific Reserve Fund		71,500	1,928				
Total Transfers from Surplus		501,150	(3,911,588)				
Net Balance		(24,000)	0				
Surplus Fund, beginning of the period (March 31, 2020)		2,871,270	2,882,924				
Surplus Fund, end of the period		2,346,120	6,794,512				

Description	Annual Budget	YTD Actual	% of budget		\$ over (under) benchmark	% over (under) benchmark
			\$ budget not yet received/spent	received/ spent		

Note 1:

Projects made up of:

Salt Spring Watershed Management Delegated Authority (SSIWPA)	75,500	30,600	(44,900)	41%	(7,150)	-9%
LTC Projects	71,500	1,928	(69,572)	3%	(33,822)	-47%
First Nations Protocol Funds/Cultural Working Group Funds	1,000	-	(1,000)	0%	(500)	-50%
Southern Islands Groundwater Aquifers & Sustainability	10,000	8,625	(1,375)	86%	3,625	36%
Website Renewal (70%)	31,950	34,794	2,844	109%	18,819	59%
Eelgrass and Kelpbed Mapping	50,000	-	(50,000)	0%	(25,000)	-50%
Regional Freshwaer Management Strategy	20,000	-	(20,000)	0%	(10,000)	-50%
Foreshore Policy	10,000	-	(10,000)	0%	(5,000)	-50%
Housing Initiatives	10,000	92	(9,908)	1%	(4,908)	-49%
Nothern Islands Groundwater Aquifers & Sustainability	50,000	-	(50,000)	0%	(25,000)	-50%
	329,950	76,038	(253,912)	23%	(88,937)	-27%

BRIEFING

To:	Trust Council	For the Meeting of:	December 3, 2020
From:	Nancy Rogers, Finance Officer	Date Prepared:	November 5, 2020
SUBJECT:	FINANCIAL FORECAST AS AT SEPTEMBER 30, 2020		

PURPOSE:

To provide Trust Council with an overview of forecasted financial performance to the end of the current fiscal year, to support their responsibility for financial management oversight.

BACKGROUND:

The forecasted financial results for March 31, 2020 have been prepared based on actual financial performance to September 31, 2020, plus estimates of expected spending for the remainder of the fiscal year. The September 30, 2020 forecast reflects a projected underspending of \$536,589, primarily due to staff shortages and reduction in meeting and travel expenditures due to the COVID pandemic which has carried on longer than anticipated at budget time where a reduction in budget was done to include underspending only in quarter one. At the time of this forecast it was anticipated that the current state would continue until at least the end of the fiscal year, meaning we anticipate an additional three quarters of savings that were not anticipated as part of the budget reductions related to the pandemic. An explanation of the significant revenue and expenditure areas contributing to this variance are as follows (where significance is determined as greater than or less than 10% from budget, and greater than or less than \$5,000 from budget).

Revenues:

Revenues are forecasted to come in at a net \$144,777 higher than budgeted due to:

- Interest Income - expected \$37,787 under budget due to a significant decrease in interest income where interest rates on guaranteed investment certificates have dropped significantly during the global pandemic. Current rates are very low in comparison to prior years (0.6%). In addition there has been a delay in investing funds while staff review offers from credit unions supplying IMPACT GICs (sustainable lending) which ensure Islands Trust invested funds are used by the financial institution to provide ethical and sustainable loans to local businesses that publicly pursue at least one of the United Nations' Sustainable Development Goals
- Grant Income – expected \$180,400 over budget due primarily to significant grant funds being received this fiscal for the Islands Trust Conservancy Species at Risk project.

Expenditures:

Total forecasted expenditures come in lower than budget by a net of \$512,893.

Significant areas of overspending include:

- Amortization – expected overspending of \$39,000 due to the increase in capitalized expenditures relating to the office renovation in Fiscal 2020 all of which were not incorporated into the amortization budget. Since this is a non-cash item there is no impact on operations as a result of this overage.
- Contract Service – expected overspending of \$7,700 due to hiring of contractors to cover staff vacancies.
- Insurance – expected overspending of \$22,500 as the insurance renewal rates were higher than budgeted given a shift in the insurance market. The Islands Trust claims history makes the opportunity to find reduced premiums challenging, despite considerable efforts.
- Legal expenses – expected overspending of \$20,000 in Legal “Litigation Defence” due to new and ongoing litigation against the Islands Trust.

Significant areas of underspending include:

- By Elections – expected underspending of \$7,000 as no by election is anticipated during the fiscal period.
- ITC Property management – expected underspending of \$24,000 where ITC is relying less on tax funds this fiscal year for items that are covered by the species at risk grant.
- ITC Ecosystem Mapping – expected underspending of \$10,000 due to stretched resources to undertake this work while staff are working on the species at risk initiative.
- The following areas are significantly underspent by a total of \$138,661 due exclusively to meetings being held electronically due to the impacts of the COVID pandemic, eliminating the need for travel, accommodation, hall rental and food expenditures associated with undertaking these meetings:
 - FPC, RPC and LTC Committee Expenses – expected net underspending of \$8,163;
 - ITC Board Meeting Expenses – expected underspending of \$13,850;
 - LTC expense for Trustees, EC on LTC, and LTC and APC meetings – expected net underspending of \$29,948;
 - Meeting expense – expected underspending of \$80,000 primarily for Trust Council meetings;
 - Staff Meetings – expected underspending of \$6,700
- Statutory Notices – expected underspending of \$15,000 where lower than expected advertising is taking place for statutory notices this fiscal year in comparison to budget due to a reduced need

to advertise where public hearings and community information meetings are not being held due to the COVID pandemic.

- Office Services – expected underspending of \$9,760 due to the requirement for less services like recycling, garbage disposal, etc with lower number of staff using office space due to the COVID pandemic.
- Salaries and Benefits – expected underspending of \$287,478 due to vacancies in positions during the fiscal year. The significant areas of underspending are as follows:
 - Bylaw Enforcement Officer – vacant between April 1 to October 25, 2020, underspending of \$32,000;
 - Bylaw Enforcement Admin Assistant – vacancy is expected for full fiscal year, underspending of \$49,000;
 - Delay in hiring the new LPS Technician - vacant between April 1 to October 18, 2020, underspending of \$24,000;
 - Senior Intergovernmental Policy Advisor – budget was too high as an error was made in budget calculations, underspending of \$30,000;
 - ITC Secretary – covering for another employee on temporary assignment with another ministry worked reduced hours, underspending of \$30,000;
 - Computer Applications Support Technician: vacant, hiring expected Jan 1, 2021, underspending of \$27,000;
 - SSI Island Planner – vacant between April 1 to September 6, 2020 underspending of \$30,000;
 - Communications Specialist – vacant between September 13 to September 26, 2020, underspending of \$9,000;
 - Trust wide funds for covering staffing overlaps is not expected to be used, underspending of \$20,000
 - Some part-time unpaid leave for specific individual staff members, underspending of \$22,000
- Training and Conferences/Travel expenses– net expected underspending of \$87,000 due to meetings being held electronically due to the impacts of the COVID pandemic, eliminating the need for staff travel, accommodation, and food expenditures as well as conferences and training being held by webinar reducing the cost to attend.
- Trustee Heath/Dental Benefit expenses – underspending of \$6,190 due to negotiation of lower rates by UBCM for the elected officials benefit program that begin October 1, 2020.
- Projects - expected underspending of \$107,593 which is offset by expenditures of \$82,733 for species at risk expenditures that were not included in the original budget but are covered by matching grant income for a net underspend on projects of \$24,820. Expected spending is related to the following:
 - LTC projects – expected underspending of \$23,500 against the budgeted \$71,500 draw from reserve primarily due to LTC projects that will carry forward into next fiscal year for completion. A transfer of \$48,040 will be required from the LTC Specific Reserve fund rather than the \$71,500 that was included in the budget.
 - Projects funded by grants – fewer than anticipated grants expected, resulting in \$8,000 underspending.
 - SSIWPA – expected underspending of \$10,500 due to a reduction in the number of meeting to be held to 4. The meeting expenditures budget was originally based on 12 meetings.

- Strategic Plan Projects –
 - Expected underspending of \$50,000 for Mapping Eelgrass and kelpbeds due to a delay in project work that missed the window to undertake this work during the spring and summer month. In addition, this work was originally going to be done in partnership with another organization and that has fallen through. Staff are considering options to undertake this work;
 - Expected underspending of \$10,000 in the Islands Trust Act Amendment project due to uncertainty around the expenditures to be incurred by consultations with First Nations groups;
 - Expected underspending of \$5,000 for the housing initiatives due to project delays.

Underspending in strategic plan projects is somewhat offset by unanticipated spending of \$82,773 for the species at risk ITC project which was not included in budget and which is covered by matching grant income.

Other variances are not considered significant for the purposes of reporting.

CONCLUSIONS:

The approved budget for fiscal year ending March 31, 2021 included approved expenditures of \$8.2M. Current forecasted spending for the year is expected at \$7.65M, which is under by \$536,589 (7%). Underspending is primarily due to underspending due to staff shortages and underspending in meeting, travel and training expenditures due to the COVID pandemic which has carried on longer than anticipated at budget time where a reduction in budget was done to include underspending only in quarter one. At the time of this forecast, it is anticipated that the current state of the pandemic will continue until at least the end of the fiscal year; therefore we anticipate an additional three quarters of savings that were not anticipated as part of the budget reductions for the pandemic. Accounting standards dictate that capital assets be removed from expenditures on the Statement of Operations and capitalized as a tangible capital asset on the Statement of Financial Position. Consequently, additional funding from surplus to cover this spending is reduced by the value of items capitalized. The forecasted amount to capitalize is \$54,672. The budget approved a transfer from the General Revenue Fund Surplus of \$429,650 and a transfer from the LTC Specific Reserve Fund of \$71,500 for Local Trust Committee projects, for a total draw on surplus funds of \$501,150. Based on the second quarter forecast, adjusted for capitalized assets, the contribution to the General Revenue Fund Surplus is estimated at \$142,928 and the transfer from LTC Specific Reserve Fund is now estimated at \$48,040. This means that the budgeted transfer from surplus of \$501,150 will not be required.

ATTACHMENT:

- **Second Quarter Forecast to March 31, 2020**

FOLLOW-UP:

Prepared By: Nancy Rogers, Finance Officer

Reviewed By: Julia Mobbs, Director, Administrative Services
 Russ Hotsenpiller, Chief Administrative Officer

ISLANDS TRUST							
Q2 Forecast to March 31, 2021							
Note: Actuals on this are before adjustments to Q2 for retro excluded salaries which are already included in the forecast.							
Acct #	Description	Annual Budget	YTD Actuals	YTD Actuals Annualized	Forecast to March 31/21	Forecast Over (Under) budget \$	Forecast Over (Under) budget %
	REVENUES						
40300	Fees & Sales	115,000	68,505	137,010	115,000	0	0%
45000	Provincial Grant	180,000	180,000	180,000	180,000	0	0%
46000	Property Tax Levy General	6,783,141	6,783,141	6,783,141	6,783,141	0	0%
46100	Property Tax Levy Bowen	303,020	303,026	303,020	303,026	6	0%
46200	Special Levy Property Tax Requisition	75,500	75,500	75,500	75,500	0	0%
48000	Interest Income	85,000	16,588	33,177	47,213	(37,787)	-44%
49001/49002	Grant Income for projects	12,000	38,536	77,072	192,400	180,400	1503%
49005/49010	Other Revenue	0	1,158	2,316	2,158	2,158	
	Total Revenue	7,553,661	7,466,454	7,591,236	7,698,438	144,777	
	EXPENSES						
50500	Admin Cost Recovery	(1,995,521)	(1,009,842)	(1,995,521)	(1,995,521)	0	0%
50700	Admin Support Services	1,995,521	1,009,842	1,995,521	1,995,521	0	0%
50900	Amortization Expense	140,000	87,154	174,307	179,012	39,012	28%
50950	Applications Sponsored by EC	5,000	1,000	2,000	5,000	0	0%
50960	History and Heritage Funding Grants in Aid	5,000	0	0	5,000	0	0%
51000	Audit	20,000	(2,000)	(4,000)	20,000	0	0%
51500	Bank Charges & Interest	4,000	1,248	2,497	2,500	(1,500)	-38%
52500	Board of Variance	1,100	0	0	50	(1,050)	-95%
53500	Carbon Offset Purchases	500	(622)	(1,244)	0	(500)	-100%
54000	Committee Expense FPC	4,918	0	0	0	(4,918)	-100%
54100	Committee Expense LPC	1,921	0	0	0	(1,921)	-100%
54200	Committee Expense TPC	1,324	0	0	0	(1,324)	-100%
54300	Cultural Working Group	2,500	0	0	1,000	(1,500)	-60%
54500	Communications	33,000	5,143	10,285	29,000	(4,000)	-12%
54580	FN Protocol Funds	6,004	0	0	2,502	(3,502)	-58%
55105	S/W Support & Maintenance	76,700	36,032	72,065	76,700	0	0%
55200	Internet	41,000	23,569	47,138	47,000	6,000	15%
55500	Technical Support	89,000	56,052	112,103	89,000	0	0%
56000	Contingency	12,000	(561)	(1,122)	6,000	(6,000)	-50%
56500	Contract Services	58,500	20,712	41,425	66,224	7,724	13%
57050	Elections "By Elections"	5,000	0	0	0	(5,000)	-100%
60000	Insurance	151,385	82,035	164,070	173,899	22,514	15%
61100	ITC "Board Honoraria"	6,600	2,000	4,000	2,700	(3,900)	-59%
61200	ITC "Board Meeting Expense"	13,850	11	21	0	(13,850)	-100%
61210	ITC "Board Training & Conferences"	4,000	0	0	1,000	(3,000)	-75%
61300	ITC "Property Management"	72,000	4,438	8,876	48,000	(24,000)	-33%
61500	Conservation Planning & Land Securement	15,000	1,170	2,340	19,500	4,500	30%
61600	ITC "Ecosystem Mapping"	15,000	0	0	5,000	(10,000)	-67%
62000	Land Title Registrations	1,500	1,918	3,836	4,000	2,500	167%
63000	Legal "General"	90,001	35,151	70,301	90,001	0	0%
63100	Legal "Bylaw Enforcement Litigation"	85,000	42,312	84,623	85,000	0	0%
63200	Legal "Litigation Defence"	69,999	60,101	120,202	90,000	20,001	29%
65000	LTC Trustee Expenses	7,607	385	770	1,200	(6,407)	-84%
65050	LTC "Executive Expense on LTC's"	18,469	480	960	1,500	(16,969)	-92%
65200	LTC Local Exp LTC Meeting Expenses	28,377	12,479	24,958	22,458	(5,919)	-21%
65210	LTC Local Exp APC Meeting Expenses	3,630	1,031	2,061	2,978	(652)	-18%
65220	LTC Local Exp Communications	5,000	2,260	4,520	6,675	1,675	34%
65230	LTC Local Exp Special Projects	4,999	0	0	2,941	(2,058)	-41%
67000	Meeting Expense	95,719	5,910	11,820	15,470	(80,249)	-84%
67500	Memberships	16,815	1,770	3,540	13,685	(3,130)	-19%
68100	Notices Statutory & Non Statutory	25,000	3,108	6,216	10,000	(15,000)	-60%
69000	Office Rent	397,940	197,830	395,660	397,940	0	0%
69005	Office Services	60,060	20,184	40,369	50,300	(9,760)	-16%
70000	Postage & Courier	10,000	4,484	8,968	10,000	0	0%
74000	Recruitment	8,000	4,097	8,194	8,000	0	0%
74900	Safety	5,000	4,125	8,249	7,000	2,000	40%
75100	Salaries - Admin Staff	2,112,239	1,002,645	2,005,291	4,809,693	(287,478)	-6%
75110	Benefits - Admin Staff	531,899	251,846	503,691			
76100	Salaries - Planners & RPMs	1,341,959	583,524	1,167,048			
76110	Benefits Planners & RPM's	344,710	146,593	293,187			
77100	Salaries Planning Support Staff	394,741	196,881	393,762			
77110	Benefits Planning Support Staff	99,897	49,441	98,882			
78100	Salaries Bylaw	217,565	67,754	135,508			
78110	Benefits Bylaw	54,161	17,025	34,049			
79000	Stationary & Supplies	33,000	14,494	28,987	28,500	(4,500)	-14%
79500	Subscriptions	6,500	1,745	3,491	6,000	(500)	-8%

ISLANDS TRUST							
Q2 Forecast to March 31, 2021							
Note: Actuals on this are before adjustments to Q2 for retro excluded salaries which are already included in the forecast.							
Acct #	Description	Annual Budget	YTD Actuals	YTD Actuals Annualized	Forecast to March 31/21	Forecast Over (Under) budget \$	Forecast Over (Under) budget %
80100	Telephone	14,000	6,395	12,790	14,000	0	0%
80300	Mobile Devices	23,400	12,350	24,700	23,400	0	0%
81100	Training "Organization Wide"	4,421	0	0	4,421	0	0%
81200	Staff Meetings & Recognition	8,753	774	1,547	2,000	(6,753)	-77%
81300	Training & Conferences	39,302	8,646	17,292	20,328	(18,974)	-48%
81305	Travel for Training	28,136	20	40	3,000	(25,136)	-89%
82300	Travel	61,343	10,872	21,744	18,399	(42,944)	-70%
84100	Trustee Remuneration	518,753	260,977	521,954	521,954	3,201	1%
84110	Trustee Remuneration "CPP Expense"	21,667	9,052	18,105	18,105	(3,562)	-16%
84120	Trustee Remuneration Health/Dental Benefits	43,561	18,371	36,742	37,371	(6,190)	-14%
84140	Trustee Remuneration Pay In Lieu of Benefits	1,000	500	1,000	1,000	0	0%
84150	Trustee Remuneration "Employer Health Tax"	10,135	5,134	10,268	10,135	0	0%
	Operating Expenses Subtotal	7,629,561	3,380,043	6,760,087	7,116,539	(513,021)	
CAPITAL							
55100	Hardware	90,600	90,852	181,704	91,852	1,252	1%
69100	Furniture and Equipment	8,000	5,663	11,326	8,000	0	0%
69500	Office Renovation	0	0	0	0	0	0%
	Capital Subtotal	98,600	96,515	193,030	99,852	1,252	
PROJECTS							
	LTC Projects	71,500	3,011	6,023	48,040	(23,460)	-33%
	LTC Projects Funded by Grants (590)	12,000	(1,083)	(2,167)	3,917	(8,083)	-67%
	LTA Work Funded by Special requisition (SWIPPA)	75,500	30,600	61,199	65,000	(10,500)	-14%
73001-A	<u>Strategic Plan Projects</u>					0	0%
	Map Eelgrass + Kelpbeds	50,000	0	0	0	(50,000)	-100%
	Develop a regional freshwater management strategy	20,000	0	0	20,000	0	0%
	Review Foreshore Policies/Bylaws + Develop Model Policy	10,000	0	0	10,000	0	0%
xbim	Map+Develop Water budgets for groundwater aquifers ***Added back, per T	50,000	0	0	50,000	0	0%
xbim	Create model OCP policies using groundwater budgets			0		0	0%
	Develop set of climate change, demographic + environmental data	5,000	5,000	10,000	5,000	0	0%
xbim	Broadcast public meetings	7,100	2,237	4,474	7,100	0	0%
	Develop and implement a stewardship education program	15,000	577	1,154	15,000	0	0%
	Adopt and implement a Reconciliation Action Plan	17,550	6,360	12,720	17,000	(550)	-3%
	Amend the Policy Statement introductory + definitions sections	45,000	7,598	15,196	35,000	(10,000)	-22%
	Housing Initiatives: 1 per year	10,000	92	184	5,000	(5,000)	-50%
	Secretariat Function	12,000	2,080	4,160	12,000	0	0%
*	Prior Year project carryover - Website Renewal	45,000	42,446	84,892	45,000	0	0%
*	Prior Year project carryover - Groundwater Sustainability Mapping	10,000	8,625	17,250	10,000	0	0%
	Species at Risk - ITC project		8,503	17,006	82,773	82,773	0%
	Electronic Data Management (EDM)	5,500	3,465	6,930	5,500	0	0%
	Prior Year project carryover - Photo Management	5,500	1,788	3,576	5,500	0	0%
	Projects Total	466,650	121,299	242,597	441,830	(24,820)	
	Total Expenditures	8,194,811	3,597,857	7,195,714	7,658,221	(536,589)	-7%
	Surplus (shortfall)	(641,150)			40,216		
	<u>Funded by:</u>						
	Transfer from (Contribution to) General Revenue Surplus Fund	429,650			(142,928)		
	Transfer from LTC Project Specific Reserve Fund	71,500			48,040		
	Net Surplus (Shortfall)	(140,000)	0	0	(54,672)		
	Add back Amortisation Expense (not taxed, so removed for purposes of balance)	140,000					
	Add back Capital Expenditures (not expensed in year of purchase, so removed from actuals)				54,672		
	Balance	0	0	0	0		

ISLANDS TRUST

2021/22 Draft Budget

Assumptions and Principles

December 2020

Draft Budget Development Process:

During the budget cycle, each line of the detailed draft budget is reviewed by the responsible manager, giving consideration to previous years' spending and future work programs and services (including Trust Council's Strategic Plan initiatives). Planning staff review planning project needs with Local Trust Committees and identify top priorities. The Islands Trust Conservancy Board requests budget funding levels appropriate to support the goals in its Regional Conservation Plan and other fiscal initiatives. Directors review their respective Committee work programs to ensure work plan activities are appropriately funded. The Director, Administrative Services reviews the detailed spending and projects costs on behalf of the organization with respect to completeness and accuracy and compiles the detailed budget for the year. The draft budget detail is reviewed and by the Islands Trust management team prior to being submitted to the Financial Planning Committee for review and consideration. A first draft of the budget is forwarded to Trust Council in December of each year, or in the case of election years, the following January.

REVENUES			
	ITEM	ASSUMPTION/PRINCIPLE	DATA SOURCE
1	Fees and Sales	Assumed that the application fees review currently underway with LPC and FPC will be completed in time for to incorporate recommendations into the 2021/22 budget. Application volumes are difficult to anticipate. For purposes of draft budget development, the assumption is made that application volumes will remain fairly stable, however the ongoing pandemic may create a shift which will be incorporated as identified.	Potentially forth coming Local Planning Committee (LPC) recommendations. Current application volumes and anticipated adjustments as identified by the Director, LPS.
2	Provincial Grant Funding	Assumed that funding received from the Province will be received, and will remain consistent with prior years. Although there is a Trust Council resolution to request more funds from the Province, no work has progressed on this task and likely will remain the case due to the ongoing pandemic. As such, no increase in funds is anticipated at this time.	Prior year funding levels.
w3	Property Taxes - General	Assumed property tax revenue will be required to balance the Islands Trust budget.	Draft budget planned expenditures less other revenue sources.

4	Non-market Growth in Property Taxes	The property tax base within the Islands Trust Area will grow due to new development activity.	BC Assessment report provided in December each year indicates non-market growth for the Gulf Islands.
5	Property Taxes – Special Requisitions	Assumed SSI LTC will request a special levy to continue the SSIWPA work. Assumed this request will be at lower levels than previous years given existing SSIWPA surplus funds that remain unspent from previous fiscal years.	Trust Council <i>Policy 6.3.2 Special Property Tax Requisitions</i> LTC resolution, Accumulated surplus balance for SSIWPA funds.
6	Property Taxes – Bowen Island Municipality	Assumed relevant policy regarding this requisition will remain unchanged.	Trust Council <i>Policy 7.2.6 Municipal Property Tax Requisition Calculation</i>
7	Investment Income	Assumed interest income will be lowered from historical levels due to low interest rates. Assumed Islands Trust will continue to invest in conservative investments in line with legislation. Assumed sustainable investment vehicles will be secured for a portion of invested funds to align with Trust values.	Islands Trust Act, Community Charter, current interest rate trends and investment advisor information.
8	Other Grant Funding	Islands Trust will continue to monitor grant opportunities available for corporate work, but does not expect significant new inflows of revenue from this source. Any budgeted revenue from grant funds for projects will be offset by a budgeted expense for the same amount, to ensure appropriate conservatism in the budget.	Current grant programs available to Islands Trust and historical inflows of grant funding, adjusted for change in staff hours dedicated to the grants function.

EXPENSES

	ITEM	ASSUMPTION/PRINCIPLE	DATA SOURCE
9	Inflation	The cost of goods and services will rise in line with inflation. Application of this assumption is not applied in a direct manner whereby all expenses are increased by a percentage. Rather, where real spending trends are analysed for purposes of generating a budget figure, historical averages are most frequently rounded upwards.	Consumer Price Index (CPI) for Victoria, as reported by Statistics Canada, to assess if current inflation accommodations are appropriate.
10	Staffing Levels	Assumed current staffing levels are appropriate to carry out the anticipated services provided by the Islands Trust. Decreased staffing levels may result in a reduced level of services or functions. New functions or services may require either additional staffing or the deletion of some existing functions or service levels.	Current staffing levels, plus a request for an additional bylaw officer. 2008 Bylaw Enforcement Function Review (Bylaw

			staffing levels), updated for coming business case for new BEO. 2018 Local Planning Services Review (LPS staffing levels).
11	Staffing Salaries and Benefits	Assumed that staff will continue to be appointed subject to the <i>Public Services Act</i> and the <i>Public Service Labour Relations Act</i>, in accordance with the <i>Islands Trust Act</i>. Assumed costs for staff salaries and benefits will rise in accordance with relevant legislation and union agreements.	<i>Public Service Labour Relations Act</i> (all staff). <i>Public Services Act</i> and PSA Policy on salary administration for management employees (exempt staff). BCGEU union agreement (union staff). Public Service Agency (benefits costs/rate, all staff).
12	Trustee Remuneration	Assumed that no changes will be made to the guiding policy for Trustee Remuneration. Assumed that the number of meetings requiring payment to trustees will increase slightly, as directed by committees in recent months as planning for 2021 meeting dates has been underway.	Trust Council's Policy 7.2 <i>Trustee Remuneration</i>. (census information 2016, stats Canada CPI information, Folio information from BC Assessment)
13	Office Facilities	Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island. Assumed that the Bylaw unit will be released at the Victoria office, and investigation of relinquishing additional Victoria units (Fin/HR and IS) will continue with a decision made prior to March Trust Council. Assumed that Islands Trust will continue to lease office space for trustees on Denman Island, Galiano Island, North Pender Island, Mayne Island, and Saturna Island subject to trustee needs.	Trust Council Policy 7.4.4 <i>On-Island Trustee Offices</i>. Existing multi-year office leases.
14	Local Planning Services	Assumed that Islands Trust Council will continue to provide sufficient funding for LTCs to carry out their primary function of land-use planning and regulatory activities within their local trust area, as permitted by the <i>Islands Trust Act</i>. OCP and LTCs project budgets over the long-term will be distributed between LTCs based on their relative percentage of assessed value, per the resource allocation model.	Local Planning Services Review 2018 Strategic Plan 2018-2022 Trust Council Policy 5.9.1 <i>Best Management Practices for Delivery of Local Planning Services to Local Trust Committees</i>

15	Planner Resource Allocation	The current work program system which determines the allocation of planner time to LTCs and projects will change during the implementation of the LPS review. This change will be in effect in time for the 2021/22 fiscal year. Resources will continue to aim for fair distribution of time between the three planning regions (North, South, Salt Spring)	LPS Review 2018 Strategic plan 2018-2022 implementation
16	Strategic Plan Projects	Assumed projects underway as part of the current strategic plan will be seen through to completion.	Trust Council Strategic Plan 2018-2022
	ITEM	ASSUMPTION/PRINCIPLE	DATA SOURCE
17	General Surplus	Assumed that accumulated surplus funds will be drawn down more or less in line with the current year financial plan, leaving the opening balance for fiscal 2021/22 at a healthy level. Assumed the current review of surplus funds being undertaken by FPC will be complete and any revisions to minimum balances or how surplus is used will be incorporated in time for the approval of the 2021/22 budget.	Trust Council's <i>policy 6.5.1 Reserves and Surplus</i> , section D.6, recommends a minimum level of General Revenue Surplus as " <i>three months of expenses net of three months of revenue, excluding revenue from property taxes or the provincial grant</i> ".
18	LTC-Specific Reserve Fund	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund.	Consolidated report of approved, planned LTC projects for the coming fiscal year, provided by Local Planning Services and LTCs.
19	Special Property Tax (SSIWPA) Surplus Fund	Assumed accumulated surplus funds for SSIWPA will be spent in part of in full in 2021/22.	Accumulated surplus balance from March 31, 2020 + expected contribution to the SSIWPA surplus fund from the year ending March 31, 2021.
20	Significant Unusual Circumstances	The COVID-19 pandemic is ongoing. The ramifications of this are very likely to continue into fiscal 2021/22, impacting the way in which we do business. Many of the new processes that have been adopted during the pandemic are likely to continue in some capacity even when the pandemic is declared over. Significant new processes expected to continue into fiscal 2021/22 include Council Committee meetings being conducted almost exclusively electronically, more Trust Council meetings being conducted electronically, and a more permanent remote workforce. The impacts of these items has been included in the budget for review.	Provincial Health Officer updates, Islands Trust CAO and management team, Council and Council Committees

Islands Trust
Budget 2021/22 D1 V2
SURPLUS ALLOCATIONS + BALANCES

ALLOCATION OF SURPLUS DRAW TO SPECIFIC EXPENDITURES

	Project/Area	Amount	Area	Bowen Contrib Factor	\$ Credit Included in Bowen Calc
Gen	Amount to fund general operations	-		26.8%	\$ -
Strat	Create a model DPA for LTC-BIM OCP bylaws to protect CDF zones throughout the Trust Area (Strat Plan item #2)	5,000	LPS	0%	\$ -
Strat	Continue to map the extent of eelgrass and kelp beds throughout the Trust Area (Strat Plan Item #5)	-	LPS	0%	\$ -
Strat	Finish mapping and develop water budgets for groundwater aquifers in the Trust Area (Strat Plan Item #8)	50,000	LPS	0%	\$ -
Strat	Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycl	5,000	LPS	0%	\$ -
Strat	Implement actions outlined in TC Strategic Actions and Develop model density bonus bylaws for LTC consideration (Strat Plan item #16)	10,000	LPS	0%	\$ -
Strat	Develop set of climate change, demographic + environmental data along with performance criteria (strat plan item #12)	25,000	TAS	100%	\$ 25,000
Strat	Broadcast public meetings (Strat Plan item #13)	19,000	LPS-Ad	0%	\$ -
Strat	Develop and implement a stewardship education program (strat plan item # 21)	15,000	TAS	100%	\$ 15,000
Strat	Implementation of the Trust Reconciliation Action Plan (strat plan item #18, 19)	17,000	TAS	100%	\$ 17,000
Strat	Amend the Policy Statement project (strat plan item # 10,16,22,23)	10,000	TAS	100%	\$ 10,000
Strat	Develop heritage overlay mapping	30,000	LPS	0%	\$ -
Strat	Secretariat Function (Strat Plan item # 21)	12,000	TAS	100%	\$ 12,000
Strat	Freshwater strategy (Strat Plan item #7) - completion of phase 1	30,000	LPS	0%	\$ -
PY	Prior Year project carry over: Policy Statement Amendment, phase 1	10,000	TAS	100%	\$ 10,000
PY	Prior Year project carryover - Eelgrass mapping phase 1	50,000	LPS	0%	\$ -
Total transfer from General Revenue Surplus Fund (GRSF)		288,000			89,000

Islands Trust
 Budget Requests Summary
 Fiscal Year: 2021/22
 Version: Draft 1, Version 2

CATEGORY	DESCRIPTION	AMOUNT
STRATEGIC PLAN	Create a model DPA for LTC-BIM OCP bylaws to protect CDF zones throughout the Trust Area (Strat Plan item #2)	\$ 5,000
	* Continue to map the extent of eelgrass and kelp beds throughout the Trust Area (Strat Plan Item #5)	\$ -
	* Finish mapping and develop water budgets for groundwater aquifers in the Trust Area (Strat Plan Item #8)	\$ 50,000
	Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling (Strat Plan Item #9)	\$ 5,000
	Implement actions outlined in TC Strategic Actions and Develop model density bonus bylaws for LTC consideration (Strat Plan item #16)	\$ 10,000
	* Develop set of climate change, demographic + environmental data along with performance criteria (strat plan item #12)	\$ 25,000
	Broadcast public meetings (Strat Plan item #13)	\$ 19,000
	* Develop and implement a stewardship education program (strat plan item # 21)	\$ 15,000
	Implementation of the Trust Reconciliation Action Plan (strat plan item #18, 19)	\$ 17,000
	* Amend the Policy Statement project (strat plan item # 10,16,22,23)	\$ 10,000
	Develop heritage overlay mapping	\$ 30,000
	Secretariat Function (Strat Plan item # 21)	\$ 12,000
	Freshwater strategy (Strat Plan item #7) - completion of phase 1	\$ 30,000
	* Prior Year project carry over: Policy Statement Amendment, phase 1	\$ 10,000
	* Prior Year project carryover - Eelgrass mapping phase 1	\$ 50,000
	Total Strategic Plan Projects	288,000
STAFFING (Temporary)	<u>ITC Co-op Student (FT, 4 months only)</u>	
	Salary	12,723
	Benefits	3,232
	Pacific Leaders Tuition Grant	1,254
	Travel	3,252
	Mobile Phone	-
	Computer - Desktop	1,800
	Training	-
		22,260
	<u>SAR Program Coordinator (FT, estimated start date April 1, 2021)</u>	
	Salary (includes estimated OT)	69,422
	Benefits	17,633
	Travel	1,000
	Mobile Phone	650
	Computer - Laptop	2,750
	Training	500
	Total New Staff (T) Costs	114,215
STAFFING (Permanent)	<u>Planner 2 (GAB Office)</u>	
	Remove Planner 1 position (includes estimated OT)	(62,226)
	Add Planner 2 position (includes estimated OT)	72,720
	Benefits cost impact	2,665
		13,159
	<u>Island Planner (GAB Office)</u>	
	Remove Planner 2 position (includes estimated OT)	(69,577)
	Add Island Planner position (includes estimated OT)	82,155
	Benefits cost impact	3,195
		15,773
	<u>Bylaw Enforcement Officer (FT, estimated start date May 15, 2021)</u>	
	Salary (includes estimated OT)	58,267
	Benefits	16,146
	Travel	4,286
	Mobile Phone	617
	Computer - Laptop	2,500
	Training	783
	Total New Staff (P) Costs	82,599
		111,531



Budget Funding Request Short-Form Business Case

This business case is a Staff recommendation, and is subject to Regional Planning Committee approval of its work program for FY21/22.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor, Director, Local Planning Services	Budget Source (select all that apply): X Specific Project Funding (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ X Other – please describe: _Strategic Plan Program
Business Area: Regional Planning Committee	
Name of Request: Create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas-fir zones throughout the Trust Area \$5,000	
Date of Funding Request: October 8, 2020	Funding Required for (date range): Fiscal 2021/22
ISSUE/OPPORTUNITY: Trust Council has adopted a new Strategic Plan. Create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas-fir zones throughout the Trust Area. Staff is recommending that this work be undertaken in FY20/21. Regional Planning Committee passed the following resolution on Oct 8, 2020: <i>That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2021/22 the business case for Strategic Plan Item No. 2 - to create a model</i>	

development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas-fir zones throughout the Trust Area.

PROJECTED RESULTS/DELIVERABLES:

Model bylaws to protect CDF and related ecosystems throughout the Trust Area.

RISK ASSESSMENT:

On Trust council's Strategic Plan for Fiscal Year 2021/22. The Local Planning Committee (now Regional Planning Committee) has passed the following resolution on August 4, 2020:

That Local Planning Committee request that the Financial Planning Committee include in the Fiscal Year 2021/22 Budget \$5,000 for Strategic Plan Item No. 2 - to create a model development permit area for Local Trust Committee-Bowen Island Official Community Plans bylaws to protect Coastal Douglas-fir zones throughout the Trust Area

The risk that work will not be undertaken is low.

ALTERNATIVES CONSIDERED:

Option 1: Undertake the work in-house using dedicated planning staff. This would require allocation of planner time to this project, and a budget of \$5,000 to cover legal review.

Option 2: Hire a consultant to undertake the review, and/or development of the model bylaws. Some staff time required to manage the consultant. Budget would need to cover the cost of the consultant estimated at \$8,000, plus legal review of \$2,000.

Option 3: A hybrid of 1 and 2, with some work being undertaken by planning staff, with support from a consultant. This would require \$3,000 for consulting and \$2,000 for legal review.

CRITICAL SUCCESS FACTORS:

Completion of model bylaws by the end of FY21/22.

RECOMMENDED OPTION:

Option 3 is recommended to use staff knowledge and consultant resources to undertake the work in as cost effectively as possible.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

\$3,000 for consulting
\$2,000 for legal
\$5,000 total request

As this is a program project, there will be no cost saving by undertaking this. Some staff saving is anticipated over each local trust committee undertaking this work independently, provided that most local trust committees are willing to adopt the model bylaws into their bylaws.

Product will be added to the Standard OCP/LUB bylaw (model bylaws) that will form the basis of any updates or reviews of local trust committee bylaws.

Qualitative Analysis:

This will further the Islands Trust Mandate and the Strategic Plan of Trust Council by providing further protection options for the CDF and associated ecosystems.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

As determined by the Regional Planning Committee.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Local Planning Committee.

David Marlor, Director, Local Planning Services

Initiator Name and Title

October. 8, 2020

Date

Regional Planning Committee

Reviewed by: Name and Title

October 8, 2020

Date

REVIEWED BY MANAGEMENT TEAM:

Approved in Concept for Inclusion in Draft Budget?

☐ YES ☐ NO

Business Case reviewed by management team or CAO?

☐ YES ☐ NO

Next steps:

- If approved-in-concept by management:
 - The funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.

- If not approved-in-concept by management:
 - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.



Budget Funding Request Short-Form Business Case

This business case is a Staff recommendation, and is subject to Local Planning Committee approval of its work program for FY21/22.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor Director, Local Planning Services	Budget Source (select all that apply): X Specific Project Funding (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☐ Other – please describe: _Strategic Plan Program
Business Area: Regional Planning Committee	
Name of Request: Continue mapping of groundwater aquifers in the Islands Trust Area. \$50,000	
Date of Funding Request: October 8, 2020	Funding Required for (date range): Fiscal 2021/22
ISSUE/OPPORTUNITY: Trust Council has adopted a new Strategic Plan. Map and develop water budgets for groundwater aquifers in the Trust Area (Strategic Plan Item 8). Regional Planning Committee passed the following resolution on October 8, 2020: <i>That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2021/22 the business case for Strategic Plan Item No. 8 - to finish mapping and develop water budgets for groundwater aquifers in the Trust Area</i>	

PROJECTED RESULTS/DELIVERABLES:

At end of multi-year project, mapping of all groundwater aquifer recharge areas in the Islands Trust.

RISK ASSESSMENT:

On Trust council's Strategic Plan for Fiscal Year 2021/22. Local Planning Committee (now the Regional Planning Committee) has passed the following resolution on August 4, 2020:

That Local Planning Committee request that the Financial Planning Committee include in the Fiscal Year 2021/22 Budget \$50,000 for Strategic Plan Item No. 8 - to finish mapping and develop water budgets for groundwater aquifers in the Trust Area.

The risk that work will not be undertaken is low. Work already completed for the southern islands and underway for some northern islands. This work is expected to largely complete the project.

ALTERNATIVES CONSIDERED:

Option 1: Hire consultants/contractors to undertake the work using methodology undertaken for previous mapping projects.

Option2: Not undertake the work. As specialised work, this work cannot be completed using existing staff resources.

CRITICAL SUCCESS FACTORS:

Completion of mapping for entire Trust Area by end of term (November 2022).

RECOMMENDED OPTION:

Option 1 is recommended to use staff knowledge and consultant resources to undertake the work in as cost effectively as possible.

COST/BENEFIT ANALYSIS:Quantitative Analysis:

\$40,000 for consultant

\$10,000 for peer review and incidental

As this is a program project, there will be no cost saving by undertaking this. Some saving is anticipated as each local trust committee undertaking this work independently as a single contract is easier to manage and resource rather than multiple contracts.

Product will be an added data layer for consideration during policy and regulatory planning work. It will also inform the province in water allocation budget updates for the islands.

Qualitative Analysis:

This will further the Islands Trust Mandate and the Strategic Plan of Trust Council by providing further protection options for groundwater.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

As determined by the Regional Planning Committee.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Regional Planning Committee.

David Marlor, Director, Local Planning Services

Initiator Name and Title

September 24, 2020

Date

Regional Planning Committee

Reviewed by: Name and Title

October 8, 2020

Date

REVIEWED BY MANAGEMENT TEAM:

Approved in Concept for Inclusion in Draft Budget?

☐ YES ☐ NO

Business Case reviewed by management team or CAO?

☐ YES ☐ NO

Next steps:

- If approved-in-concept by management:
 - The funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC.
- If not approved-in-concept by management:
 - Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.



Budget Funding Request Short-Form Business Case

This business case is a Staff recommendation, and is subject to Local Planning Committee approval of its work program for FY21/22.

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor, Director, Local Planning Services	Budget Source (select all that apply): X Specific Project Funding (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☐ Other – please describe: _Strategic Plan Program
Business Area: Regional Planning Committee	
Name of Request: Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling. \$5,000	
Date of Funding Request: October 8, 2020	Funding Required for (date range): Fiscal 2021/22

ISSUE/OPPORTUNITY:

Trust Council has adopted a new Strategic Plan. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling. (Strategic Plan Item 9).

Regional Planning Committee passed the following resolution on October 8, 2020:

That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2021/22 the business case for Strategic Plan Item No. 9 - to develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling

PROJECTED RESULTS/DELIVERABLES:

Use groundwater aquifer mapping to develop model bylaws to promote freshwater sustainability.

RISK ASSESSMENT:

On Trust council's Strategic Plan for Fiscal Year 2021/22. Local Planning Committee (now Regional Planning Committee) has passed the following resolution on August 4, 2020:

that Local Planning Committee request that the Financial Planning Committee include in the Fiscal Year 2021/22 Budget \$5,000 for Strategic Plan Item No. 9 - to develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling.

Risk work will not be undertaken is low. Groundwater mapping is completed for the southern islands and expected to be completed for several northern islands by March 31, 2021, with remaining islands to be completed in 2021/22.

ALTERNATIVES CONSIDERED:

Option 1: Hire a consultant to undertake development of model bylaws. Cost would be about \$10,000. This option would require knowledge of the groundwater mapping project, and close liaison with the Senior Freshwater Specialist.

Option 2: Undertake the work using planning staff resources allocated to the Regional Planning Committee in cooperation with the Senior Freshwater Specialist. Some outside assistance (contractual) work may be required. This option is estimated to cost \$5,000.

CRITICAL SUCCESS FACTORS:

Completion of model bylaws for inclusion in the model standardised official community plan and land use bylaw so they are considered in any future review of OCPs and LUBs, and to be circulated to local trust committees and Bowen Island Municipality for consideration.

RECOMMENDED OPTION:

Option 2 is recommended to use staff knowledge and consultant resources to undertake the work in as cost effectively as possible.

COST/BENEFIT ANALYSIS:Quantitative Analysis:

\$4,000 for consultant
\$1,000 for legal review

As this is a program project, there will be no cost saving by undertaking this. Some saving is anticipated over each local trust committee undertaking this work independently as a single contract is easier to manage and resource over multiple contracts.

Product will be included in the model standardised official community plan and land use bylaw so they are considered in any future review of OCPs and LUBs, and to be circulated to local trust committees and Bowen Island Municipality for consideration. <u>Qualitative Analysis:</u> This will further the Islands Trust Mandate and the Strategic Plan of Trust Council by providing further protection options for freshwater.
PURCHASING PROCEDURE: As per Islands Trust process for hiring consultants.
PROPOSED IMPLEMENTATION STRATEGY: As determined by the Regional Planning Committee.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Reports to Trust Council via Regional Planning Committee.

David Marlor, Director, Local Planning Services

_____	September 24, 2020
Initiator Name and Title	Date
_____	October 8, 2020
Regional Planning Committee	Date
Reviewed by: Name and Title	

REVIEWED BY MANAGEMENT TEAM:	
Approved in Concept for Inclusion in Draft Budget?	☐ YES ☐ NO
Business Case reviewed by management team or CAO?	☐ YES ☐ NO
Next steps: • If approved-in-concept by management: ○ The funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and a business case will be developed by the initiative owner and forwarded to FPC. • If not approved-in-concept by management: ○ Funding for the request will not be included in Draft 1, Version 1 of the budget, and no business case will be forwarded to FPC. However, notice of the unapproved concept will be highlighted for the Committee.	

Budget Funding Request Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by:

David Marlor,
Director, Local Planning Services

Business Area:

Regional Planning Committee

Name of Request:

Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council:

- Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws.

\$10,000

Budget Source (select all that apply):

X Specific Project Funding (select all that apply)

- X Third Party Contractors
- ☐ Staff Travel Expense
- ☐ Staff Overtime Expense
- ☐ New Staff Member – Temporary for project
- ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☐ **Computer Hardware/Software/Supplies**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ **Permanent**

☐ **Temporary**

Temp Duration: _____

☐ **Other – please describe:** _Strategic Plan Program

Date of Funding Request: October 12, 2020

Funding Required for (date range): Fiscal 2021/22

ISSUE/OPPORTUNITY:

Trust Council has adopted a new Strategic Plan. Implement the high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council. Staff is recommending that this continue in FY21/22 by undertaking work developing model density bonus bylaws for consideration of implementation in local trust area land use bylaws.

The Regional Planning Committee passed the following resolution on October 8, 2020:

That Regional Planning Committee forward to the Financial Planning Committee for inclusion in the Fiscal Year 2021/22 the business case for Strategic Plan Item No. 16 - to implement the

high priority action outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council: Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY21/22 is to cover costs associated with development of model policy and regulations. \$5,000 is reserved for legal review of the draft. \$5,000 is reserved for consultant/research assistance to planning staff undertaking this work. This work on density bonusing would be focused on how this tool could be used to improve housing affordability in the Islands Trust Area.

RISK ASSESSMENT:

Risk that local trust committees may not adopt bylaws based on the model bylaws.

ALTERNATIVES CONSIDERED:

Option 1: Undertake the work in-house using dedicated planning staff. This would require allocation of planner time to this project, and a budget of \$5,000 for legal review, and \$5,000 for consultant/research assistance. This work would involve review of existing bylaws, practices used in other areas, and recommendations on approaches to use floor area ratio for housing. This is to further affordable housing on the islands. A model bylaw would be presented to the Regional Planning Committee.

Option 2: Hire a consultant to undertake the work. Given the potential scope, \$10,000 should be allocated for a contract, and \$5,000 reserved for legal review.

CRITICAL SUCCESS FACTORS:

Model bylaws with recommended policy and regulations by end of FY21/22.

RECOMMENDED OPTION:

Option 1 is recommended to tap into external expertise and obtain advice in this area.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

\$5,000 for legal review
\$5,000 for consultant/research assistance
\$10,000 total request.

As this is a program project, there will be no cost saving by undertaking this. Work on developing model bylaws can be more efficient than each local trust committee undertaking the work individually provided that most local trust committees are willing to adopt the model bylaws into their bylaws.

Qualitative Analysis:

This will further the Strategic Plan of Trust Council by providing model bylaws for LTCs to consider in regards to density bonuses.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

As determined by the Regional Planning Committee.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Reports to Trust Council via Regional Planning Committee.

David Marlor, Director, Local Planning Services

Initiator Name and Title

September 24, 2020

Date

Regional Planning Committee

Reviewed by: Name and Title

October 8, 2020

Date

REVIEWED BY MANAGEMENT TEAM:

Date received:

Approved: ☐ YES ☐ NO

Next steps:

- If approved by management:
 - the business case will be forwarded to FPC for review in October of each year.
 - the funding for the request will be included in Draft 1, Version 1 of the budget which is reviewed by FPC in October of each year, and the business case forwarded to FPC.
- If not approved by management:
 - the business case will be forwarded to FPC for information in October of each year, but not included in the budget draft.



Budget Funding Request Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater, Director, Trust Area Services	Budget Source (select all that apply): ☒ Specific Project Funding (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☐ Other – please describe: _____
Business Area: Trust Area Services	
Name of Request: Develop climate change, demographic, and environmental data sets and climate change performance criteria. \$25,000	
Date of Funding Request: October 5, 2020	Funding Required for (date range): Fiscal 2021/22
ISSUE/OPPORTUNITY: Strategic Plan Item 12 is: a) a set of climate change, demographic and environmental data; and b) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaptation efforts. The Climate Change Indicators Project is being delivered in phases. In Phase I (2020/21), Trust Programs Committee contracted Pinna Sustainability to provide a report outlining a shortlist of potential climate change indicators suitable for the Islands Trust Area. In the briefing about the report, staff noted: <i>Although it was out of the scope of this project to estimate a budget for data collection, there was general consensus among staff and trustees that there would be little value in Islands Trust investing large sums of money in broad-based data collection for the Trust Area as many relevant climate change indicators are more squarely under the purview of other levels of government. Rather, it is recommended that the purpose and scope of the Climate Change Indicators Project be refined and narrowed to focus on tangible, easily measurable indicators related directly to</i>	

the mandate and climate action priorities of Islands Trust and Islands Trust Conservancy. Where more broad-based climate change data sets are desired to inform the Trust's long-term decision-making and climate action planning, it was recommended that the Trust advocate to other levels of government (i.e. regional districts, provincial and federal governments) and collaborate with partner agencies to access those data sets.

Further, staff has received correspondence from My Sea to Sky Society and a group of partner agencies including Climate Caucus, BCIT, UVic, and the Climate Action Secretariat, indicating that they plan to apply for a multi-million dollar grant to develop a Climate Action Report Card tool that will build capacity for local governments to track and report greenhouse gas emissions every year. They have invited Islands Trust to participate as a pilot project and are keen to work with the Trust to develop meaningful indicators for small rural island communities in the Trust Area.

The \$25,000 amount in the resolution is the amount earmarked in the Gross Budget and Implementation pages of the Trust Council 2018-2022 Strategic Plan.

PROJECTED RESULTS/DELIVERABLES:

Phase Two of this project (2021/22 and future years) will involve fostering partnerships with First Nations, as well as other levels of government and academic/civil society organizations, in the development of climate change related data sets and ongoing monitoring and reporting. This may involve hiring a third-party contractor or student to coordinate data collection and liaise with partner agencies.

TPC-2020-042

It was MOVED and SECONDED,

that Trust Programs Committee request that the Financial Planning Committee include in the Fiscal Year 2021/22 Budget \$25,000 for Strategic Plan Item No. 12 - Develop i) a set of climate change, demographic and environmental data and ii) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaptation efforts.

RISK ASSESSMENT:

A risk for this project is that staff cannot retain an appropriately qualified contractor or cannot develop the desired partnerships. A further risk is that the desired data sets may be too impractical or expensive to collect.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Defer work on the project to FY22/23. This option would delay completion of development of data sets and performance criteria in the Trust Area by one year.

CRITICAL SUCCESS FACTORS:

The project will require advice and support from Islands Trust Geographic Information Systems staff and Administrative Services staff, and for climate-related data, willing partners with the capacity to develop the desired climate related data sets.

RECOMMENDED OPTION:

That \$25,000 be budgeted for Strategic Plan Item No. 12 - Develop i) a set of climate change, demographic and environmental data and ii) performance criteria in order to identify the effects of climate change in the Trust Area and to measure mitigation and adaptation efforts.

COST/BENEFIT ANALYSIS:Quantitative Analysis:

\$25,000 to contribute to a larger partnership.

Qualitative Analysis:

High quality data sets can support informed and ecosystem-based decisions about the Islands Trust Area and the effectiveness of its climate change mitigation and adaptation efforts.

PURCHASING PROCEDURE:

Contractor will be hired in accordance with Policy 6.5.3 on Procurement.

PROPOSED IMPLEMENTATION STRATEGY:

Staff will work with Trust Programs Committee to develop a project charter and communications plan. Staff will then hire a contractor to work with staff, partner agencies and Trust Programs Committee to coordinate the collection and dissemination of relevant data.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The project will involve collaborating with other agencies, including the Province of BC, to determine what data sharing is available.

Clare Frater / Director, trust Area Services

Initiator Name and Title

October 5, 2020

Date

Reviewed by: Name and Title

Date



Budget Funding Request Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by:

Mark van Bakel,
Information Services Coordinator

Business Area:

Administrative Services - Information Services

Name of Request:

Broadcasting of Public Meetings

\$18,672

Budget Source (select all that apply):

- ☐ **Specific Project Funding**
- ☐ Third Party Contractors
 - ☐ Staff Travel Expense
 - ☐ Staff Overtime Expense
 - ☐ New Staff Member
 - ☐ Computer Hardware/Software

☐ **Furniture & Equipment**

☒ **Computer Hardware/Software**

☐ **New Staff Resources** (see Staff Costing Tool)

☐ Permanent

☐ Temporary

Temp Duration: _____

☐ **Other – please describe:** _____

Date initiated: September 24, 2020

Funding Required for (date range): Fiscal 2021/22

BACKGROUND:

Islands Trust strategic plan includes the following strategy: #13 Develop the capacity to broadcast public meetings of Local Trust Committees, Council Committees and Trust Council.

Trust Council approved an amount of \$7,100 to trial meeting broadcasting with a subset of Local Trust Committees (LTCs) in the year, prior to determining if this was a desired undertaking for all public meetings at the Trust.

Prior to commencing the trial, COVID-19 forced the Trust to revise how public meetings are conducted to comply with health and safety regulations. This reimagining of meeting delivery resulted in all Islands Trust public meetings, including LTC, ITC, Council Committee, and Trust Council meetings being conducted under a fully digital model using the Zoom Webinar and Meeting platforms. In addition to providing a safe and cost effective alternative to physical meetings, Zoom also facilitates live streaming for members of the public using a contracted private streaming service, in full compliance with the *Freedom of Information and Protection of Privacy Act (FOIPPA)*. In effect, the 2020/21 budgeted trial planned for a portion of LTCs was expanded to

all Committees by necessity as a result of the pandemic. However, as health restrictions ease and the ability to return to physical meetings arises, a decision will need to be made as to how this streaming initiative will continue, if at all. This decision will have varying budget implications.

PROBLEM STATEMENT/OBJECTIVES:

Under the current fully digital mode of conducting meetings, the public has three ways to view/engage in Islands Trust meetings:

1. Via Zoom as a meeting attendee in the session
This option allows the public to participate in a meeting (ie: speak at a town hall session) as directed by the meeting Chair and enabled by the meeting host.
2. By watching the Live Stream online as the meeting happens
This option simply allows members of the public to view the meeting as it unfolds but does not provide participation opportunities. Meeting viewing is provided by way of a web link.
3. By watching the recorded meeting posted online subsequent to the meeting time (called Video on Demand (VOD)).
This option is similar to option 2 in that it allows for meeting viewing only, but no participation. This option provides the ability to watch the meeting at a later date.

In the coming fiscal year, the manner in which meetings are conducted will depend in part on the evolving external COVID-19 protocols. However, as life returns to a more usual standard, decisions will need to be made internally as to how public meetings should continue. Currently identified options include: the COVID-19 status quo, relying entirely on digital participation; a hybrid approach integrating both digital attendees with physical public venues; and a return to purely physical meetings. The technology implications of each of the identified options and the associated cost estimates are provided in this report.

PROJECTED RESULTS/DELIVERABLES:

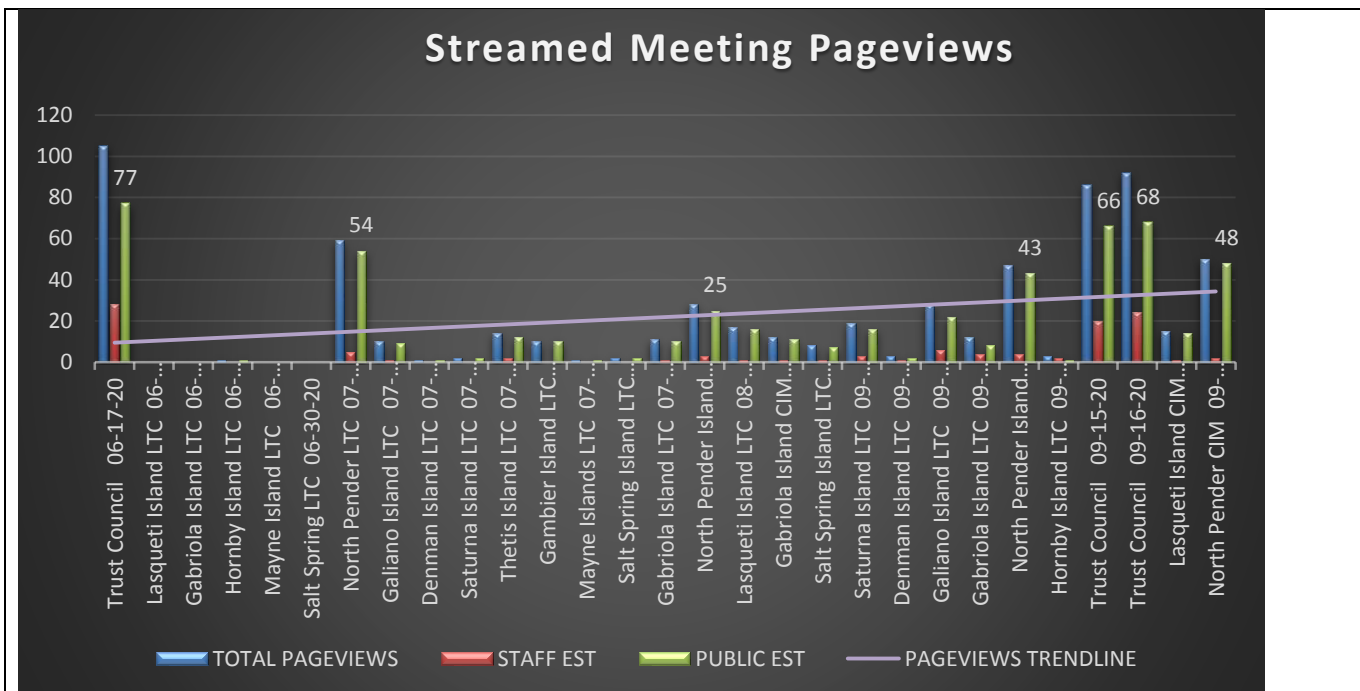
Broadcasting of public meetings in line with strategic plan item 13 which allows for increased engagement with Islands Trust.

ALTERNATIVES CONSIDERED:

OPTION 1: CONTINUE WITH FULLY DIGITAL PUBLIC MEETINGS

Digital meetings have provided a new way for members of the public to engage with and learn about Islands Trust. Analytics tracking of meeting views since June 17, 2020, provides preliminary information regarding meeting viewership online (see Chart below). Since analytics tracking began, there have been a total of 74 Zoom webinars/meetings which have yielded the following:

- A total of 2025 Zoom participants (i.e. panelists + attendees). We are currently unable to effectively extract the number of attendees (i.e. public) but are working to remedy this;
- An estimated 526 live stream views, with Trust Council and North Pender LTC meetings attracting the greatest public streaming volumes.



Islands Trust’s private streaming service provider live streams Zoom content and provides unlimited data storage at a cost of \$700/month. In addition, in order to facilitate full public participation in Islands Trust meetings, two additional webinar licenses have been procured at an annual cost of \$1,272 annually. The following table describes the estimated cost of maintaining fully digital meetings in fiscal 2020/21.

ITEM	Units Required	Cost per Unit	Total Cost
Private Streaming Service & Storage	1	\$8,400	\$8,400
Zoom Webinar License	2	\$636	\$1,272
TOTAL			\$9,672

This option provides significant savings in the area of staff and trustee travel costs (including meal and accommodation); reduces travel time for staff which results in less OT expense and an increase in time for other work; reduces meeting hall rental costs; reduces Islands Trust’s operational carbon footprint; and creates time and expense savings for public attendees while increasing the public’s ability to engage in Islands Trust work.

OPTIONS 2: A HYBRID MODEL - DIGITAL + PHYSICAL ATTENDEES

When public meeting venues are once again permitted under health regulations, a decision to incorporate this manner of meeting back into Islands Trust operations may be made. An option to integrate public meeting venues into a hybrid in-person and digital model is possible, but accommodating two modes of delivery into one model creates twice as much effort and similarly the same increase in technology costs. In this option, the Zoom platform would continue to be used for participants who wish to remain remote, and in-person attendees would be integrated into the Zoom meeting with additional on-site video and audio hardware to capture the physical attendees as a single Zoom participant with a single camera view/audio track. The following table describes the estimated cost of integrating public venue attendees into the digital Zoom and live streaming approach.

ITEM	Units Required	Cost per Unit	Total Cost																																
Audio/Visual Capture Device	4	\$1,000	\$4,000																																
Control Unit (TC meetings only)*	1	\$5,000	\$5,000																																
Private Streaming Service & Storage	1	\$8,400	\$8,400																																
Zoom Webinar License	2	\$636	\$1,272																																
TOTAL			\$18,672																																
<i>* The number of attendees and speaker configuration associated with Trust Council requires multiple cameras, requiring a production control unit for camera management.</i> Above estimates include only technology costs and do not contemplate the possibility that additional staff support or time may be required to set up the hardware at the physical meeting location or support for this function. OPTION 3: PHYSICAL ATTENDEES ONLY If physical meeting venues once again become the preference and standard for all public meetings, the option to revert to the 2019 streaming recommendations (See Item 12.8 Streaming Committee Meetings: Information Technology Considerations Briefing of the September 18, 2019 Trust Council meeting) and employ on-site audio, video and encoding hardware to live stream meeting proceedings is available. The following table outlines the costs of physical meeting configurations, along with the option to stream the proceedings, while eliminating the option for remote participation. Zoom would no longer be employed as the standard platform. Meeting content would be recorded via audio/visual capture devices, encoded locally at the meeting, and broadcasted via the existing streaming service. Note that the 2019 recommendations have been adjusted to reflect the significant savings in network storage requirements in light of the existing private streaming service contract which includes data storage. Since Zoom webinars would no longer be the standard platform for meetings, the cost for two additional licenses would no longer be required which has been accounted for in the estimated figures. <table> <tr> <th>ITEM</th><th>Units Required</th><th>Cost per Unit</th><th>Total Cost</th></tr> <tr> <td>Audio/Visual Capture Device</td><td>4</td><td>\$1,000</td><td>\$4,000</td></tr> <tr> <td>Control Unit (TC meetings only)</td><td>1</td><td>\$5,000</td><td>\$5,000</td></tr> <tr> <td>Private Streaming Service & Storage</td><td>1</td><td>\$8,400</td><td>\$8,400</td></tr> <tr> <td>Zoom Webinar License</td><td>-2</td><td>-\$636</td><td>-\$1,272</td></tr> <tr> <td>Encoder</td><td>3</td><td>\$5000</td><td>\$15,000</td></tr> <tr> <td>Post-Processing Software</td><td>1</td><td>\$500</td><td>\$500</td></tr> <tr> <td>TOTAL</td><td></td><td></td><td>\$31,628</td></tr> </table> Above estimates include only technology costs and do not contemplate the possibility that additional staff support or time may be required to set up the hardware at the physical meeting location or support for this function. CRITICAL SUCCESS FACTORS: Appropriate technology for desired manner of meeting conduction; appropriately trained staff to administer technology; and, appropriately informed public to make the undertaking worthwhile.				ITEM	Units Required	Cost per Unit	Total Cost	Audio/Visual Capture Device	4	\$1,000	\$4,000	Control Unit (TC meetings only)	1	\$5,000	\$5,000	Private Streaming Service & Storage	1	\$8,400	\$8,400	Zoom Webinar License	-2	-\$636	-\$1,272	Encoder	3	\$5000	\$15,000	Post-Processing Software	1	\$500	\$500	TOTAL			\$31,628
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TOTAL			\$31,628																																

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Continued communications and notices currently underway for public meetings, including notice of physical and digital attendance options with links to livestreams on the website. News releases would be circulated as deemed necessary by the Communications team.

BENEFIT/COST ANALYSIS SUMMARY:

Option 1 – Lowest cost option; staff and trustees hold knowledge and skill in this meeting delivery model given current use; no additional purchases of hardware which would require refresh periodically; provides a significant increase in the ability of the public to engage and participate in, or view, Islands Trust meetings; significantly reduces travel costs and staff time savings as outlined above.

Option 2 – Mid-level cost option; benefits mirror those outlined in Option 1, with the added benefit of physical attendance for members of the public who may have limited access to reliable internet for digital attendance as well as providing compliance with current, non-pandemic legislated meeting requirements to have physical locations for public meetings.

Option 3 – Highest cost option; no staff time or travel cost savings; increased training for staff on new hardware; increased staff time to process meeting recordings post-meeting; no digital attendance options for the public which restricts access to engagement opportunities.

RECOMMENDED DECISION:

If meeting streaming remains an objective of Islands Trust after the current year 'trial', and health restrictions lift to allow for physical meetings, staff recommend Option 2 – A Hybrid Model, digital and physical attendees.

Staff will include amounts for meeting streaming under Option 2 in the fiscal 2020/21 budget unless directed otherwise.

PURCHASING PROCEDURE:

Software is already in use with no additional purchases required. Zoom software renewals would take place in the new fiscal year as required.

Hardware purchases will be made via minimum of three quotes from known vendors or via an ITQ process.

Mark van Bakel,
Information Services Coordinator

Initiator Name and Title

September 24, 2020

Date

Julia Mobbs, Director, Administrative Services
Russ Hotsenpiller, Chief Administrative Officer

Reviewed by: Name and Title

September 24, 2020

September 25, 2020

Date

Budget Funding Request Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater, Director, Trust Area Services	Budget Source (select all that apply): ☒ Specific Project Funding (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☒ Other – please describe: Legal Services
Business Area: Trust Area Services	
Name of Request: Stewardship Education Program \$15,000	
Date of Funding Request: October 5, 2020	Funding Required for (date range): Fiscal 2021/22
ISSUE/OPPORTUNITY: Strategic Plan Item 21 is to develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area. There are many opportunities to deliver stewardship education programming in the Trust Area. Trust Programs Committee will develop a project charter(s) to guide the specifics of the stewardship education program after being presented with a range of options by staff. On August 13, 2020, the Trust Programs Committee passed the following resolution: TPC-2020-043 It was MOVED and SECONDED, that Trust Programs Committee request the Financial Planning Committee include in the Fiscal Year 2021/22 Budget \$15,000 for Strategic Plan Item No. 21 - Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area.	

The \$15,000 amount in the resolution is the amount earmarked in the Gross Budget and Implementation pages of the Trust Council 2018-2022 Strategic Plan.
PROJECTED RESULTS/DELIVERABLES: Provide educational programming and materials on topics to be determined by Trust Program Committee (TPC). Trust Programs Committee has discussed that potential programming could include presentations/outreach to new land purchasers and professional practitioners such as realtors, dock installers, surveyors, builders, heavy equipment operators, and/or other delivery methods/audiences.
RISK ASSESSMENT: This project would require that sufficient staff time be available to deliver the initiative.
ALTERNATIVES CONSIDERED: Option 1: Budget a reduced funding amount. Option 2: Defer work on the project to FY22/23.
CRITICAL SUCCESS FACTORS: Sufficient staff time to administer and deliver the program. Trust Programs Committee decision-making regarding the topics to be addressed and methods of outreach.
RECOMMENDED OPTION: That \$15,000 be budgeted for the Stewardship Education Project.
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis:</u> \$15,000 for the Stewardship Education Project <u>Qualitative Analysis:</u> A stewardship education program offers the opportunity to educate community members and professional practitioners about the importance of preserving and protecting the Trust Area, climate change, and methods of being a good steward. Increased understanding of the Islands Trust and rationale for the preserve and protect mandate could result in reduced bylaw infractions.
PURCHASING PROCEDURE: All expenditures will be in accordance with Policy 6.5.3 on Procurement.

PROPOSED IMPLEMENTATION STRATEGY:

The implementation of this project will be determined by Trust Programs Committee via a project charter to be approved in Spring 2021. Work would be completed by March 31, 2022.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management, communication and collaboration will be addressed via the strategies outlined in the project charter and as directed by Trust Programs Committee during consideration of next steps.

The program would be supported by a communications plan. Ideally, components of the program would be delivered in collaboration with local agencies and/or First Nations.

Clare Frater / Director, Trust Area Services

Initiator Name and Title

October 5, 2020

Date

Reviewed by: Name and Title

Date



Budget Funding Request Short-Form Business Case

This business case is a Staff recommendation, and is subject to Executive Committee approval of its work program for FY21/22.

TO BE COMPLETED BY INITIATOR

<u>Initiated by:</u> Lisa Wilcox, Senior Intergovernmental Policy Advisor	<u>Budget Source</u> (select all that apply): ☐ Specific Project Funding (select all that apply) ☐ Third Party Contractors ☒ Staff Travel Expense ☒ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☒ Other – please describe: Training and Reconciliation Initiatives
<u>Business Area:</u> Trust Area Services	
<u>Name of Request:</u> Reconciliation Action Plan FY21/22 \$16,950	
Date of Funding Request: October 1, 2020	Funding Required for (date range): Fiscal 2021/22
ISSUE/OPPORTUNITY: Other the past year initiatives related to the Reconciliation Action Plan have achieved significant progress. Training and orientation sessions for staff and trustees were successfully implemented and engagement with First Nations, cultural knowledge holders, and Indigenous community members created new opportunities for sharing understanding, dialogue about core concerns, and principles. COVID-19 meant that some initiatives were not fully realized due to the inability to meet face to face in community. In many cases, a shift in focus, technology and connectivity limitations made it difficult to implement some Reconciliation Action Plan initiatives. Adapting to this challenge, the focus shifted to online engagement, and development of internal processes that would see long term reconciliation principles integrated into the work of the Islands Trust. This Islands Trust Reconciliation Action Plan is based on the following principles called the foundation documents:	

[Islands Trust First Nations Engagement Principles Policy](#)

[Islands Trust Reconciliation Declaration](#)

[Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples \(relevant Principles\)](#)

[United Nations Declaration on the Rights of Indigenous Peoples \(relevant Articles\)](#)

[Truth and Reconciliation Commission: Calls to Action \(relevant Calls to Action\)](#)

[Declaration on the Rights of Indigenous Peoples Act \(DRIPA\)](#)

[Murdered and Missing Indigenous Women and Girls: Calls for Justice \(relevant Calls\)](#)

PROJECTED RESULTS/DELIVERABLES:

Total budget request for FY21/22 is \$16,950. The breakdown of the budget request are shown against the relevant items from Trust Council's Reconciliation Action Plan. Only those items with a budget request for FY21/22 are shown below.

1. Education/Training - Cultural Competency, Cultural Safety – FY2021/22 Total Budget: \$4,750		
Goal/Action Item	Details	Budget Forecast
1.1 One to One Dialogue Sessions	- On-going - SIPA travel to each office twice per year. - Focus moves to land use planning and cultural safety.	\$500
1.2 Facilitated Workshop	- On-going - SIPA travel to each office once per year. - Focus moves to needs based topics.	\$500
1.5 Learning about the Land – The importance of place.	Honorarium for speaker at LPS day or other scheduled meeting with Planning staff.	\$1,000
1.6 Speaker Series	- On-going - Cost for honorarium, travel costs, mileage, expenses for continuous learning session for trustees.	\$1,000
1.7 Lunch & Learn Series	- On-going - Cost for snacks, or lunch.	\$100
1.8 Indigenous Learning Series	- On-going - Honorarium for webinar speakers or on-site learning.	\$1,200
1.9 New Employee Orientation	- On-going - Travel for SIPA to regional offices or locations for training.	\$300

	• Mileage, travel, expenses.	
1.11 Monthly Learning Series	• On-going • Webinar or online	• \$50
1.12 External Presentations/Education	• On-going • Travel costs, expenses for SIPA to location.	• \$100
3. Policy & Procedures – FY2020/21 Total Budget: \$4,850		
Goal/Action Item	Detail	Budget Forecast
3.2 Land Use Planning	• Honorarium for engagement with First Nations and cultural knowledge holders	• \$2,500
3.4 Cultural Sites Preservation & Protection	• Initiative to define and engage on cultural site preservation and protection. • Travel and honorarium costs.	• \$2,000
3.5 Review of Current Initiatives	• Review of files contract	• \$250
3.6 Database	• Review of files contract	• \$100
4. Cultural, Naming & Recognition Work – FY2021/22 Total Budget: \$250		
Goal/Action Item	Detail	Budget Forecast
4.1 Naming and Recognition	• From time to time travel to various locations to engage in dialogue on naming and recognition. • Honorarium for dialogue on naming.	• \$250
5. Liaison and Engagement with First Nations & Others – FY2021/22 Total Budget: \$1,100		
Goal/Action Item	Timeline	Budget Forecast
5.1 Crown Agreements	• Engagement with other Ministries to update past Crown agreements	• \$0
5.2 Community to Community Engagement	• Grant should be sought for UBCM funding	• Seek UBCM funding
5.3 Regional Districts & Islands Trust	• 2022 initiative	• N/A
5.4 Ministry Indigenous Relations and Reconciliation (MIRR) & Islands Trust	• On-going	• \$0
5.5 First Nations & Islands Trust	• On-going	• \$500

5.6 Treaty Table	• 2022 initiative	• N/A
5.7 Advocacy	• Work with First Nation Leadership Council	• \$100
5.8 Protocol Agreements	• Review and engage on past protocol agreements • Further development and engagement with Naut'sa'mawt	• \$500
6. Communications and Messaging – FY2021/22 Total Budget: \$2,500		
Goal/Action Item	Timeline	Leads
6.1 Creation of Public Materials.	• Brochure and material • Design, writing, and engagement	• \$2,000
6.2 Webpage	• Honorarium for Indigenous writing and posts	• \$500
6.3 News Releases	• N/A	• N/A
6.4 On-going review	• N/A	• N/A
7. Cultural Working Group – FY2021/22 Total Budget: \$3,500		
Goal/Action Item	Detail	Budget Forecast
7.2 Cultural Working Group Training	• Travel and mileage, expenses to locations and regional offices. • Honorarium for cultural knowledge holders.	• \$2,500
7.3 Incident-based Liaison	• On-going	• \$1,000
RISK ASSESSMENT: Implementation of the Reconciliation Action Plan is dependent on interagency cooperation and building relationships. COVID-19 restrictions and challenges may require shifting focus to online and technology based engagement until such time as community and on-site engagement can resume.		
ALTERNATIVES CONSIDERED: Option 1: Limit development of reconciliation process to a specialized single staff member. Cost of implementation would be reduced to salary, travel expenses etc. This approach allows for implementation of some aspects of the Reconciliation Action Plan but limits cultural competency to one individual that retains most of the knowledge versus the dissemination of knowledge and skills to all staff. Option 2: End initiatives at an organizational training level. Organizational training with cultural competency and cultural safety initiatives would allow for the dissemination of knowledge to most staff and trustees. However, without review of best practices and implementation of policy and process initiatives the Islands Trust will continue to work in the same way as an organization and may not be able to create the necessary relationships at a government-to-government level with First Nations to ensure that they are in line with		

Provincial and Federal reconciliation initiatives. This may ultimately lead to challenges to the jurisdictional relevance of the *Islands Trust Act* and organization as a whole.

Option 3: Do nothing. This may ultimately lead to possible litigation due to poor decision making and challenges to meaningful engagement, lack of ability to realize risks of decisions in relation to Aboriginal rights and title, treaty, and traditional territory factors.

CRITICAL SUCCESS FACTORS:

Over the past year the Reconciliation Action Plan success factors included standardization of resolutions related to implementation on reconciliation and UNDRIP at with all LTC's with the exception of Bowen and Saturna. Training and orientation standards were successfully implemented with training sessions held with all staff and trustees, with new staff orientation. Naming and recognition signage was successfully completed on Bowen Island with a process to implement region wide. The Cultural Working Group met separately (due to COVID-19) with cultural knowledge holders to learn about how to be on the land in a respectful way. Reconciliation communications included postings online and communications to community about specific initiatives and principles. Trustees began utilizing training understanding to create more meaningful and thoughtful engagements with First Nation elected officials. Staff began to realize tangible ways to incorporate reconciliation into the object and mandate of the Islands Trust and Islands Trust Conservancy.

The past two years have established a solid foundation to build on the coming work that needs to be undertaken. Staff and trustees have engagement in a meaningful way to acknowledge the history and legacy that is part of the Islands Trust area. Having undertaken this internal work, the staff and trustees can turn their minds to implementing initiative that are reflective of the foundation documents and apply these principles to land and water use decision making.

RECOMMENDED OPTION:

That \$16,950 be budgeted to support the Reconciliation Action Plan.

Work closely with local trust committees, trustees, and staff to develop methodology and processes that create paths of respect, partnership, and collaboration. These would include mapping and heritage preservation to inform land and water use decisions, on-going learning from Indigenous knowledge holders and speakers, and continued engagement with First Nations governments and their representatives to develop and define reconciliation within the Islands Trust area.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Financial costs due to COVID-19 where significantly reduced for 2019-2021 budget. Cost for honorarium or contract work are expected to be higher this budget period as the Reconciliation Action Plan moved to implement the building of competency with cultural knowledge holders, and First Nation experts in planning and community.

Qualitative Analysis:

Benefits to the Islands Trust that are outside the financial scope include greater satisfaction among staff in the alignment of core values to values of stewardship, respect, purpose, and preservation. This leads to retention among staff who feel their core values align with the values of the organization.

Implementation of reconciliation aligns the work of the Islands Trust bodies with those of the Province of BC, and Federal government and the foundational principles of UNDRIP, TRC, and MMIWG Calls for Justice; as well as, the Declaration on the Rights of Indigenous Peoples Act. It provides effective mechanisms for redress related to the history of the islands and Salish Sea area. This allows for direct skills based processes that guide staff and trustees in the work that they are undertaking in relation to land and water decisions. These processes lead to cost reductions creating overall processes and initiatives that are applicable to the region as a whole.

PURCHASING PROCEDURE:

All funding will be implemented and deliverables outlined as per the Islands Trust policies and procedures.

PROPOSED IMPLEMENTATION STRATEGY:

The Reconciliation Action Plan roll-out is from April 2019-December 2022. The 2021 to 2022 budget covers Phase Two initiatives.

Phase Two is the implementation phase. With staff and the organization at a place of awareness after year one we reach out to begin the elements “gathering together to share knowledge and understanding”. Staff and the organization as a whole will feel confident in understanding how to learn about First Nation core concerns, how those concerns are incorporated into the work we do and how we are supported in the work we do as an organization.

Phase Two will include the implementation of process and policies that meet the needs and engagement best practices of First Nations, and will see the development of cooperative process for Indigenous and non-Indigenous communities. The Islands Trust as an organization will in Phase Two build on the foundational work that has been undertaken toward reconciliation and will strive to build trust and demonstrate their commitment to the long-term relationships needed to facilitate reconciliation. Phase Two will see the development of procedures to support long-term reconciliation process through protocols, agreements, engagement processes, and change management.

Phase Two ensures that support to Local Trust Committees is facilitated to assist them in the work they endeavor. The principle will be to hear, advise, reflect and comment while building and developing the foundational work of the Islands Trust as a whole.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

First Nations are identified through the consultative area database (CAD) provided by the Provincial Government, as well as through the BC Treaty Commission stages 1-6 Statement of Intent and Final Agreements, as well as First Nations stated territories and treaty areas. Interagency partnerships are identified through Ministry contacts and roles in relation to First Nation engagement. Note that the Islands Trust work focuses on land use decision making and preserving and protecting land and marine values versus programs and services so is specific to agencies that work within the land and water tenure and decision making structure of government-to-government discussion, policy, and initiatives. Islands Trust also represents constituents within the Islands Trust region, people of British Columbia, and Canada as a whole. Hence processes should be considerate of Indigenous, Métis, and Inuit throughout British Columbia and Canada. Islands Trust also works with stakeholders, advocacy group, property owners, and other municipal, and regional governments.

Lisa Wilcox
Senior Intergovernmental Policy Advisor

Initiator Name and Title

September 25, 2020

Date

Clare Frater
Director Trust Area Services

David Marlor
Director, Local Planning Services

Reviewed by: Name and Title

September 25, 2020

Date



Budget Funding Request Short-Form Business Case

This business case is a Staff recommendation, and is subject to EC/TPC approval of its work program for FY21/22.

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater, Director, Trust Area Services	Budget Source (select all that apply): ☒ Specific Project Funding (select all that apply) ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☒ Other – please describe: Legal Services
Business Area: Trust Area Services	
Name of Request: Policy Statement Amendment Project \$10,000	
Date of Funding Request: September 20, 2020	Funding Required for (date range): Fiscal 2021/22
ISSUE/OPPORTUNITY: Trust Council's Policy Statement Amendment Policy (1.2.i) states that each term Trust Council will identify Policy Statement review and/or amendment tasks. The Islands Trust Council has assigned the Executive Committee, with involvement from Trust Programs Committee as appropriate, to co-ordinate a review of the Introduction, Part I, Part II and Schedule 1 - Definitions sections and climate policies of the Policy Statement. The Executive Committee has adopted an engagement plan and project charter to guide the amendment process. The 2018-2022 Strategic Plan includes the following direction: • <u>Strategic Plan Item 10</u>: "Amend the Islands Trust Policy Statement to add climate change mitigation, adaptation and resiliency policies." • <u>Strategic Plan Item 16</u>: "Implement the following high priority actions outlined in the Affordable Housing in the Trust Area: Strategic Actions for Islands Trust previously referred by Trust Council."	

- i. Review the Islands Trust Policy statement and give consideration to: a) giving affordable housing a greater profile for its role in sustainable communities b) including a reference to affordable housing in its policy direction to LTCs and municipalities.
- ii. Review the Islands Trust Policy statement to ensure that it: a) includes clear and well-thought out definition of 'affordability' b) includes clearly articulated vision, goal and objectives for affordable housing c) gives affordable housing a greater profile for its role in sustainable communities d) includes a reference to affordable housing in its policy direction to LTCs and municipalities.
- Strategic Plan Item 22: Amend the Policy Statement introductory and definitions sections.
- Strategic Plan Item 23: Determine if additional changes to the Policy Statement are desired by Trust Council.

The multi-year Policy Statement Amendment Project is expected to continue into 2021/22. In 2020/21, Trust Council approved spending of \$45,000 for this work. As of September 24, 2020, staff have spent approximately \$7,000 and expect to spend a further \$28,000 by the end of the fiscal year on First Nations and public engagement, and on legal review. This would leave \$10,000 in unspent monies that would contribute to the accumulated surplus fund at the end of the fiscal year, in accordance with accounting practices.

To complete the project in 2021/22, staff recommend that Trust Council include \$10,000 in the 2021/22 budget for this work. This budget amount could be funded from surplus funds to avoid any new taxation for this project. This funding amount is consistent with the total project budget approved in the project charter and would be used for statutory advertising and legal review if required.

On August 13, 2020, the Trust Programs Committee passed the following resolution:

TPC-2020-041

It was MOVED and SECONDED,

that Trust Programs Committee request that the Executive Committee recommend to Financial Planning Committee to include \$10,000 in Fiscal Year 2021/22 for the Policy Statement Amendment Project (Strategic Plan items 10, 16, 22,23).

PROJECTED RESULTS/DELIVERABLES:

4th Reading by Trust Council of an amended Policy Statement bylaw, and a plan for subsequent amendments.

RISK ASSESSMENT:

As noted in the project's engagement plan, due to the nature of this project and the number of First Nations and stakeholders involved, there is substantial risk that the project plan will need to be amended to respond to emerging issues, communication/engagement requests or other developments. Staff will maintain a focus on the big-picture (e.g. Reconciliation as an overarching priority) and will bring forward recommendations to Executive Committee and Trust Programs Committee for project amendments as needed.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount. This option is not recommended as the amount recommended is the minimum required to complete the project.

Option 2: Defer work on the project to FY22/23. This option is not recommended as the project is already underway with active First Nation and public engagement, and it would push the project completion past the end of the 2018-2022 term of office.

CRITICAL SUCCESS FACTORS:

Successful adoption of an amended Policy Statement bylaw depends on shared understanding by Trustees, the Minister, First Nations, referral agencies, stakeholders and the public about the purpose and function of the Policy Statement and the rationale for any changes.

RECOMMENDED OPTION:

That \$10,000 be budgeted for the Policy Statement Amendment Project.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- \$10,000 for Policy Statement Amendment Project

Qualitative Analysis:

Amending the Policy Statement will advance the Islands Trust Council's commitment to Reconciliation and to updating its foundational document.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Policy 6.5.3 on Procurement.

PROPOSED IMPLEMENTATION STRATEGY:

As per the adopted engagement plan.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management, communication and collaboration will be addressed via the strategies outlined in the project's engagement plan and as directed by Trust Programs Committee and Executive Committee during consideration of next steps.

Clare Frater / Director, Trust Area Services

Initiator Name and Title

September 24, 2020

Date

Executive Committee

Reviewed by: Name and Title

September 30, 2020

Date



**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by: David Marlor and Lisa Wilcox	Budget Source (select all that apply): X Specific Project Funding (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☐ Other – please describe: _Strategic Plan Program
Business Area: Executive Committee	
Name of Request: Undertake development of heritage overlay mapping and development of model bylaws \$30,000	
Date of Funding Request: October 12, 2020	Funding Required for (date range): April 1 2021
ISSUE/OPPORTUNITY: <i>(What issue are you trying to resolve with this initiative, or what opportunity has been identified that would benefit Islands Trust by undertaking this initiative? What strategic item(s) is this addressing? What are the future needs? What organizational objectives are being addressed? Include background information that decision makers will need to properly assess this request.)</i> The Executive Committee passed the following resolutions on September 30, 2020: That the Executive Committee request staff to draft an amendment to the Strategic Plan regarding development of heritage overlay mapping and development of model bylaws. That the Executive Committee recommend that the Financial Planning Committee include \$30,000 in the Fiscal Year 2021/22 for the development of heritage overlay mapping and development of model bylaws (pending Executive Committee approval of a business case and adoption of a Strategic Plan amendment).	

PROJECTED RESULTS/DELIVERABLES: *(How does this address the issue/opportunity described above?)*

The funding request for FY21/22 is to cover costs associated with identification of appropriate heritage areas requiring protection and conservation, and the development of model policy and regulations. Work would involve engaging a consultant and working with the Archaeology Branch to identify areas, and working with First Nations in the Islands Trust Area to confirm and identify areas not covered in the Archaeology Branch database. The consultant may work with First Nations on appropriate means to use the Heritage Conservation Area tools in the Local Government Act to protect cultural heritage sites.

Work would be led by the Senior Intergovernmental Policy Advisor.

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified.)*

Timing for undertaking the mapping portion may pre-empt the ability to develop model bylaws within the same fiscal year. In this case, the creation of bylaws would roll over to the following fiscal year with appropriate budget request.

Risk that local trust committees may not adopt bylaws based on the model bylaws. Model bylaws would be adopted as part of the standard model OCP and LUB, and will be used when reviews of OCPs and LUBs are undertaken.

ALTERNATIVES CONSIDERED: *(What other options/alternative courses of action were considered? List and discuss each alternative separately. Each option must be supported by a succinct and realistic presentation of the benefits, risks, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo - i.e. do nothing - and the anticipated results of that action.)*

Option 1: Undertake the work in-house using the Senior Intergovernmental Policy Advisor (SIPA) and dedicated planning staff. This would require allocation of SIPA and planner time to this project, and a budget of \$2,000 for legal review, and \$8,000 for supportive First Nations engagement or expertise. This work could be quite involved and would defer other work program projects to allow staff to undertake this work.

Option 2: Hire a consultant to undertake the work with SIPA as the lead staff person on the project. This would leverage our internal expertise in this area, and gather wider information through one or more consultant contracts. Given the potential scope, \$20,000 should be allocated for a contracts, \$8,000 for outreach and support to First Nations engaging in the process, and \$5,000 reserved for legal review.

CRITICAL SUCCESS FACTORS: *(What related factors have been identified? What risks are involved?)*

Model bylaws with recommended policy and regulations by end of FY21/22, and adoption by local trust committees in the following fiscal year. Protection of cultural heritage sites by the end of FY22/23.

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

Option 2 is recommended to use internal expertise (SIPA) and tap into external expertise and obtain First Nations input in this area.

COST/BENEFIT ANALYSIS: *(Discuss both quantitative and qualitative considerations of this initiative. Quantitative discussion should include financial costs as well as benefits (savings). Qualitative considerations include non-quantifiable costs and benefits.)*

Quantitative Analysis:

- \$20,000 for a contract with a consultant with experience in First Nations engagement and protection of cultural heritage sites, and to develop model policy and regulations.
- \$8,000 reserved for outreach and support to First Nations engaging in the process
- \$2,000 for legal review, as required, on draft model policy and regulations

As this is a program project, there will be no cost saving by undertaking this. Work on developing model bylaws can be more efficient than each local trust committee undertaking the work individually provided that most local trust committees are willing to adopt the model bylaws into their bylaws.

Qualitative Analysis:

This will further the Strategic Plan of Trust Council (Goal: Strengthen Relations with First Nations) by providing model bylaws for local trust committees to consider in regards to protection of First Nation cultural heritage sites. It will also further Trust Council's goal on reconciliation.

PURCHASING PROCEDURE: *(describe any purchasing processes that will be needed to support this initiative (i.e. Direct Award, RFP, ITQ to qualified vendor)*

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY: *(What are the specific features of the "roll-out" of the recommended solution? What is the timeline and anticipated date of completion for this initiative?)*

As determined by the Executive Committee (likely this would be assigned to the Regional Planning Committee).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: *(Are there any concerns and how will these be addressed? Have other stakeholders been identified?)*

Reports to Trust Council via Executive Committee (or if so assigned, the Regional Planning Committee).

David Marlor, Director, Local Planning Services

Initiator Name and Title

September 2020

Date

Russ Hotsenpiller, CAO

Reviewed by: Name and Title

September 2020

Date



Budget Funding Request Short-Form Business Case

This business case is a Staff recommendation, and is subject to Trust Programs Committee approval on October 20, 2020.

TO BE COMPLETED BY INITIATOR

Initiated by: Clare Frater, Director, Trust Area Services	Budget Source (select all that apply): ☒ Specific Project Funding (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ ☐ Other – please describe: _____
Business Area: Trust Area Services	
Name of Request: Secretariat Services \$12,000	
Date of Funding Request: October 5, 2020	Funding Required for (date range): Fiscal 2021/22
ISSUE/OPPORTUNITY: The <i>Islands Trust Act</i> states that that Trust Council may coordinate and assist in the determination, implementation and carrying out of municipal, regional and improvement district, First Nations, and government of British Columbia policies for the preservation and protection of the trust area and its unique amenities and environment. Strategic Plan Item 21 is: Provide a secretariat role to forums within the Trust Area. **Trust Programs Committee will consider its requested budget for 2021/22 for the secretariat services program on October 20, 2020. This business case is provided as a placeholder in the budget.**	

PROJECTED RESULTS/DELIVERABLES:

Continued support to coordination groups in the Trust Area such as the Howe Sound Community Forum and the Baynes Sound/Lambert Channel Ecosystem Forum.

RISK ASSESSMENT:

Continuing to offer secretariat support may raise expectations of ongoing support.

Withdrawing support may hamper ongoing coordination efforts.

ALTERNATIVES CONSIDERED:

Option 1: Budget an increased funding amount.

Option 2: Budget a reduced funding amount.

Option 3: Do not budget funds in 2021/22 and consider funding in future years.

CRITICAL SUCCESS FACTORS:

Some staff time must be available to manage contractors and work with partners. There must also be available contractors willing to take on the coordination/secretariat work.

RECOMMENDED OPTION:

That \$12,000 be budgeted for secretariat services.

COST/BENEFIT ANALYSIS:Quantitative Analysis:

\$12,000 budgeted to fund requests from groups for 2021/22 FY

Qualitative Analysis:

Supporting coordination groups/partnerships allows for Islands Trust to support enhanced coordination and cooperation in the Islands Trust Area be engaged and learn from these groups, which advocate on similar issues that are of interest to Islands Trust residents and Trustees. By supporting these local groups, it strengthens Islands Trust's position within the community as a leader and ally, and creates an opportunity to build relationships with members.

PURCHASING PROCEDURE:

Contractor(s) will be hired in accordance with Policy 6.5.3 on Procurement.

PROPOSED IMPLEMENTATION STRATEGY:

Trust Programs Committee will allocate funding upon request from Trust Council and coordination partnerships/groups. Staff will establish and monitor contracts.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Support for secretariat services supports enhanced collaboration in the Islands Trust Area. Staff will promote the Islands Trust's contributions, as appropriate.

Clare Frater / Director, Trust Area Services

Initiator Name and Title

October 5, 2020

Date



Budget Funding Request Short-Form Business Case

TO BE COMPLETED BY INITIATOR

Initiated by: Warren Dingman, Bylaw Compliance & Enforcement Manager	Budget Source: Bylaw Compliance & Enforcement Budget
Operational Unit: Local Planning Services	Budget Amount: Start April 1, 2021 - \$91,579 Start November 1, 2020 - \$38,824 FY2020/21 \$91,579 FY2021/22
Name of Request: Bylaw Compliance and Enforcement Officer	
Date initiated: July 15, 2020	Date required: November, 2020

1. BACKGROUND

Bylaw Compliance and Enforcement is currently staffed by one manager, two full-time bylaw officers and 0.6 FTE for an administrative assistant.

The file load over the past several years are been consistently above 300 files, and at times spikes to over 350. Previous years averaged 250-280 compliance and enforcement files. Much of the enforcement is related to short-term vacation rentals and concerns that such operations are restricting the residential housing supply for local communities.

Trust Council passed the following resolution on September 16, 2020

TC-2020-082

THAT Trust Council ask the Director of Local Planning Services to put the business case for an additional bylaw compliance and enforcement officer forward to the Financial Planning Committee.

2. PROBLEM STATEMENT/OBJECTIVES (What is the problem you are trying to solve? What strategic item is this addressing? What are the future needs? What personal or organizational objectives are being addressed?)

The current workload is well over 120 files per officer. An analysis undertaken in 2019 indicates that this is substantially higher than in other local governments in the lower mainland such as Richmond, Delta, Surrey and Vancouver, and that analysis states that the optimum file load is between 20-30 files.

Provide timely enforcement on STVR files, and other BCE files, by ensuring that there is a bylaw officer assigned to and working with each local planning office. Also, with an additional officer, we can try to limit file load to 100 files per officer, or less.

Seasonal proactive STVR enforcement is a priority for six local trust areas and this adds considerable file load for the summer months when STVR operations are most active. The following Local Trust Areas (LTAs) have authorized proactive STVR enforcement:

1. North Pender
2. Mayne
3. Galiano
4. Salt Spring
5. Denman
6. Hornby
7. Gabriola

This now constitutes the majority of LTAs, Gabriola is the latest to add proactive enforcement but the GBILTC has been advised that the work cannot begin in earnest until the staff resources are available.

North Pender and South Pender have also authorized proactive enforcement on derelict vehicles.

3. PROJECTED RESULTS/DELIVERABLES

(How does this address the objectives described above?)

Reduced file load for the officers to more manageable levels. This will ensure more efficient use of time by officers, and will help the Islands Trust in retention of enforcement officers.

4. ALTERNATIVES CONSIDERED *(What other options/alternative courses of action were considered? Each option must be supported by a succinct and realistic presentation of the benefits, financial implications, resource requirements and other implications to allow for an informed decision among the options. One option should reflect the status quo – ie. do nothing – and the anticipated results of that action.)*

1. Reduce enforcement in some areas and focus on the high priority, as established by Trust Council policy, to manage workloads. This would result in some types of complaints being delayed or not investigated.
2. Require that Local Trust Committees that want proactive enforcement on a particular type of violation to include a funding request for additional enforcement staff to undertake the work. This would protect existing bylaw staff to undertake regular complaints, with policy directed proactive enforcement being undertaken by contractor under direction of the Bylaw Compliance and Enforcement Manager.
3. Consider converting all or part of the Bylaw Administrative Assistant to Bylaw Compliance and Enforcement Officer. This position is shared with 60 per cent to bylaw enforcement, and 40 per cent to the Director of Local Planning Services. This option was not considered ideal as administrative work would still need to be provided, either by the officers, or other staff members. Further, consideration of work undertaken for the director would also need to be reassigned to other administrative staff.

5. CRITICAL SUCCESS FACTORS *(What related factors have been identified? What risks are involved?)*

1. Increase in staff response.
2. Increased number of closed files.
3. Risk: increased requests for proactive enforcement. Even with an additional bylaw officer, we may be at maximum capacity for proactive enforcement. If Salt Spring continues to have what is believed to be hundreds of non-permitted STVRS, then that number of open files will exceed the capacity of even 3 officers and a manager.
4. There will be a need to management expectations of LTCs as new staff are brought on to learn the job. The Islands Trust bylaw compliance and enforcement role is unique, and even experienced bylaw officers have difficulty learning the LUBs and managing the file load.

6. CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION *(Are there any concerns and how will they be addressed? Have other stakeholders been identified?)*

There are limited concerns with the addition of a new officer as the proposal is in response to increased workloads and demands for service that have been recognized by staff and Trustees. However, there will be an opportunity for increased supervision of staff and their work. The culture currently is for bylaw officers to do the great majority of their work on a self-directed basis, with minimal supervision.

Increased supervision will be a significant change for current staff, and a graduated approach should be taken to the change, and there will need to be attention given to possible negative staff reaction.

7. BENEFIT/COST ANALYSIS SUMMARY *(Summarize the benefits and costs included. Identify capital and operational needs. Are there one-time or start-up costs? Are there impacts in future years?)*

The benefits are efficiency in service and a less stressful workload on staff, and increased supervision should increase the quality of service, and reduce the time for properties to come into compliance. This has the potential of reducing time off due to illness. It would hopefully reduce training costs in the long run if staff can be retained for longer periods of time. While an effort has been made to hire staff with all the necessary training, there are still courses that staff will need to attend, especially in mediation and negotiation.

There will be additional salary costs, and employee benefit costs, plus the additional computer and phone procurements, and required safety equipment.

While there will be an additional full-time equivalent (FTE) officer, given the turnover with the Salt Spring Island BCEO position, there may be gaps of up to six months at a time when one of the three BCEO positions is not filled, and this will reduce the overall cost somewhat. There is the possibility that with three positions, there could be turnover each year, and the actual cost per year may be well less than 3 FTEs.

8. RECOMMENDED DECISION *(Clearly outline the decision being sought and why this particular decision is being recommended)*

Approve the funding as requested.

9. PURCHASING PROCEDURE *(describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor)*

Recruitment as per Islands Trust recruitment policy.

Warren Dingman,
Bylaw Compliance and Enforcement Manager

Initiator Name and Title

August 24, 2020.

Date

David Marlor,
Director, Local Planning Services

Reviewed by: Name and Title

August 24, 2020

Date



REQUEST FOR DECISION

To: ITC Board

For the Meeting of: October 6, 2020

From: Staff

Date Prepared: September 20, 2020

SUBJECT: 2021/22 ITC Budget Request

RECOMMENDATION: That the Board approve the draft 2021/22 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2021/22 budget.

1 PURPOSE: To provide the ITC Board with a proposed 2021/22 budget to assist in making a budget request to Trust Council.

2 BACKGROUND:

ITC Policy 1.6 requires that the ITC Manager prepare a proposed ITC budget for ITC Board approval. In general, the budget will see an increase of approximately \$200,000 due to an influx of funding from Environment and Climate Change Canada for a new ITC Species at Risk Program. This grant may or may not reduce the amount of required tax requisition for the ITC. Final tax requisition amount will depend on final budget needs, in particular those associated with administrative allocation and final salary/benefit numbers. The proposed budget will include funding for increased capacity, assisting the ITC to better meet the object of the Islands Trust.

The following items have been considered in the proposed ITC budget:

1. The addition of a new Species at Risk Program, including the influx of \$205,000 for program costs from Environment and Climate Change Canada. The anticipated use of these funds is detailed in Table 1 below and includes additional staff positions as follows:
 - a. A Species at Risk Program Coordinator: approximate cost of \$74,993, plus travel and training; and
 - b. A Summer Co-op position: approximate cost of \$17,343, plus travel.Both positions would be temporary positions and subject to available funding.
2. The addition of \$5,810 for property management of two new nature reserves and one new conservation covenant, plus an addition of \$450 for travel by water taxi to the Sandy Beach Nature Reserve to allow for annual monitoring. Increases to the property management budget are due to additions of ITC conservation land with an average annual maintenance cost of \$2,325/nature reserve and \$1,160/covenant. The formula used for property management is as follows and will be reevaluated on an annual basis to account for inflation costs:

Average Annual Cost	Nature Reserve	Covenant
Management Plan Renewal	\$600	
Recreation Management	\$400	
Habitat Restoration	\$675	\$675
Signage	\$65	\$65
Species/Ecosystem Inventory and Surveys	\$250	\$250
First Nations engagement and cultural site management	\$335	\$170
TOTAL	\$2,325	\$1,160

Additional Costs as determined by property:

Cost Item	Description
Travel	Water taxi requirements or added days requiring additional ferry fares or overnight stays.
Special Items	Dependent on special needs of the site. For example, dog waste collection or an increase in recreational management needs for a well-used site.
Special Start Up Costs	ITC works hard to pay for expenses associated with land securement but may in some instances require additional budget for costs anticipated to be in excess of its current budget. For example, the current property management budget anticipates signage and management planning needs for one new nature reserve each year. If the ITC were to take on multiple nature reserves in a given year, it may need to request additional budget.

3. An increase in the ITC legal budget to an amount consistent with prior years. The ITC legal budget was reduced from \$15,000 in 2019/20 to \$8,000 in 2020/21. At the beginning of the 2020/21 fiscal year, ITC changed legal counsel and legal costs have increased. ITC staff anticipate the legal expenses for the 2020/21 fiscal year will exceed \$15,000 and are recommending that the legal budget return to its prior amount and include an additional amount of \$3,000 for the Species at Risk Program as noted in item 1 above.
4. The assumption that the CoViD-19 pandemic will not affect staff and board travel and meeting expenses. As the final budget approval gets closer, the ITC Manager, in collaboration with the Director of Administrative Services, will reassess the status of the pandemic and its effect on ITC budgets. The ITC Board may wish to discuss its wishes with respect to continued use of electronic meetings as a means of keeping costs lower.

Table 1. Proposed 2021/22 ITC Budget. Final numbers may alter, particularly as salaries/ benefits are finalized and administrative allocations are calculated.

Fiscal Year	2021/22		2020/21
Budget Item	ITC Budget	SAR Program funds*	
Salaries and Benefits	570,128	133,257	508,555
Communications	13,000		13,000
Board Honoraria	6,600		6,600
Board Meeting Expense	13,850		13,850
Board Training and Conferences	4,000		4,000
Property Management	102,810	25,000	72,000
Conservation Planning and Land Securement	30,000	15,000	15,000
Ecosystem Mapping	20,000	5,000	15,000
Legal	18,000	3,000	8,000
Mobile Devices	2,400		2,400
Training and Conferences	5,250	750	4,169
Travel for Training	2,750		2,750
Travel	15,950	5,000	6,245
Photo Management	-		2,750
Summer Co-op Student	17,343	17,343	
TOTAL Direct ITC Costs	822,081	204,350	674,319
Admin Allocation	271,128	650	217,060
TOTAL	1,093,209	205,000	891,379
Funded by SAR monies	(205,000)		-
Total for Tax Requisition	888,208		891,379

* SAR Program budget amounts may change during the negotiation of the Contribution Agreement with Environment and Climate Change Canada. The amounts presented in this budget are an approximation. The total grant of \$205,000 will remain the same.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: If the budget is approved by Trust Council it will form the basis for the ITC work program in 2021/22. The influx of funding from Environment and Climate Change Canada will increase the work program of the ITC and require new staff positions and contractors among other expenses.

FINANCIAL: None.

POLICY: None. The Board may wish to revise its meeting procedure bylaw if it elects to allow for fully electronic meetings on a permanent basis.

IMPLEMENTATION/COMMUNICATIONS: The ITC Manager will provide the ITC budget request to the Director of Trust Area Service and the Director of Administrative Services at the Islands Trust with explanatory notes for the requested changes. The Director of Administrative Services will prepare the budget for review by the Financial Planning Committee and approval by Trust Council. The ITC Chair may make representations to the Financial Planning Committee regarding the ITC budget request.

FIRST NATIONS: The budget includes funds for archaeological assessments and funds to engage First Nations knowledge holders, particularly to assist staff in assessing conservation proposals and in land management.

CLIMATE CHANGE: The budget increases anticipate an increase in travel which will increase the carbon emissions of the ITC work. It is hoped that these emissions will be balanced by an increase in habitat conservation which will result in ensured carbon storage and sequestration. At this time, staff are not able to predict these tradeoffs in a meaningful way.

OTHER: At its May 2019 meeting, the ITC Board passed the following resolution:

ITC-2020-011

It was MOVED and SECONDED, that Islands Trust Conservancy Board direct staff to prepare a budget request for the 2021-2022 fiscal year for a report with options and recommendations for managing wildfire risks on ITC conservation properties.

Staff are exploring a memorandum of understanding with the Martin Conservation Decisions Lab (CDL) at the University of British Columbia and believe that this need may be met through work with the CDL and that existing budgets will be sufficient for the desired report. If this understanding should change, budget requests can be altered up to early March 2021.

- 4 **RELEVANT POLICY(S):**
[ITC Policy 1.6: Annual Budget Submissions Policy](#)
[Islands Trust Policy 6.3.1: Budget Process](#)

- 5 **ATTACHMENT(S):** None.

RESPONSE OPTIONS

Recommendation: That the Board approve the draft 2021/22 ITC Budget as presented and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2021/22 budget.

Alternative: That the Board approve the 2021/22 ITC Budget as presented with the following amendments:

- *[insert amendments]*

and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2021/22 budget.

Prepared By: Kate Emmings, A/Manager

Reviewed By/Date: Clare Frater, Director, Trust Area Services / September 21, 2020



Budget Funding Request Short-Form Business Case

Initiated by: Kate Emmings A/Manager, Islands Trust Conservancy	Budget Source (select all that apply): ☐ Specific Project Funding ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member (Program) ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software ☒ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☒ Temporary Temp Duration: __2021/22 – 2022/23_____ ☐ Other – please describe: _____
Business Area: Islands Trust Conservancy	
Name of Request: Species at Risk Program Staff Budget Amount: \$114,215 Source: Environment and Climate Change Canada Grant Funds	
Date initiated: October 6, 2020 (by ITC Board)	Date required: April 1, 2020
BACKGROUND: The ITC has received funding for a Species at Risk (SAR) Program through Environment and Climate Change Canada (ECCC) in the amount of \$597,000 to be delivered over three fiscal years (2020/21, 2021/22, 2022/23). The ITC requires extra staff capacity to deliver the SAR Program (see Problem Statement/Objectives, below). At its October 6, 2020 meeting the ITC Board approved a budget which was submitted to FPC that included two new staff positions to assist with this new program: a SAR Program Coordinator and an ITC Co-op Student position. ITC-2020-027 <i>It was MOVED and SECONDED, that the Board approve the draft 2021/22 ITC Budget as amended, with the understanding that budget items for salaries and benefits and administrative allocation will be adjusted, and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2021/22 budget.</i> The budget request was submitted to FPC at its October 14, 2020 meeting. After consideration of the submitted budget, FPC requested “an amendment... to the information provided in regards to the ITC staff.” ITC staff have provided a budget case to meet this request. The ITC Board has not considered the budget case, but will receive it for information by email and at their next meeting on November 24, 2020.	
PROBLEM STATEMENT/OBJECTIVES: ITC has signed a contribution agreement with ECCC committing to deliver on a SAR Program. The current complement of ITC staff cannot deliver on current work programs and add a new SAR Program. ITC needs to increase its staff capacity to deliver on its commitment to ECCC.	

PROJECTED RESULTS/DELIVERABLES: ITC will deliver a SAR Program that will include:

- Conducting surveys and monitoring
- Restoring critical habitat
- Providing outreach materials and events
- Assisting landowners who wish to protect species at risk on their land
- Engaging and working with First Nations

The SAR Program Staff will be responsible for the Program as follows:

- SAR Program Coordinator: will coordinate all aspects of the SAR Program and will assist with the preparation of annual reporting to ECCC. This is a full time position and is anticipated to begin in Q4 of the 2020/21 fiscal year. This business case is a request to continue the position over two fiscal years.
- ITC Co-op Student: will assist ITC staff with surveys and monitoring related to the SAR Program. This position will be from May to August each year (2021/22, 2022/23).

Both positions may be continued if SAR funding is renewed.

ALTERNATIVES CONSIDERED: ITC staff considered contract options for these two positions, but felt that it was important to have the positions integrated into the ITC team to more easily coordinate with existing staff. The ITC Co-op position will also be working closely to assist the Property Management Specialist and the Covenant Management and Outreach Coordinator with fieldwork over the summer and is more reasonably an in-house position for supervision purposes.

CRITICAL SUCCESS FACTORS (List):

- Timely development of job descriptions and suitable job classification
- Timely hiring process (we hope to hire the SAR Program Coordinator late in the 2020/21 fiscal year, subject to CAO approval, grant funds will be used to pay costs)
- Appropriate skill sets and ability of new staff to quickly come up to speed on ITC work

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Clear communication with the ITC Team and integration of the new roles into the Team is essential. ITC Manager position responsibilities will be expanded to include supervision of the additional staff. Coordination with Administrative Services to track and allocate staff costs to the ECCC grant funding is also important. New staff will also require appropriate training and this may need to happen in a remote work environment. The ITC Manager will work with Administrative Services to coordinate a smooth transition.

BENEFIT/COST ANALYSIS SUMMARY:

Quantitative Analysis: Total cost of the additional staff positions is expected to be \$115,886, with a possible reduction should the SAR Program Coordinator position not be classified at the anticipated level or should the successful candidate be hired at a lower grid level.

SAR Program Coordinator:

Summary for Business Case Insertion

Salary + Benefits (Grid 5)	\$	87,055
Travel	\$	1,000
Cell Phone	\$	650
Computer – Laptop	\$	2,750
Training	\$	500

TOTAL COST OF NEW POSITION in 1st year	\$	91,955
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ITC Co-op Student:

Summary for Business Case Insertion

Salary + Benefits	\$	15,954
Potential Pacific Leaders Expense	\$	1,254
Travel	\$	3,252
Cell Phone	\$	-
Computer – Desktop	\$	1,800
Training	\$	-
TOTAL COST OF NEW POSITION in 1st year	\$	22,260

Qualitative Analysis: There will be added benefits for existing staff who will gain support from the SAR Program Coordinator to assist them with components of their jobs that include species at risk work. Property management staff will also benefit from the ITC Co-op Student for their annual monitoring program and species at risk property management work. The addition of an ITC Co-op Student position may also help with ongoing recruitment of staff for ITC into the future. Co-op students have been hired in other units of the Islands Trust in recent years.

RECOMMENDED DECISION: Approve the creation of two temporary positions, the SAR Program Coordinator and the ITC Co-op Student, with funding provided by grant funds from ECCC.

PURCHASING PROCEDURE: Recruitment as per Islands Trust recruitment policy.

Kate Emmings, A/Manager, ITC

Initiator

October 26, 2020

Date

Clare Frater, Director, Trust Area Services

Director/CAO

October 26, 2020

Date



BRIEFING

To: Financial Planning Committee **For the Meeting of:** October 14, 2020
From: Staff **Date Prepared:** October 8, 2020
SUBJECT: ITC Budget Request

PURPOSE: to provide background to Financial Planning Committee (FPC) for the Islands Trust Conservancy (ITC) budget request.

BACKGROUND: At its October 6, 2020, the ITC Board reviewed a proposed budget request and passed the following resolutions:

- 1) *That the Board reduce the 2021/22 budget associated with Board meeting expense by 50% to pilot a reduced in person meeting schedule.*
- 2) *That the Board increase the 2021/22 budget associated with communications and fundraising by \$7,000.*
- 3) *That the Board approve the draft 2021/22 ITC Budget as amended, with the understanding that budget items for salaries and benefits and administrative allocation will be adjusted, and direct staff to provide it to the Director of Administrative Services and the Director of Trust Area Services for inclusion in the Islands Trust draft 2021/22 budget.*

A significant component of the 2021/22 ITC Budget will include a \$205,000 grant through Environment and Climate Change Canada. This grant is to be used for a new ITC Species at Risk Program and the 2021/22 budget has been adjusted to accommodate both this income and the related expenses.

ATTACHMENT(S): 2021/22 ITC Budget Request RFD, provided at October 6, 2020 ITC Board Meeting

FOLLOW-UP: Staff will forward FPC requests or recommendations to the ITC Board for follow up.

Prepared By: Kate Emmings, A/ITC Manager

Reviewed By/Date: Julia Mobbs, Director, Administrative Services/October 8, 2020



**Budget Funding Request
Short-Form Business Case**

Completion of this form initiates a request to the management team for allocation of budget funds. The form is to be completed and submitted at the start of the decision making process. The business case forms part of the Annual Budget Process (refer to Islands Trust Council Budget Process Policy 6.3.i).

TO BE COMPLETED BY INITIATOR

Initiated by: Louisa Garbo	Budget Source (select all that apply): X Specific Project Funding (select all that apply) ☒ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member – Temporary for project ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software/Supplies ☐ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☐ Temporary Temp Duration: _____ X Other – please describe: UBCM-C2C Funding (applied)
Business Area: Salt Spring Island Local Trust Committee	
Name of Request: Ganges Village Project – Public Engagement <i>From draft Project Charter (attached):</i> - FY2021/22 - \$97,000 (expecting grant of \$5000, reducing budget need to \$93,000) - FY2022/23 - \$27,000 - FY2023/24 - \$24,000 Project Charter will be considered by the Salt Spring Local Trust Committee on November 10, 2020.	
Date of Funding Request: November 10, 2020	Funding Required for (date range): April 1 2021-March 31, 2022

ISSUE/OPPORTUNITY:

Ganges Village is the urban core of the Islands Trust and faces unique demands on a scale and intensity not experienced elsewhere within the Trust area. Previous community engagement efforts in relation to Ganges Village Planning were undertaken in 1995 and again in 2006. Much has changed since then while much remains unresolved. For example: Ganges is First Nations village site, Ganges is subject to sea level rise with the greatest social, economic impacts in the Trust area, Ganges is the focal point of homelessness on Salt Spring Island and has the greatest per capita homeless population in the Capital Regional District, Ganges infrastructure is aging and being replaced or upgraded which requires consideration of growth patterns, Ganges is subject to a moratorium restricting new connections to the community water system. Ganges is the economic driver for Salt Spring Island, and to many extents, the Trust area, and with high land values comes desires to revitalize properties, hotels, harbours, and key institutional lands. Meanwhile policies are woefully outdated and do not

reflect Trust Council's implementation of the First Nations Engagement Principles Policy, Trust Council's Reconciliation Declaration, and Trust Council's declaration of a Climate Emergency. To address these numerous issues, the SSI LTC has directed staff to create a Project Charter that will deliver a Ganges Village Local Area Plan. The creation a Ganges Village Area Local Area Plan will rely on a successful public engagement process which requires a skilled facilitator to deal with a diverse group of stakeholders and the numerous issues affecting their community.

This project provides the SSI LTC the opportunity to advance various objectives within the Trust Council Strategic Plan including:

- *Mitigate and adapt to climate change impacts*
- *Improve community engagement and participation in Islands Trust work*
- *Strengthen housing affordability*
- *Strengthen relations with First Nations and to advance Trust Council's commitment to Reconciliation*

The Ganges Village Planning Project item was originally listed on the projects list back in 2015, but it was elevated as an SSI LTC Strategic Priority at the beginning of the current term.

On November 10, 2020, the SSI LTC passed (is anticipated to pass and time of drafting this business case) the following resolutions adopting the Project Charter, budget and Engagement Plan

1. That the Salt Spring Island Local Trust Committee approves the proposed Ganges Village Area Plan Project Charter and project budget.
2. That the Salt Spring Island Local Trust Committee approves the proposed Ganges Village Area Plan Public Engagement Program.
3. That the Salt Spring Island Local Trust Committee approves the proposed Terms of Reference for the Ganges Village Planning Task Force.

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY21/22 is to cover costs associated with:

Preliminary review of Project Charter	-	\$0
LTC endorse revised project charter	-	\$0
Meeting between LTC and First Nations	One half day in FY 2021/22	\$10,000 (\$5,000 matching fund with \$5,000 from UBCM grant)
Consultant selection process for public engagement facilitation/presentation, and consulting contract	FY 2021/22 for six months	\$70,000 – consulting contract
Task Force Project meetings (virtual or COVID-proof meetings) • Open to the public • Potential guest presenters (biodiversity, water, fire, First Nations)	FY 2021/22	\$3,500 – (Cost anticipates advertising, honoraria for speakers, coffee and snacks, and minutes taking at ±\$25/hr)
Technology (mapping, data analysis, etc.) and administrative support for public engagement program, design charrettes, task force meetings, meetings with stakeholder groups and agencies	FY 2021/22	\$3,000
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	FY 2021/22	\$6,000

First Nation Consultation early and ongoing • Coordination with First Nations' staff • Collaborations with First Nations in their preferred methods	FY 2021/22 And likely FY22/23	\$2,500 - Cost anticipates advertising, honoraria for participants, coffee and snacks
Multiple virtual and/or in-person COVID-safe open houses and community engagement meetings	FY2021/22	\$3,000 – technology support, facility rental, and open houses material
Union staff over-time off business hours meetings	Funded from general staff budget	\$2,000
Progress update to LTC	One in spring and one the summer 2021	0
	Total	\$93,000, or \$97,000 if grant not available

RISK ASSESSMENT:

Ganges Village faces an immense demand for change. Without updating the plan, the Island Trust's core urban centre will grow in the direction that deviates from the objectives set forth in the Trust Council Strategic Plan, which includes their commitment to First Nations Reconciliations, protection and preservation of the environment, and Climate Change.

ALTERNATIVES CONSIDERED:

Option 1: Undertake the work in-house, with a less robust public engagement process.

The risk is the lack of expertise to ensure effective engagement process, while balancing the competing interests, and without the ability for staff to appear neutral on the issues. The financial implications of contracting the service may seem to be a reduction of fiscal resources; however, the soft cost, the likelihood of a less successful outreach process, and the additional staff resources required by performing the public engagement in-house may outweigh the cost of contracting a professional facilitator.

Option 2: Keep the same project charter and budget but fund the project via a Special Tax Requisition. This project is not relevant to just Salt Spring Island, Ganges Village being the urban heartbeat of the Islands Trust area and Ganges Village Planning is vital to the health of the Islands Trust's communities as a whole. The project will apply Trust Council's declarations and implement Trust Councils Strategic Plan. Salt Spring Island contributes the greatest portion of funding to the Islands Trust federation model. Salt Spring Island already uses a special tax requisition to fund SSIWPA which assists other water sustainability projects throughout the Trust area. The impact of funding this project via special tax requisition is to save the overall proposed Trust Council budget of approximately 1%, whereas the special tax requisition would have a more dramatic impact on local Salt Spring Island taxpayers.

CRITICAL SUCCESS FACTORS:

Skilled facilitation, innovative approaches, with an unbiased, neutral third-party professional, versus having the community to deal with the same Islands Trust office that they already have an opinion of being bureaucratic and one-sided.

RECOMMENDED OPTION:

Approve the request for \$80,000 (the remaining funds to be supplemented by other sources).

COST/BENEFIT ANALYSIS:Quantitative Analysis:

- \$70,000 for a contract with a consultant with experience in public engagement program, from designing visuals, preparing the technical aspect, conducting the facilitation and outreach, to analyse, summarize and presenting the outcome.
- \$3,500 to support the task force activities
- \$10,000 for Community-to-Community forum with First Nations (\$5,000 if grant is awarded by UBCM)
- Staff time to develop and carry out a public engagement plan as described is estimated at minimum to be \$20,000, with other costs on top of that. However, the time to implement will not only be substantially longer, but the quality will also be substantially reduced, and risks leaving issues unaddressed and unresolved.

Qualitative Analysis:

If the public engagement process has to be done in-house, the amount of time required will be substantially longer than in the proposed timeline. Many activities within the three phases are proposed to be conducted concurrently whenever possible; without consultant's support, all the activities within the process will be much more linear. The preparation, design, facilitation of the various public engagement events and the subsequent presentation preparation and report summary are very time-consuming. Instead of processing the various steps (including research and analysis of existing conditions and efforts, collaboration and consultation with agencies, community leaders and First Nations, supporting the Task Force activities, working on contractual agreements with potential partners such as the universities, research and competing for grant funding, and the subsequent drafting of the area plan) while the consultant is launching the public engagement program, many of those tasks will have to be pushed back in order to work on a robust public engagement program as directed by the elected officials, the proposed timeline will not likely be realistic. Keep in mind that the public engagement process to be conducted in-house would consume additional time from the team members that already have a full-load of responsibilities and assignments.

In planning and implementing public engagement activities, local governments often contract with external consultants for services. These may be consultants who design and lead activities devoted solely to public engagement, such as a series of community conversations contributing to the development of a specific area plan, or to carry out tasks well beyond the public engagement process, such as assisting in the overall development of the plan itself. This request doesn't include the development of the area plan.

The consultant team will draw on their experience and propose a creative and responsive public engagement process that can best achieve the desired goals and outcomes for the Ganges Village community. They will interview key stakeholders, interest groups, communities, and others who may be the focus of an engagement process. The contract will include the design of a public engagement plan, the facilitation of engagement activities, participation logistics, prepare materials and/or translation, offer interacting tools for public engagement, recording and documenting public input received, conduct an ongoing assessment of engagement activities, summary and presentation of the outcomes to LTC, and other activities as appropriate.

The biggest component in creating the Ganges Village Area Plan is the public engagement process, not just an engagement process to simply check off the list, but to develop a governing document that truly respond to the community's concerns requires a meaningful engagement process that utilizes non-traditional approaches.

Given the culture in the Salt Spring community, along with certain predetermined ideas of solutions along with the cynicism of government, coupled with diverse, and at times, opposing interests within the community, the public engagement program must be done cautiously in order to transform any preconceived mind-sets and to inspire collective common visions. Bringing in a skilled consultant, a neutral third-party professional to help plan, design, facilitate, present, and most importantly, introduce innovative engagement approaches to the process can ensure successful outcomes. We need to draw on the skill sets and experiences, as well as the models or approaches that a professional group can offer to better respond to the public participation needs unique to the Ganges Village community.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

Project Charter identified the consultation process to be completed in Phase 1, and potentially cross over into Phase 2 (i.e. spring 2021/spring 2022).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

A standard engagement and online tools have been proposed, and a general stakeholder groups have been identified in the Ganges Village Public Engagement Program. A specific list of contacts that include stakeholders, community groups, relevant agencies, and various First Nations communities is currently in progress.

Louisa Garbo, Island Planner

Initiator Name and Title

November 5, 2020

Date

Stefan Cermak, RPM

Reviewed by: Name and Title

November 5, 2020

Date



Budget Funding Request Short-Form Business Case

Initiated by: Financial Planning Committee	Budget Source (select all that apply): ☐ Specific Project Funding ☐ Third Party Contractors ☐ Staff Travel Expense ☐ Staff Overtime Expense ☐ New Staff Member (Program) ☐ Computer Hardware/Software ☐ Furniture & Equipment ☐ Computer Hardware/Software ☒ New Staff Resources (see Staff Costing Tool) ☐ Permanent ☒ Temporary Temp Duration: July 1, 2021 to March 31, 2022 ☐ Other – please describe: _____
Business Area: Local Planning Services	
Name of Request: Communications Specialist for bylaw Infraction prevention Budget Amount – Fiscal 2021/22: \$35,329 Budget Amount – ongoing fiscal years: \$43,439	
Date initiated: November 12, 2020 (by FPC)	Date required: July 1, 2020
BACKGROUND: At its November 12, 2020 meeting, the Financial Planning Committee passed the following resolution: It was MOVED and SECONDED, that the Financial Planning Committee request staff to bring forward a business case for a part-time communications position to focus on awareness and understanding of bylaws and permits, with the goal of increasing bylaw compliance across the Trust Area.	
PROBLEM STATEMENT/OBJECTIVES: FPC discussed that proactive communications with residents, realtors, land development advisors and tradespeople regarding Islands Trust bylaws could increase understanding of the Trust and promote compliance with bylaws.	
PROJECTED RESULTS/DELIVERABLES: A part-time (50%) Communications Specialist (Bylaws and Bylaw Compliance) for 10 months would focus on the following deliverables: • Development of a bylaw compliance communications plan • Development of communication products (e.g. website content, publications, fact sheets, social media content, newspaper articles, PowerPoint presentation, explainer video) (exact products to be dependent on TAS communications budget and TPC decisions re Stewardship Education Program priorities) on local trust committees' bylaws and bylaw compliance.	

- Organizing and hosting of education events for residents, realtors, land development advisors and tradespeople regarding local trust committees' bylaws and the role and methods of bylaw compliance officers.

ALTERNATIVES CONSIDERED: No alternatives were discussed by FPC.

CRITICAL SUCCESS FACTORS (List):

- Timely development of job descriptions and suitable job classification
- Timely hiring process
- Appropriate skill sets and ability of new staff to quickly come up to speed

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Clear communication with the Trust Area Services' Communications and Local Planning Services' Bylaw Compliance and Enforcement teams is essential. TAS Director position responsibilities will be expanded to include supervision of the additional staff. New staff will also require appropriate training and this may need to happen in a remote work environment. The TAS Director will work with Administrative Services to coordinate a smooth transition.

BENEFIT/COST ANALYSIS SUMMARY:

Quantitative Analysis: Total cost of the additional staff positions is expected to be \$35,663 in the first year, which represents 9 months of the year, allowing time for recruitment in the first three months of the fiscal period. If the Communications Specialist (Bylaws and Bylaw Compliance) position not be classified at the anticipated level (grid 21) or should the successful candidate be hired at a lower grid level, there is possibility that this amount will be slightly lower.

Communications Specialist (Bylaws and Bylaw Compliance):

Summary for Business Case Insertion		
Salary + Benefits	\$ 31,545.08	<i>increases to \$42K in future years for full 12 months</i>
Overtime	\$ 284	<i>increases to \$400 in future years for full 12 months</i>
Travel	\$ 500	<i>Ongoing fiscal year cost</i>
Cell Phone	\$ -	
Computer - Laptop	\$ 2,500	<i>One-time expense</i>
Computer - Desktop	\$ -	
Training	\$ 500	<i>Ongoing fiscal year cost (may decrease over time)</i>
TOTAL COST OF NEW POSITION in 1st year	\$ 35,329	

Qualitative Analysis: Improved communication and education about local trust committees' bylaws and bylaw compliance would improve public understanding of the Islands Trust and may lead to higher compliance with bylaws due to increased understanding of the rationale for bylaws and the permit application process.

RECOMMENDED DECISION: Approve the creation of a temporary part-time (50%) Communications Specialist (Bylaws and Bylaw Compliance) for 10 months

PURCHASING PROCEDURE: Recruitment as per Islands Trust recruitment policy.

Financial Planning Committee

Initiator

November 12, 2020

Date

Clare Frater, Director, Trust Area Services

Director/CAO

November 13, 2020

Date

REQUEST FOR DECISION

To: Executive Committee **For the Meeting of:** November 18, 2020
From: Trust Programs Committee **Date Prepared:** November 9, 2020
SUBJECT Policy Statement Amendment Project Charter v3

RECOMMENDATION: That Executive Committee approve the Policy Statement Amendment Project Charter v3.

TAS DIRECTOR COMMENTS: The revised project charter offers updated timelines. Of special note is that the proposed timeline now proposes a special meeting of Trust Council in May 2021 to complete first reading of the Policy Statement bylaw.

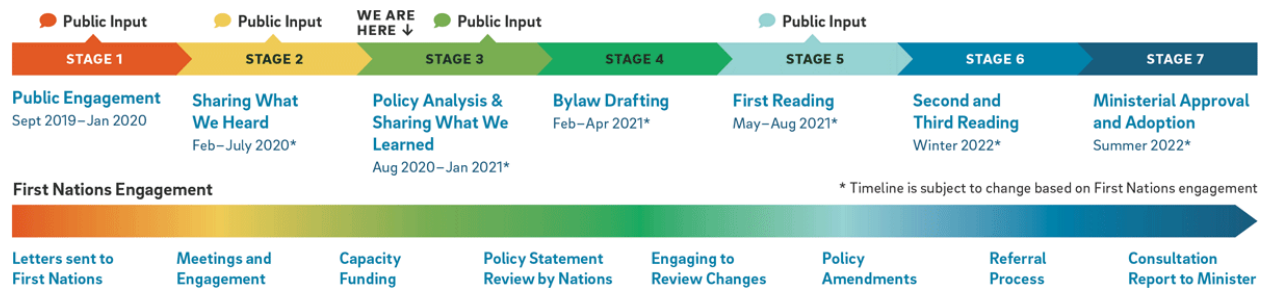
1 PURPOSE: To seek Executive Committee's review of a revised Project Charter v3 for the Policy Statement Amendment Project.

2 BACKGROUND:

Trust Council's Policy Statement Amendment Policy (1.2.i) states that, each term, Trust Council will identify Policy Statement review and/or amendment tasks. The Islands Trust Council has assigned the Executive Committee, with involvement from Trust Programs Committee as appropriate, to co-ordinate an update of the Policy Statement. Council has directed that this update include:

- Update to the Introduction, Part 1, Part 2 and Schedule 1 - Definitions sections;
- Addition of climate change mitigation, resilience, and adaptation policies to Parts 3, 4 and 5;
- Addition of a definition of 'affordability';
- Addition of a vision, goal and objectives for affordable housing;
- Greater profile for affordable housing in its role in sustainable communities; and
- Addition of a reference to affordable housing in policy direction to LTCs and municipalities.

The timeline graphic below shows that we are now in Stage 3 of the project (Policy Analysis and Sharing What We Learned). The proposed new Project Charter v3 (Attachment 1) extends the timeframe for Stage 3 to the end of January 2021, to allow more time for TPC and its working groups to outline specific policy options. This change pushes First Reading from March to May 2021, while still aspiring to reach Fourth Reading by the end of Fall 2022. It also includes a more detailed timeline of the steps required before Fourth Reading. With the new timeline in mind, Trust Council would need to hold a Special Meeting in May 2021 for the purpose of First Reading of the draft Policy Statement Amendment Bylaw.



On November 5, 2020, Trust Programs Committee resolved to recommend that the Executive Committee approve the Policy Statement Amendment Project Charter Version 3.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: This Policy Statement Amendment Project will continue to be a primary focus for the Trust Area Services team throughout 2020-2021, along with the website renewal project and annual projects such as the annual report and budget consultations. Staff and trustees will need to remain cognizant of staff capacity limitations within Trust Area Services during times of peak activities, as there will be reduced ability to undertake other activities, including advocacy. The project may require significant involvement of the Chair, CAO and Executive Committee members, depending on the extent of First Nations and media interest.

FINANCIAL: Adoption of the revised project charter will not affect the project budget previously established in v2.

POLICY: This project will result in proposed amendments to the Policy Statement.

IMPLEMENTATION/COMMUNICATIONS: Staff will continue to support Trust Programs Committee and Executive Committee to implement the Project Charter v3 and will promote public engagement processes through a variety of media.

FIRST NATIONS: Staff has been meeting with First Nations representatives and governments over the past year and adjusted engagement processes and timelines to accommodate new constraints imposed by COVID-19. Through inter-agency discussions with the Ministry of Indigenous Relations and Reconciliation, and the Ministry of Municipal Affairs and Housing, staff has presented capacity funding opportunities and protocol agreements to First Nations to support the Policy Statement review. Staff continue to work to ensure that processes are reflective of the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP), the Truth & Reconciliation Commission (TRC) Calls to Action, the Missing and Murdered Indigenous Women and Girls (MMIWG) Calls for Justice, and the Declaration on the Rights of Indigenous Peoples Act (DRIPA). Staff continue to do this in good faith, and with a focus on promoting cooperation and understanding.

OTHER: N/A

4 RELEVANT POLICY(S):

Section 15 of the *Islands Trust Act* requires Trust Council to adopt a statement of Trust Council policies to carry out the object of the Trust. It is Trust Council's policy to subject the Policy Statement to a regular review. A 2001 review resulted in few changes, so the current Policy Statement, adopted in 1994, is long overdue for a full review.

Islands Trust Act s.8: "For the purpose of carrying out the object of the trust, the trust council must (b) adopt a trust policy statement in accordance with section 15;"

5 ATTACHMENT(S):

1. Policy Statement Amendment Project Charter v3

RESPONSE OPTIONS

Recommendation: That Executive Committee approve the Policy Statement Amendment Project Charter v3.

Alternatives:

1. That Executive Committee approve the Policy Statement Amendment Project Charter v3, as amended.
2. That Executive Committee request that staff provide additional advice or background materials.

Prepared By: Dilani Hippola, Senior Policy Advisor, Trust Area Services

Reviewed By/Date: Gillian Nicol, Program Coordinator / October 29, 2020
Lisa Wilcox, Senior Intergovernmental Policy Advisor / October 30, 2020
Clare Frater, Director, Trust Area Services / October 30, 2020
David Marlor, Director, Local Planning Services / October 30, 2020
Trust Programs Committee / November 5, 2020
Russ Hotsenpiller, Chief Administrative Officer / November 10, 2020

Policy Statement Amendment Project - Project Charter v3

Purpose To support a Policy Statement Amendment process that encompasses First Nations and public engagement and that leads to a bylaw approved by Trust Council and the Minister.

Background Trust Council has assigned Executive Committee, with involvement from Trust Programs Committee as appropriate, to coordinate a review of the Policy Statement, specifically the Introduction, Part I, Part II and Schedule 1 - Definitions sections, and climate and housing policies, and to undertake meaningful engagement with First Nations in the process. With the project in progress, the 2020/21 budget will be used for engagement with First Nations, public engagement, referrals to agencies/First Nations, and legal review.

Objectives

- Updated preamble and definitions
- Acknowledgement of First Nations treaty and traditional territory; and UNDRIP/ DRIPA / TRC / MMIWG
- Addition of climate and housing policies and other topics raised by First Nations
- Engagement with First Nations on policy amendments
- Re-familiarization of all parties and public with amendment processes

In Scope

- FN / community engagement / intergovernmental advisory group
- Policy analysis
- Drafting
- Legal review
- Referral process and public input
- First, Second, Third & Fourth Readings by Trust Council
- Refer to Minister
- Implementation plan

Out of Scope

- Treaty or territorial negotiations
- Consequential amendments to OCPs and LUBs

Workplan Overview

Major Deliverable/Milestone	Date
-FN Engagement; Public Engagement 1: Islands 2050 In-Person & Online Engagement -FN Engagement; What We Heard Report; Policy Analysis; TPC Working Group Review; -FN Engagement; Public Engagement 2: What We Learned Report & Online Survey/Forum -Staff Draft Amendments to Policy Statement Bylaw; TPC/RPC/EC Review; Inter-Agency Review; Legal Review; Consultative Area Database (FN Engagement) Report to Minister	June 2019 – January 2020 January – December 2020 January 2021 February – April 2021
- First Reading (Special Trust Council Meeting) -First Nations & Agency Referrals; Public Engagement 3 (Online Survey/Forum); Statutory Advertising -Trust Council Considers Input / Redrafts As Needed; Second Legal Review, Second Referral to First Nations; Second Consultative Area Database Report to Minister	May 2021 May – August 2021 September – November 2021
- Second Reading - Third Reading (Scenario 1) —minor changes made and passed to Third Reading at same meeting) - Third Reading (Scenario 2) —substantive changes needed before Third Reading) -Refer Proposed Bylaw to Minister with Final FN Engagement Report. Allow Six Months for Review.	December 2021 1) December 2021 or 2) March 2022 1) Jan 2022 or 2) April 2022
- Fourth Reading ; Post Policy Statement to Website; Draft Implementation Plan	1) June 2022 or 2) Sept 2022

Project Team

TPC/EXEC	Project Champions
Clare Frater	Project Manager
Dilani Hippola	Policy Analysis
Lisa Wilcox	FN Engagement
Gillian Nicol	Public / FN Engagement

Approved by:

Clare Frater, Director, TAS

Endorsement:

Date:

Budget 2019-2022 (19/20 est. \$45k, 20/21 \$45K)

Item	Cost
FN Engagement	\$30,000
Public Engagement	\$35,000
Graphic Design	\$5,000
Legal Review	\$10,000
Statutory Advertising	\$10,000
Total Activity Costs:	\$90,000

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REQUEST FOR DECISION

To: Executive Committee **For the Meeting of:** November 18, 2020
From: Brad Smith, Island Planner **Date Prepared:** November 3, 2020
SUBJECT: Request for Executive Committee Sponsorship of Development Application Fee

RECOMMENDATION: THAT the Executive Committee approve financial sponsorship of \$4950 for rezoning application GL-RZ-2019.1 which would amend the OCP and LUB to allow for an affordable housing development.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The attached application for Executive Committee sponsorship of development application fees complies with Islands Trust Policy 4.1.xiii.

1 PURPOSE:

The purpose of the Request for Decision (RFD) is to request the Executive Committee to consider the development application fee sponsorship application from the Gulf Islands Galisle Affordable Rental Housing Society.

2 BACKGROUND:

Staff have reviewed the rezoning application and confirmed that an amendment to the OCP and LUB is required, the fee for which is \$4950. See receipt of application and fee in Attachments. The application is to rezone 5 acres (2 hectares) from a portion of District Lots 30 and 31 (i.e. the Heritage Forest) for subdivision and the construction of 12 units of affordable rental housing and request sponsorship of development application fees by the Executive Committee.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

None.

FINANCIAL:

Approval of the application for sponsorship would reduce the funds that would otherwise be received from the rezoning application fee. Trust Council has allocated funds to cover costs for applications that are approved for sponsorship.

POLICY:

The attached application for Executive Committee sponsorship of development application fees complies with Islands Trust Policy 4.1.xiii.

IMPLEMENTATION/COMMUNICATIONS:

Staff will inform the applicant of the outcome of their request of the Executive Committee and proceed with processing the rezoning application.

FIRST NATIONS:

None.

OTHER:

None.

4 RELEVANT POLICY(S):

Islands Trust Policy 4.1.xiii

5 ATTACHMENT(S):

1. Development Application Fee Sponsorship Application Form
2. Fee Payment
3. Trust Council Policy 4.1.13

RESPONSE OPTIONS

Recommendation:

THAT the Executive Committee approve financial sponsorship of \$4950 for rezoning application GL-RZ-2019.1 which would amend the OCP and LUB to allow for affordable housing.

Alternative:

THAT the Executive Committee not approve financial sponsorship of \$4950 for rezoning application GL-RZ-2019.1 which would amend OCP and LUB to allow for affordable housing.

Prepared By: Brad Smith, Island Planner

Reviewed By/Date: November 10, 2020



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Telephone: (250) 405-5151
Fax: (250) 405-5155
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**North Pender, South Pender,
Galiano, Mayne, Saturna**

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**Gambier, Lasqueti, Hornby,
Denman, Gabriola, Thetis,
Ballenas-Winchelsea**

Development Application Fee Sponsorship Application Form

*Under Islands Trust Policy 4.1.xiii, Trust Council Executive Committee may sponsor development application fees.
When applying for sponsorship, please submit this form, or the details in a letter, **with your development application**.
Applicants are encouraged to file this form with or after their development application.*

To be eligible for Executive Committee Sponsorship:

- ✓ The applicant is a non-profit agency or organization seeking to establish, expand or modify a facility for the benefit of the community at large and consistent with goals in the Official Community Plan (OCP).
- ✓ The applicant is an established or establishing institution supported by taxpayers that is seeking to establish, expand or modify a community facility. (Potential sponsorship of up to one half of the costs of the application)
- ✓ The applicant seeks to implement specific objectives of an OCP with broad community benefits.

The following are NOT eligible for Executive Committee Sponsorship:

- ✗ The applicant is a registered for-profit corporation under the Corporations Act.
- ✗ The applicant is a non-profit agency or organization seeking to establish, expand or modify a facility that would not benefit the community at large.
- ✗ An applicant claims that he or she cannot afford the cost of the application, and the application would not otherwise qualify for sponsorship or initiation.
- ✗ ALR and Subdivision referral application fees are not eligible.

SECTION 1: APPLICANT INFORMATION

(Please print or type all sections)

Organization Name: **Gulf Islands Galise Affordable Rental Housing Society**

Primary Contact: **Richard Dewinetz (President)**

Address: **P.O. Box 18, Galiano Island, BC, V0N 1P0**

Telephone: [REDACTED] E-mail: [REDACTED]

Charitable Status Number (If applicable): **Application to CRA submitted awaiting approval.**

Organization Mandate (Attach bylaws, constitution or cite organization website): **To develop, construct
operate and manage affordable rental housing on Galiano Island.**

Board Members (Name, Position): **Richard Dewinetz (President),
Barbara Grehan (Treasure), Mike Hoebel, ~~Jane Wolverton~~
Ian Phyer, Dave Koster, Shelley Lawson,**

SECTION 2: DEVELOPMENT APPLICATION INFORMATION

Check development application where fee refund is requested:

- | | |
|---|--|
| ☒ Official Community Plan | ☐ Development Variance Permit |
| ☒ Zoning Bylaw Amendment | ☐ Temporary Use Permit |
| ☐ Development Permit | ☐ Other: _____ |

Development Application Submitted? ☐ Yes ☐ No

Application #: _____

Development Application Fees Paid (Amount): _____ Receipt #: _____

SECTION 3

Objective of Development Application: the Gulf Islands Galisle Affordable Rental Housing Society
will be submitting an application to rezone 5 acres of the Community Force for the
further development and construction of 12 units of affordable rental housing.

Describe how the Development Application furthers official community plan goals: SEE ATTACHED

SECTION 4

I/we declare that all of the above statements and the information contained in the material submitted in support of the application are to the best of my/our knowledge true and correct.

Printed Name: Richard Dewinetz

Signature: _____

Date: August 29, 2019

Contact Information (e-mail and/or phone): _____

INFORMATION TO BE COMPLETED BY ISLANDS TRUST

Date of Executive Committee Consideration: _____ Decision: _____

Financial Details: _____

Fee Refunded: _____

Organization Charitable Status Number: _____

LTC Notified (Date): _____

Applicant Notified (Date): _____



Development Application Fee Sponsorship Application Form

SECTION 3

Describe how the Development Application furthers Official Community Plan goals;

**Below is an extract from the Galiano Island – Local Trust Committee
OFFICIAL COMMUNITY PLAN BYLAW NO. 108, 1995**

Community Housing Policies

a) The LTC should support efforts by organizations or agencies to conduct a housing needs assessment in order to identify housing priorities and to guide affordable, seniors and special needs housing policies and land use decisions.

b) Applications for rezoning to a higher density than permitted by current zoning shall be considered where the application would result in the provision of seniors, affordable or special needs housing, subject to the following:

i) All additional density greater than that permitted by current zoning shall be in the form of units reserved exclusively for occupancy as affordable, seniors or special needs housing.

ii) Applications shall include provision of a housing agreement ensuring that for affordable housing the rental, lease, sale or share prices are fixed below average rates within the region, and the agreement may limit occupancy of the dwellings to rental, lease, co-housing or cooperative tenure, and may limit occupancy.

iii) Applications may be for units in the form of clustered detached dwellings, duplexes or attached ground-oriented housing, and are encouraged to incorporate water conservation and energy efficient building design elements, including rainwater catchment.

iv) All applications shall site development on land with modified ecosystems, avoid potentially hazardous lands, demonstrate an adequate supply of potable water, and be in proximity and accessible to existing roads, services and other amenities.

v) Consideration of applications for affordable or seniors or other special needs housing shall include the following where appropriate: amendment of the OCP to designate the land as Community Housing, designation as a development permit area, amendment of the zoning to designate the area for affordable or special needs housing, site-specific zoning regulation of density, siting and size, and registration of a housing agreement and a section 219 covenant.

c) A portion of lands rezoned to permit a density increase under another policy in this plan, may, if the area is deemed suitable for the purpose by the Local Trust Committee, be rezoned to CH (Community Housing) to permit affordable housing, including housing for senior citizens or persons with special needs, and the land required to be simultaneously transferred to an incorporated non-profit society having as one of its objects the development and operation of affordable, seniors' or special needs housing, or alternatively an option to purchase the land for nominal consideration may be granted to such a society. As an alternative to permitting the community housing on the parcel being rezoned, the local trust committee may consider amending zoning on other lands to permit the affordable, seniors or special needs housing to be developed in a more appropriate location and the land being transferred to the incorporated non-profit society may be zoned to permit residential uses. Any proposed location for the affordable, seniors or special needs housing should be located within modified ecosystems, avoid potentially hazardous lands, demonstrate an adequate supply of potable water, and be in proximity and accessible to existing roads, services and other amenities.

d) *The Local Trust Committee may consider amending zoning to allow for secondary dwellings for affordable housing in residential zones in areas close to existing roads, services and amenities and where there is an adequate supply of potable water.*

e) *The Local Trust Committee may consider amending zoning to create a new zone for a manufactured home park subject to the criteria in 1.6(b) above.*

The Gulf Island Galisle Affordable Rental Housing Society's proposed ARH Project not only meets but furthers the goals of the OCP in the following ways:

- A Housing agreement will be in place to ensure that the rental rates not only meet the requirements of the establishes BC Housing rates but that are fixed and that a portion of the rents (at least 70%) are fixed at rates below the current market rents for similar size units.
- All of the units are ground oriented.
- All of the units and the site development have incorporate features of water conservation, including rainwater catchment and energy efficient building design elements. Through the BC Building Code, BC Housing has mandate STEP 4 for energy conservation.
- From the recently completed on site well drilling and testing an adequate supply of potable water is available.
- The Site is in proximity and accessible to existing roads, services and other Galiano Island amenities.

Affordable Housing on Galiano Island

The February 2018 "Southern Gulf Islands Housing Needs Assessment" by J.G. Consulting Services Ltd. clearly painted a picture of a lack of affordable rental housing, confirming what the community of Galiano Island was well aware of. The Needs Assessment indicated that there were, in 2016, only 130 rental accommodations available on Galiano Island and this number had remained consistent since 2006. The introduction of STVR's (Short Term Vacation Rentals) in 2015 substantially reduced the number of long term affordable rental housing units for the working and full time residents of Galiano. STVR is a term commonly used to describe the rental of dwellings to paying guests for a period of time generally less than on a month-to-month basis. This use occurs in dwellings (residences or cottages) that are located in residential zones, where the common form of occupancy is owner-occupancy or month-to-month rental by tenants. It has become essential that the shortage of affordable housing be addressed to support a viable and dynamic year round community on Galiano for people of all ages and incomes.

The staff report to the Galiano Island LTC of February 4, 2019 reviewed the LTC's appointed Galiano Island Advisory Planning Commission's "Referral Report: Affordable Housing - September 2018" "MOVING FORWARD WITH MORE AFFORDABLE HOUSING FOR GALIANO ISLAND" with the following findings:

- There is no purpose-built affordable rental housing on Galiano Island.
- Insecure housing has ripple effects in our community—from instability for families to unpredictable participation in the workforce, the school and the community with increasing numbers of people living precariously in unsafe structures or situations.
- There is a need for a Trust Policy statement that supports access to affordable community housing for residents of the Trust area as a guiding principle in land use decisions.
- Add a statement to the Galiano Official Community Plan (OCP) Principles section that supports affordable year-round housing as a basic principle for the sustainability of our Island community.
- Review and update OCP policy to highlight an objective of increasing the stock of affordable housing and update existing relevant OCP policies and Land Use Bylaw (LUB) regulations to ensure that issues of affordable housing are addressed in all development applications.





Islands Trust

200 – 1627 Fort Street, Victoria BC V8R 1H8
Telephone: **250-405-5151** Fax: 250-405-5155
Toll-Free via Enquiry BC in Vancouver: 660-2421
Elsewhere in BC: **1-800-663-7867**
Email: information@islandstrust.bc.ca Website: www.islandstrust.bc.ca

September 18, 2019

IT File: GL-RZ-2019.1

Gulf Islands Galise Affordable Rental Housing Society
Attn: Richard Dewinetz
P.O. Box 18 Galiano Island, BC
V0N 1P0

Dear Richard:

Re: Rezoning Application Application Fee
Lot B VIP 76996, Section 30 & 31, Galiano Island, Cowichan District, Plan 76997 — 1663 Georgia
View Road, Galiano Island

This is to acknowledge receipt of payment made by **Winmark Capital Inc.** for the following fee:

Rezoning Application – Application No. GL-RZ-2019.1 = \$4950.00

Please find enclosed your receipt.

To assist in managing your application, please quote file number GL-RZ-2019.1 on any correspondence or inquiries.

The Planner responsible for processing your application is **Brad Smith**. He may be reached by phone at **250-405-5194** or by email at bsmith@islandstrust.bc.ca.

If you have any questions or concerns, please do not hesitate to contact us.

Sincerely,

Maple Hung,
Planning Team Assistant

(1) Enclosure



Policy:	4.1.13
Approved By:	Trust Council
Approval Date:	June 10, 2004
Amendment Date(s):	March 9, 2011; December 6, 2017
Policy Holder:	Director of Local Planning Services

GUIDELINES FOR EXECUTIVE COMMITTEE SPONSORED OR LOCAL TRUST COMMITTEE INITIATED DEVELOPMENT APPLICATIONS

Purpose

To clarify the circumstances when it is appropriate for a committee to sponsor or initiate a property-specific development application.

Note: This policy does not apply to general changes to Official Community Plan policies or zoning regulations that would apply to many properties and that are initiated by a local trust committee as part of a general review of policies or regulations.

A. Definitions

Executive Committee Sponsored Application – means when the Executive Committee assumes sponsorship of a development application for a specific property or properties and pays the appropriate fee on behalf of an applicant.

Trust Committee Initiated Application – means when a local trust committee initiates a development application for a specific property or properties without fee on its own behalf or on behalf of a property owner.

B. Policy

1. Development Applications

May include Official Community Plan and Zoning Bylaw Amendments, Development Permits, Development Variance Permits and Temporary Use Permits.

2. Covenants

Covenants are not considered development applications. If a covenant results from a development application approval condition, the costs of preparing the covenant are to be borne by the applicant.

3. Conditions appropriate for Executive Committee sponsorship of a property-specific development application are:

- 3.1 When the applicant is a non-profit agency or organization seeking to establish, expand or modify a facility for the benefit of the community at large and consistent with goals in the Official Community Plan (OCP).
- 3.2 When the applicant is an established or establishing institution supported by taxpayers that is seeking to establish, expand or modify a community facility.

3.3 When the applicant seeks to implement specific objectives of an OCP with broad community benefits.

4. Conditions not appropriate for Executive Committee sponsorship or local trust committee initiation of a property-specific development application include:

4.1 When the applicant is a registered for-profit corporation under the *Corporations Act*.

4.2 When the applicant is a non-profit agency or organization seeking to establish, expand or modify a facility that would not benefit the community at large.

4.3 When an applicant claims that he or she cannot afford the cost of the application, and the application would not otherwise qualify for sponsorship or initiation.

5. Conditions appropriate for a local trust committee initiated development application on a specific property or properties.

5.1 Where a local trust committee has made an error (e.g., as part of a bylaw consolidation) in assigning an appropriate designation or land use regulation to a specific property and moves to correct the error.

5.2 Where a local trust committee wishes to modify an existing land use regulation on a specific property or properties as an alternative to entertaining a host of development variance applications that it believes are appropriate.

6. Where the Executive Committee wishes to sponsor a property-specific application, the costs of the relevant application fees will be charged to the fund for the sponsorship of development applications that is allocated to the Executive Committee in the base budget following an appropriate resolution from the Executive Committee.

7. Initiation of a development application by a local trust committee does not fetter the discretion of the local trust committee when it makes decisions about the outcome of the application. Local trust committee members and staff must ensure that applicants and members of the public are fully aware of the distinction between a local trust committee's sponsorship or initiation of an application and the local trust committee's role in decision-making regarding that application.

8. Sponsorship by the Executive Committee for a development application that requires approval of the Executive Committee under s.27 of the *Islands Trust Act* does not fetter the discretion of the Executive Committee. Executive Committee members and staff must ensure that applicants and members of the public are fully aware of the distinction between the Executive Committee's role in decision making regarding that application.

C. Legislated References

1. *Corporations Act*

2. *Islands Trust Act, Section 27*

D. Attachments/Links to Supporting Forms, Documents, Websites, Related Policies and Procedures

n/a

REQUEST FOR DECISION

To: Executive Committee **For the Meeting of:** November 18, 2020

From: Penny Hawley, Planning Team **Date Prepared:** November 3, 2020
Assistant
Ian Cox, Planner 1

SUBJECT: Request for Executive Committee Sponsorship of Development Application Fee

RECOMMENDATION: THAT the Executive Committee approve financial sponsorship of \$935.00 for Development Variance Permit application TH-DVP-2020.1 (Ruxton Island Property Owners Association [Irish]) which would allow the Ruxton Island Property Owners Association to build a 42m² emergency service equipment storage building. The Ruxton Island Property Owners Association sought to vary the Thetis Associated Islands Land Use Bylaw No. 94, 2014, Section 5.1(9) in order to permit the construction.

CHIEF ADMINISTRATIVE OFFICER COMMENTS: The attached application for Executive Committee sponsorship of development application fees complies with Islands Trust Policy 4.1.xiii.

1 PURPOSE:

The purpose of the Request for Decision (RFD) is to request the Executive Committee to consider the development application fee sponsorship application from the Ruxton Island Property Owners Association for the development variance permit application TH-DVP-2020.1 Ruxton Island Property Owners Association (Irish).

2 BACKGROUND:

Staff have reviewed the development variance permit application and confirmed that a variance to the Thetis Associated Islands Land Use Bylaw No. 94, Section 5.1(9) is required, the fee for which is \$935.00. See receipt of application and fee in Attachments. The Ruxton Island Property Owners Association has applied for a Development Variance Permit to build an emergency service equipment storage building and request sponsorship of development application fees by the Executive Committee.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:

None.

FINANCIAL:

Approval of the application for sponsorship would reduce the funds that would otherwise be received from the development variance permit application fee. Trust Council has allocated funds to cover costs for applications that are approved for sponsorship.

POLICY:

The attached application for Executive Committee sponsorship of development application fees complies with Islands Trust Policy 4.1.xiii.

IMPLEMENTATION/COMMUNICATIONS:

Staff will inform the applicant of the outcome of their request of the Executive Committee and proceed with processing the refund if granted.

FIRST NATIONS:

None.

OTHER:

None.

4 RELEVANT POLICY(S):

Islands Trust Policy 4.1.xiii

5 ATTACHMENT(S):

1. Development Application Fee Sponsorship Application Form
2. Public Safety Building Update Article
3. Letter to Applicant
4. Receipt of application and fee
5. Ruxton Island Property Owners Association – *Society Act* Constitution
6. Ruxton Island Property Owners Association Bylaws

RESPONSE OPTIONS**Recommendation:**

THAT the Executive Committee approve financial sponsorship of \$935.00 for Development Variance Permit application TH-DVP-2020.1 (Ruxton Island Property Owners Association [Irish]), which would vary the Thetis Associated Islands Land Use Bylaw No. 94, 2014 to allow for a proposed building of emergency services equipment storage building.

Alternative:

THAT the Executive Committee not approve financial sponsorship of \$935.00 for Development Variance Permit application TH-DVP-2020.1 (Ruxton Island Property Owners Association [Irish]), which would vary the Thetis Associated Islands Land Use Bylaw No. 94, 2014 to allow for a proposed building of emergency services equipment storage building.

Prepared By: Penny Hawley, Planning Team Assistant
Ian Cox, Planner 1

Reviewed By/Date: Heather Kauer, Regional Planning Manager, November 3, 2020



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Telephone: (250) 247-2063
Fax: (250) 247-7514
northern@islandstrust.bc.ca
Gambier, Lesqueth, Hornby,
Denman, Gabriola, Thetis,
Bullman-Wachetsea

Development Application Fee Sponsorship Application Form

Under Islands Trust Policy # 1.xiv, Trust Council Executive Committee may sponsor development application fees. When applying for sponsorship, please submit this form, or the details in a letter, with your development application. Applicants are encouraged to file this form with or after their development application.

To be eligible for Executive Committee Sponsorship:

- ✓ The applicant is a non-profit agency or organization seeking to establish, expand or modify a facility for the benefit of the community at large and consistent with goals in the Official Community Plan (OCP)
- ✓ The applicant is an established or establishing institution supported by taxpayers that is seeking to establish, expand or modify a community facility. (Potential sponsorship of up to one half of the costs of the application)
- ✓ The applicant seeks to implement specific objectives of an OCP with broad community benefits.

The following are NOT eligible for Executive Committee Sponsorship:

- ✗ The applicant is a registered for-profit corporation under the Corporations Act
- ✗ The applicant is a non-profit agency or organization seeking to establish, expand or modify a facility that would not benefit the community at large
- ✗ An applicant claims that he or she cannot afford the cost of the application, and the application would not otherwise qualify for sponsorship or initiation
- ✗ ALR and Subdivision referral application fees are not eligible

SECTION 1: APPLICANT INFORMATION (Please print or type all sections)	
Organization Name	<u>RUXTON ISLAND PROPERTY OWNERS ASSOCIATION</u>
Primary Contact	<u>RUSS IRISH</u>
Address	<u>4861 FINCHBURY ROAD</u>
Telephone	<u>250 618 6659</u> E-mail <u>RUSYIRISH@YANCO.COM</u>
Charitable Status Number (if applicable)	<u>SIX-LETY NUMBER 50018590</u>
Organization Mandate (Attach bylaws, constitution or one organization website)	
Board Members (Name, Position)	<u>JUDY SMITH (PRESIDENT), VICTORIA SCOTT (SECRETARY), LOUISE BELTCHANS (TREASURER), BILL ANDERSON (AREA REP), RICH BOUWEN (AREA REP), KEN FULTON (AREA REP), RUSS IRISH (AREA REP)</u>

SECTION 2: DEVELOPMENT APPLICATION INFORMATION

Check development application where fee refund is requested:

- | | |
|--|---|
| ☐ Official Community Plan | ☒ Development Variance Permit |
| ☐ Zoning Bylaw Amendment | ☐ Temporary Use Permit |
| ☐ Development Permit | ☐ Other _____ |

Development Application Submitted? ☒ Yes ☐ No

Application # TH-DVP-2020.1

Development Application Fees Paid (Amount) \$925

Receipt # _____

SECTION 3

Objective of Development Application To Allow Construction of A 42 m² ±

Storage Building For Emergency Equipment, Replacing Aerials

A Building For This Purpose to A Maximum Size of 20m²

Describe how the Development Application furthers official community plan goals Proposed

Structure is Consistent with the Ruxton Section

Community Plan

SECTION 4

I/we declare that all of the above statements and the information contained in the material submitted in support of the application are to the best of my/our knowledge true and correct

Printed Name Russell R. Irwin

Signature [Signature]

Date October 18, 2020

Contact Information (e-mail and/or phone) 250-618-6659

INFORMATION TO BE COMPLETED BY ISLANDS PRIEST

1. Name of the Priest(s) responsible for the application: _____

Signature: _____

2. Date of Review: _____

3. Date of Decision: _____

4. Name of the Priest(s) responsible for the decision: _____

5. Date of Decision: _____

6. Date of Review: _____

PUBLIC SAFETY BUILDING – UPDATE



Rendering of Proposed Building prepared by Rich Poulin

1. BACKGROUND

Public Safety is a concern for all islanders and the Ruxton Island Property Owners Association proposes to build storage for firefighting and first aid equipment. This building will also provide a muster station for emergency response and a focal point for other community activities.

The proposed building site is Lot 84, south of Naylor Bay. Lot 84 has been owned by the Province of BC since 2005 (The previous owner neglected to pay his taxes.....) In 2013 RIPOA approached the Province to see if we could build a Public Safety Building on that site. This started us on an epic journey through the maze of government approval(s).....

RIPOA made a formal application to *Front Counter BC* for land tenure in June 2014. Three and a half years later (after considerable prodding and cajoling) they granted us a *Licence of Occupation* in late 2017. The term is thirty-years with an option to renew. Our cost was a \$250 application fee, a \$500 licence fee, a \$1,000 security bond and a one-dollar fee to use the site for 30-Years (in addition, we get to pay property taxes every year.....). All said, though, a pretty fair deal.

With our newly minted *Licence of Occupation* in hand, we set out the building to see what we needed to clear. About a half dozen trees need to come down, so we made

a second application to *Front Counter BC* to cut and remove Crown Timber from Crown Land (more prodding and cajoling ensued...). An *Occupant Licence to Cut and Remove Timber* was eventually issued in September 2019.

Having crossed both provincial hurdles we then applied to the Cowichan Valley Regional District for a building permit. The CVRD has been very helpful, but we've run in to a bit of trouble with our zoning. The bylaw limits the size of our proposed building to 20 square meters. (10 feet by 20 feet, including the carport). A variance is needed. The Islands Trust have voiced their support, so we hope to get this approval by year end.

2. FUNDING

RIPOA applied for a Community Gaming Grant from the Province of BC in 2018 to fund construction. The budget for materials and barging at that time was \$20,000. Unfortunately, we weren't approved. We contacted them again this year to test the waters but, 2020 doesn't look like a good year for their support. They've had a drop in revenue from casinos, plus a rash of requests for virus related initiatives.

We had a major fundraiser for fire equipment in 2010/11 that raised about \$5,000. RIPOA's Building and Fire Equipment Fund currently sits at \$10,796. The glass is half full! Money raised by the Pancake Breakfast and the Silent Auction is typically ear-marked for the Public Safety/Fire Equipment Fund, however, both events will be cancelled this year due to COVID 19. This building fund won't grow without community support, so please consider donating when you pay your annual dues. The email address linked directly to the RIPOA bank account for dues (and donations) is etripoa@gmail.com. Please flag any donations you make so that they are allocated to the Public Safety Building Project.

3. NEXT STEPS

We will apply for a variance this summer and expect to secure our building permit later in the year.

Jeff Labelle has offered to bring down the trees this fall, and we are looking for a few islanders to assist by removing the logs for milling or firewood. Remember that the wood is being removed to prepare for construction, so wood cutters will be asked to remove waste wood and help with a site clean-up and slash burn. All those interested should contact John Couchman who will co-ordinate this work. Footing construction will follow in the new year.

Submitted by Rusty Irish



Northern Office

700 North Road, Gabriola Island, BC V0R 1X3

Telephone **250 247-2063** Fax 250 247-7514

Toll Free via Enquiry BC in Vancouver 604.660.2421. Elsewhere in BC **1.800.663.7867**

Email northinfo@islandstrust.bc.ca

Web www.islandstrust.bc.ca

July 10, 2020

File No. TH-DVP-2020.1

By email: rustyirish@yahoo.com

Ruxton Island Property Owners Association
C/O Russ Irish
4861 Finnerty Crescent
Nanaimo, BC V9V 1N9

Dear Russ:

Re: Development Variance Permit
PID: 000-034-070
Lot 84, Section 31, Nanaimo District, Plan 17982

This letter acknowledges that we have received a Development Variance Permit application for the above-noted property. Our receipt no. 1002 in the amount of \$935.00 is enclosed for your records.

Ian Cox is the planner assigned to your application and he will keep you apprised as to its status. He may be reached through toll-free access via Service BC: in Vancouver at 604-660-2421 and elsewhere in BC at 1-800-663-7867 and request a transfer to 250-247-2204. Please quote the above-noted file number on any correspondence or inquiries you may have.

Please be advised that the Islands Trust Northern Office is currently experiencing a high volume of applications, which may delay the processing of your application.

Yours truly,

Penny Hawley

Penny Hawley
Planning Team Assistant
Enclosure
cc: Thetis Island Local Trustees



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Suite 200 - 1627 Fort Street
Victoria, BC V8R 1H8
information@islandstrust.bc.ca
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Fax: (250) 405-5155

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Gabriola Island, BC V0R 1X3
northinfo@islandstrust.bc.ca
Main: (250) 247-2063
Fax: (250) 247-7514

ISLANDS TRUST RECEIPT

\$ \$935.00

RECEIPT NUMBER 1002

AMOUNT Nine Hundred and Thirty Five Dollars

RECEIVED FOR:
Application fee

RECEIVED FROM The Ruxton Island Property Owners Association

RECEIVED DATE June 30, 2020

ISSUING OFFICE Northern Office

ISSUING OFFICER NAME Penny Hawley

	For office use only
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TRUST AREA	670

The Ruxton Island Property Owners Association

Societies Act

Constitution

1. The name of the society is The Ruxton Island Property Owners Association.
2. The purposes of the society are:
 - 1) To represent Ruxton Island property owners to government and regulatory authorities.
 - 2) To advise the Islands Trust and Cowichan Regional District and Provincial planning bodies with the respect to the enforcement of the community plan, zoning restrictions and building regulations.
 - 3) To act as a forum for discussion between property owners with respect to such regulations as may enhance the enjoyment of Ruxton Island property holders, e.g., road maintenance, noise bylaws, etc.
 - 4) To act as a vehicle for the provision of certain community amenities, e.g., provision and maintenance of wells, firefighting equipment, etc.

Bylaws of The Ruxton Island Property Owners Association (the "Society")

PART 1 – DEFINITIONS AND INTERPRETATION

Definitions

1.1 In these Bylaws:

"**Act**" means the *Societies Act* of British Columbia as amended from time to time;

"**Board**" means the directors of the Society;

"**Bylaws**" means these Bylaws as altered from time to time.

Definitions in Act apply

1.2 The definitions in the Act apply to these Bylaws.

Conflict with Act or regulations

1.3 If there is a conflict between these Bylaws and the Act or the regulations under the Act, the Act or the regulations, as the case may be, prevail.

PART 2 – MEMBERS

Application for membership

2.1 A person may apply to the Board for membership in the Society, and the person becomes a member on the Board's acceptance of the application.

2.2 Membership will be restricted to property owners on Ruxton Island.

2.3 Non-voting associate membership may be granted.

Duties of members

2.4 Every member must uphold the constitution of the Society and must comply with these Bylaws.

Amount of membership dues

2.5 The amount of the annual membership dues, if any, must be determined by the Board.

Member not in good standing

2.6 A member is not in good standing if the member fails to pay the member's annual membership dues, if any, and the member is not in good standing for so long as those dues remain unpaid.

Member not in good standing may not vote

2.7 A voting member who is not in good standing

(a) may not vote at a general meeting, and

(b) is deemed not to be a voting member for the purpose of consenting to a resolution of the voting members.

Termination of membership if member not in good standing

2.8 A person's membership in the Society is terminated if the person is not in good standing for 13 consecutive months.

PART 3 – GENERAL MEETINGS OF MEMBERS**Time and place of general meeting**

3.1 A general meeting must be held at the time and place the Board determines at least once per calendar year.

Notice of general meeting

3.2 Notice of a general meeting may be provided by email to every member that has provided an email address or by posting on the notice board two weeks in advance of the meeting.

Ordinary business at general meeting

3.3 At a general meeting, the following business is ordinary business:

- (a) adoption of rules of order;
- (b) consideration of any financial statements of the Society presented to the meeting;
- (c) consideration of the reports, if any, of the directors or auditor;
- (d) election or appointment of directors;
- (e) appointment of an auditor, if any;
- (f) business arising out of a report of the directors not requiring the passing of a special resolution.

Notice of special business

3.4 A notice of a general meeting must state the nature of any business, other than ordinary business, to be transacted at the meeting in sufficient detail to permit a member receiving the notice to form a reasoned judgment concerning that business.

Chair of general meeting

3.5 The following individual is entitled to preside as the chair of a general meeting:

- (a) the individual, if any, appointed by the Board to preside as the chair;
- (b) if the Board has not appointed an individual to preside as the chair or the individual appointed by the Board is unable to preside as the chair,
 - (i) the president,
 - (ii) one of the other directors present at the meeting, if the president is unable to preside as the chair.

Alternate chair of general meeting

3.6 If there is no individual entitled under these Bylaws who is able to preside as the chair of a general meeting within 15 minutes from the time set for holding the meeting, the voting members who are present must elect an individual present at the meeting to preside as the chair.

Quorum required

3.7 Business, other than the election of the chair of the meeting and the adjournment or termination of the meeting, must not be transacted at a general meeting unless a quorum of voting members is present.

Quorum for general meetings

3.8 The quorum for the transaction of business at a general meeting is 3 voting members or 10% of the voting members, whichever is greater.

Lack of quorum at commencement of meeting

3.9 If, within 30 minutes from the time set for holding a general meeting, a quorum of voting members is not present,

(a) in the case of a meeting convened on the requisition of members, the meeting is terminated, and

(b) in any other case, the meeting stands adjourned to the same day in the next week, at the same time and place, and if, at the continuation of the adjourned meeting, a quorum is not present within 30 minutes from the time set for holding the continuation of the adjourned meeting, the voting members who are present constitute a quorum for that meeting.

If quorum ceases to be present

3.10 If, at any time during a general meeting, there ceases to be a quorum of voting members present, business then in progress must be suspended until there is a quorum present or until the meeting is adjourned or terminated.

Adjournments by chair

3.11 The chair of a general meeting may, or, if so directed by the voting members at the meeting, must, adjourn the meeting from time to time and from place to place, but no business may be transacted at the continuation of the adjourned meeting other than business left unfinished at the adjourned meeting.

Notice of continuation of adjourned general meeting

3.12 It is not necessary to give notice of a continuation of an adjourned general meeting or of the business to be transacted at a continuation of an adjourned general meeting except that, when a general meeting is adjourned for 30 days or more, notice of the continuation of the adjourned meeting must be given.

Order of business at general meeting

3.13 The order of business at a general meeting is as follows:

- (a) elect an individual to chair the meeting, if necessary;
- (b) determine that there is a quorum;
- (c) approve the agenda;
- (d) approve the minutes from the last general meeting;
- (e) deal with unfinished business from the last general meeting;
- (f) if the meeting is an annual general meeting,
 - (i) receive the directors' report on the financial statements of the Society for the previous financial year, and the auditor's report, if any, on those statements,

- (ii) receive any other reports of directors' activities and decisions since the previous annual general meeting,
- (iii) elect or appoint directors, and
- (iv) appoint an auditor, if any;
- (g) deal with new business, including any matters about which notice has been given to the members in the notice of meeting;
- (h) terminate the meeting.

Eligibility for voting

3.14 No more than one vote will be allowed for any given property and no person may have more than one vote. Eligible members will be provided with a voting card.

Methods of voting

3.15 At a general meeting, voting must be by a show of hands of the provided voting card, except that if, before or after such a vote, 2 or more voting members request a secret ballot or a secret ballot is directed by the chair of the meeting, voting eligible members must be by a secret ballot.

Announcement of result

3.16 The chair of a general meeting must announce the outcome of each vote and that outcome must be recorded in the minutes of the meeting.

Proxy voting not permitted

3.17 Voting by proxy is not permitted.

Matters decided at general meeting by ordinary resolution

3.18 A matter to be decided at a general meeting must be decided by ordinary resolution unless the matter is required by the Act or these Bylaws to be decided by special resolution or by another resolution having a higher voting threshold than the threshold for an ordinary resolution.

PART 4 – DIRECTORS

Number of directors on Board

4.1 The Society must have no fewer than 3 and no more than 11 directors.

Election or appointment of directors

4.2 At each annual general meeting, the voting members entitled to vote for the election or appointment of directors must elect or appoint the Board.

Directors may fill casual vacancy on Board

4.3 The Board may, at any time, appoint a member as a director to fill a vacancy that arises on the Board as a result of the resignation, death or incapacity of a director during the director's term of office.

Removal of directors

4.4 The members may, by special resolution, remove a director, before the expiration of his or her term of office, and may elect a successor to complete the term of office.

Term of appointment of director filling casual vacancy

4.5 A director appointed by the Board to fill a vacancy ceases to be a director at the end of the unexpired portion of the term of office of the individual whose departure from office created the vacancy.

PART 5 – DIRECTORS’ MEETINGS**Calling directors’ meeting**

5.1 A directors’ meeting may be called by the president or by any 2 other directors.

Notice of directors’ meeting

5.2 At least 2 days’ notice of a directors’ meeting must be given unless all the directors agree to a shorter notice period.

Proceedings valid despite omission to give notice

5.3 The accidental omission to give notice of a directors’ meeting to a director, or the non-receipt of a notice by a director, does not invalidate proceedings at the meeting.

Conduct of directors’ meetings

5.4 The directors may regulate their meetings and proceedings as they think fit.

Quorum of directors

5.5 The quorum for the transaction of business at a directors’ meeting is a majority of the directors.

PART 6 – BOARD POSITIONS**Election or appointment to Board positions**

6.1 Directors must be elected or appointed to the following Board positions, and a director, other than the president, may hold more than one position:

- (a) president;
- (b) secretary;
- (c) treasurer; and
- (d) 4 area directors.

Directors at large

6.2 Directors who are elected or appointed to positions on the Board in addition to the positions described in these Bylaws are elected or appointed as directors at large.

Role of president

6.3 The president is the chair of the Board and is responsible for supervising the other directors in the execution of their duties.

Role of secretary

6.4 The secretary is responsible for doing, or making the necessary arrangements for, the following:

- (a) issuing notices of general meetings and directors' meetings;
- (b) taking minutes of general meetings and directors' meetings;
- (c) keeping the records of the Society in accordance with the Act;
- (d) conducting the correspondence of the Board;
- (e) filing the annual report of the Society and making any other filings with the registrar under the Act.

Absence of secretary from meeting

6.5 In the absence of the secretary from a meeting, the Board must appoint another individual to act as secretary at the meeting.

Role of treasurer

6.6 The treasurer is responsible for doing, or making the necessary arrangements for, the following:

- (a) receiving and banking monies collected from the members or other sources;
- (b) keeping accounting records in respect of the Society's financial transactions;
- (c) preparing the Society's financial statements;
- (d) making the Society's filings respecting taxes.

Role of area directors

6.7 The area directors provide knowledge and background and provide a source of contact in regards to their respective geographic area of Ruxton Island.

PART 7 – REMUNERATION OF DIRECTORS AND SIGNING AUTHORITY**Remuneration of directors**

7.1 These Bylaws do not permit the Society to pay to a director remuneration for being a director, but the Society may, subject to the Act, pay remuneration to a director for services provided by the director to the Society in another capacity.

Signing authority

7.2 A contract or other record to be signed by the Society must be signed on behalf of the Society

- (a) by the president, together with one other director,
- (b) if the president is unable to provide a signature, by any two other directors.

BRIEFING

To: Executive Committee **For the Meeting of:** November 18, 2020

From: Executive Coordinator Foster **Date Prepared:** November 2, 2020

SUBJECT: Availability and use of the CRD boardroom for December 2021 Trust Council

PURPOSE: To inform Executive Committee on the availability of the Capital Regional District (CRD) boardroom for the purpose of holding the December 2021 Trust Council meeting.

BACKGROUND: At its October 21, 2020 business meeting, Executive Committee directed staff to “make a general inquiry as to the availability and use of the Capital Regional District boardroom facilities in Victoria for Trust Council.”

On October 28, 2020, Executive Coordinator Foster emailed Acting Manager of Legislative Services & Deputy Corporate Officer, Marlene Lagoa at the CRD requesting the availability and possible use of the CRD boardroom for the December 2021 proposed Trust Council dates.

Ms. Lagoa responded on November 2, 2020 stating “we do not rent out the boardroom as a normal practice,” and that the CRD will be holding committee meetings in December. She noted that the boardroom is in high demand for CRD meetings.

ATTACHMENT(S):

None

FOLLOW-UP:

As directed by Executive Committee.

Prepared By: Executive Coordinator Foster

Reviewed By: CAO/Nov 3, 2020



AND



the partnership
for water sustainability in bc

are pleased to announce....

Actionable Visions for “Reconnecting Hydrology and Ecology” in an Altered Landscape

*Reimagining the 3rd Annual Symposium on Water Stewardship
in a Changing Climate as a “Video Trilogy Series”*

THE CHALLENGE: In the age of COVID, provide participants with a unique and interactive experience. Engage and inform them. Enhance their understanding of what it means to see the world around them as an interconnected system. Point the way to make a difference through collaborative leadership. **INSPIRE THEM TO ACTION.**

OUR SOLUTION: Blend technology platforms to provide an experience equivalent to viewing an engaging TED Talk video, yet allows for interaction with those who are leading by example in British Columbia. Immediately after watching the video, participants will be able to chat in real-time with the presentation team.

OUR PRODUCT: Three videos, each 60 minutes in duration, are designed to be used as *legacy resources* that inspire action. Each is built around a “facilitated conversation”. Our focus is on the whole-system approach and restoring water balance in altered landscapes. The trilogy series will inform, educate and create understanding. Described on page 2, the online symposium modules are:

- BC’s Climate Reality, Inter-Regional Collaboration & Actionable Visions
- Natural Assets as Ecological Systems and Services
- International Year of the Salmon – Will Lightning Strike Twice?

THE SCHEDULE: Weekly, for 90 minutes, on November 19, 26 and December 3

THE COST: \$30 plus GST for students, stewardship groups and First Nations
\$50 plus GST for all others

On November 19	BC's Climate Reality, Inter-Regional Collaboration & Actionable Visions
<i>To open the series, five program managers and doers representing four Vancouver Island regional districts will reflect on their successes, challenges and lessons learned over the past decade, and longer, in their regions.</i> THE TEAM: Julie Pisani, Jody Watson, Kate Miller, Darry Monteith & Zoe Norcross-Nu'u	Water-centric programs in the Nanaimo, Cowichan Valley, Comox Valley, and Capital regions are foundation pieces for restoring the water balance in an altered landscape. Sharing and learning from each other is helping program managers adapt concepts and approaches to the local context. Are you aware of program scope, scale and interplay? Do you wonder whether and how each is making a difference? Would it have occurred to you that an actionable vision for land and water is driven by leadership that mobilizes people and partnerships, a commitment to ongoing learning and innovation, and a budget to back it up?
On November 26	Natural Assets as Ecological Systems and Services
<i>In the second installment of the series, Tim Pringle, EAP Chair, and Emanuel Machado, MNAI Chair, will display their passion when they have a conversation about what it means to lead by example in order to transform how local governments view, value and manage ecological systems and the services they provide.</i>	Natural assets support the delivery of core local government services, while doing so much more. Two programs - MNAI, the Municipal Natural Assets Initiative; and EAP, the Ecological Accounting Process – are facilitating the move from awareness to action that accounts for ecological systems and services. What do you know about the EAP and MNAI missions? Do you wonder whether EAP and MNAI are the same, or different? Actually translating policy objectives into tangible outcomes requires that local governments have a methodology and metrics for valuing ecological assets and services in an asset management strategy.
On December 3	International Year of the Salmon (IYS) – Will Lightning Strike Twice?
<i>To conclude the series, the federal-provincial team of Dr. Kim Hyatt, Nick Leone, Dr. Peter Tschaplinski and Neil Goeller will provide a balance of strategic and regulatory perspectives on how communities can apply lessons learned over four decades. Their module will serve as a springboard to action in 2021.</i>	For the first time in decades, the stars are in alignment. Our federal and provincial governments have committed both money and time to IYS. The program has grown into an effort to ensure the resilience of both salmon and people. With IYS as a guiding vision, communities could build on what some have known since the 1980s and, in so doing, offset the neglect of past decades. We can follow through with an effective response this time, and truly reconnect hydrology and ecology. Success depends on application of science-based understanding (what we know) harnessed to political will (to make it happen).

From: Benjamin McConchie
Sent: Wednesday, October 28, 2020 12:54 PM
To: Dan Rogers
Subject: RE: Dan's Corner

Having seen the recent demographic changes on North Pender (obituaries in the Pender Post are filling up) – and knowing at least 10 new young families that have moved to the island in the past 3 months, it is critical to engage these folks if the Trust is to remain relevant amongst these types of people. I can assure you that the connection to the Islands Trust that many folks born before 1965 have is disappearing (see Salt Spring Island incorporation referendum). We need the Trust to shift to include a younger generation.

On a personal note, my experiences as a young trustee have been extremely discouraging – it now makes sense to me why we have very few trustees under 50. The schedule and salary are designed for retired people.

I worry for the future of the existence of the Trust.

I would really appreciate you bringing this up with EC.

- Ben

From: Dan Rogers
Sent: Tuesday, October 27, 2020 11:23 AM
To: Benjamin McConchie
Subject: RE: Dan's Corner

Hi Ben. This of course is a challenging problem. The demographic on the islands is decidedly older. I just had the Mayne Trustees tell me that we should do meetings during the weekday afternoons as that is best for folks on the Island. I of course get that our schedules make it difficult for the working family or even working without family demographic.

I personally have no objections about what you suggest but I have not heard from other working Trustees (or any other Trustees) that they would like to move to pure evenings for TC. If they want that, we will likely try that although it comes with extra overtime costs for staff.

We have heard that we should make it easier for constituents to appear at Town Hall and to be delegations so we are moving that segment to the Tuesday evening in December.

I will share your email with EC and of course bring it up at TC if you wish.

Trust all well.

Dan
Daniel J Rogers
Islands Trust Vice-Chair and Gambier Area Trustee

Preserving and Protecting Over 450 Islands and their Surrounding Waters in the Salish Sea

I am humbly thankful that I live and work in the territory of the BOŖEĆEN, Cowichan, Halalt, Homalco, K'ómok, Klahoose, Lake Cowichan, Lekwungen, Lyackson, MÁLEXEL, Penelakut, Qualicum, Scia'new, selíl'wítlh, SEMYOME, Shíshálh, Snaw-naw-as, Snuneymuxw, Sḵwxwú7mesh, SṪÁUTW, Stz'uminus, SXIMELEL, T'Sou-ke, Tla'amin, Tsawwassen, We Wai Kai, Wei Wai Kum, WJOŁELP, WSIKEM, and xʷməθkʷəy̓əm.

From: Benjamin McConchie
Sent: Monday, October 26, 2020 9:56 PM
To: Dan Rogers
Subject: RE: Dan's Corner

Hey Dan,

Really appreciate these updates. I have some thoughts on Trust Council and Zoom/virtual COVID world:
How do we engage the demographic of working islander families.
I wonder if Trust Council be scheduled Tues-Thurs 4pm-7:30pm (or later if TC requires)? Most city council meetings are in the evening.
The current schedule punishes anyone (including Trustees) who have a job.

What are your thoughts on this?

- Ben

From: Dan Rogers
Sent: Friday, October 23, 2020 12:20 PM
To: Trustees
Subject: Dan's Corner

Hello all. My latest. Any errors, omissions or spelling mistakes are mine.

Dan

Dan Rogers
Trustee, Gambier Islands Trust Area
Vice-Chair Islands Trust
drogers@islandstrust.bc.ca
604-220-1500



Reference: 259116

October 19, 2020

VIA EMAIL: pluckham@islandstrust.bc.ca

Peter Luckham, Chair
and Members of Board
Islands Trust
200 – 1627 Fort Street
Victoria, British Columbia
V8R 1H8

Dear Peter Luckham and Board:

Thank you to your delegation for meeting with Minister Donaldson and other ministry representatives during this year's virtual Union of British Columbia Municipalities (UBCM) Annual Convention process.

Due to the evolving COVID-19 situation, we have had to develop new approaches and adaptations to many aspects of our everyday life. I thank your delegation for its flexibility with provincial appointments this year and I am pleased that our governments still had the chance to connect.

As Deputy Minister, I am pleased to acknowledge the topics raised during your conference call, which included: Crown land agreements and *Private Managed Forest Land Act* (PMFLA) amendments

I understand that the Islands Trust would like to move forward with amendments to the Crown Land Agreements and is requesting access to dedicated resources to make those amendments possible. Minister Donaldson has asked ministry staff to work with your staff to ensure the agreement is updated, and that the updates reflect how to preserve and protect the mandate of the Islands Trust.

Additionally, we sympathize with your concerns regarding conflict between the Islands Trust mandate and the values of the PMFLA. As such, Minister Donaldson has asked staff to consider the legal opinion options paper that Islands Trust provides to determine how to alleviate some of that conflict.

Page 1 of 2

Now that we are in the election period, issues regarding future funding programs and other policy decisions must be deferred until after the election is complete and the incoming government is in place. All topics brought up in your meeting will be shared with the incoming minister.

Thank you, again, to your delegation for the meeting.

Sincerely,

A handwritten signature in black ink, appearing to read 'John Allan', with a stylized flourish at the end.

John Allan
Deputy Minister

pc: Office of the Minister of Forests, Lands, Natural Resource Operations
and Rural Development
Sarah Fraser, A/Assistant Deputy Minister, Rural Opportunities, Tenures
and Engineering Division
Craig Sutherland, Assistant Deputy Minister, Coast Area
Sharon Hadway, Regional Executive Director, West Coast Natural Resource Region

----- Forwarded Message -----

Subject: Fwd: Request to Executive Committee re. Confidential Legal Document

Date: Tue, 3 Nov 2020 18:27:08 -0800

From: Lee Middleton <lmiddleton@islandstrust.bc.ca>

To: Peter Luckham <pluckham@islandstrust.bc.ca>

Hi Peter

I was not sure of the e-mail address for Executive so am forwarding this letter from a constituent to you.

The writer is referring to a legal opinion the Trust obtained which states the Trust has no jurisdiction in the case of 198 Cliffside's use as a base station for hydrophone installation ostensibly under a Federal contract.

I concur it would most certainly be in the public interest to release this opinion and would help restore the public's faith in the reliability of the Trust as the zoning authority which has been tarnished by the Trust's handling (or lack of) a referral from the Province on this project.

Thank you for your consideration.

Lee

Begin forwarded message:

From: Susie Washington-Smyth [REDACTED]

Subject: Request to Executive Committee re. Confidential Legal Document

Date: October 18, 2020 at 3:21:07 PM PDT

To: Middleton Lee <lmiddleton@islandstrust.bc.ca>, Brent Paul
<pbrent@islandstrust.bc.ca>

Dear Paul and Lee

I am writing to underscore my request for the Islands Trust to release the confidential legal document with respect to JASCO Applied Sciences project at 198 Cliffside. I believe releasing the document is a matter of public interest, has implications specific to the environment, public health and safety. Moreover, I believe the resolution of this issue as to who has jurisdiction has implications for the entire Trust Area, not just Saturna. At a minimum, it raises the question of the rules of governance, therefore releasing this document has significance with respect to public confidence in the Islands Trust's governance, policies and procedures.

My final point is that I want to acknowledge that this situation has positioned you, our local representatives and members of our community, in an unnecessarily difficult situation. You both have always been forthright and encourage transparency. Sadly this application and approvals

process has put you in an uncomfortable position because of poor management by the Trust's Planning Department, questionable administrative errors and by the lack of transparency regarding the Trust's decision making.

I think it is in everybody's interest to resolve this matter as soon as possible and I look forward to a positive resolution as soon as possible.

Susie Washington Smyth





October 14, 2020

Graham Wells

Emailed to Graham.Wells@gov.bc.ca

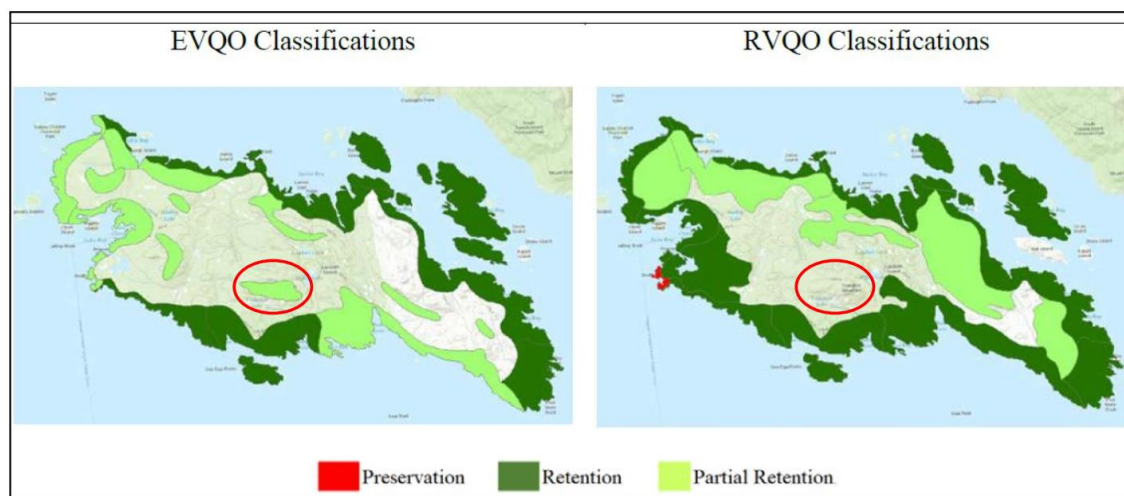
Senior Licensed Authorizations Officer,
South Island Natural Resource District
4885 Cherry Creek Road Port Alberni, BC V9Y 8E9

Dear Graham Wells,

Re: Proposed VQOs for Lasqueti Island

Thank you for the opportunity to comment on the visual quality objectives (VQOs) amendments on Lasqueti Island through the new Government Action Regulation (GAR) order that is in development. The Islands Trust Conservancy manages four nature reserves on Lasqueti including the summit of Mount Trematon. Mount Trematon is the highest point on Lasqueti Island and a hiking trail on the nature reserve leads to panoramic views over all of the Island and beyond. This view has not been considered in the current analysis and neither has the prominent feature that Mount Trematon makes in the landscape. It can be viewed from many areas on Lasqueti Island, and from the water, including from the ferry route.

The changes in the VQO classifications overall may result in more hectares of Lasqueti retained but they also remove the polygon (see map below) that includes Mt Trematon from the Partial Retention-classified area in the Existing VQO (EVQO) to a no-classification area in the Recommended VQO (RVQO). If any changes are to be made we would recommend upgrading this polygon in size to include the sensitive polygons that are viewed from the Mount Trematon summit and of Mount Trematon from afar. In addition an upgrade in classification to Preservation would ensure scenic quality expectations are met.



Thank you for taking the time to review this feedback.

Yours truly,

Kate Emmings
A/Manager Islands Trust Conservancy
kemmings@islandtrust.bc.ca
250-405-5191

Cc: Lasqueti Island Local Trust Committee
Islands Trust Executive Committee
Coastal Douglas-fir and Associated Ecosystems Conservation Partnership

From: [REDACTED]
Sent: Tuesday, September 15, 2020 9:54 AM
To: northinfo <northinfo@islandstrust.bc.ca>
Subject: request for new regulations to protect our forests

To Denman LTC,

I am a resident of Denman Island and have just witnessed the clear cutting of the 3 acre lot that myself and my family live next to. It has been absolutely devastating. So many big beautiful 150 year old trees wiped out along with all the wildlife that had made its home there. The trees have been shipped out logging truck after logging truck off of Denman, so the wood isn't even being used to build homes here. Although its too late for this particular lot I would like to put in a request that the LTC takes further measures to put in some protection for the forests here. I am appalled that this is still permitted on Denman. This should not be allowed within the Islands Trust whose mandate is to preserve and protect the natural eco-systems! I understand that we all want light and gardens and a home site, however I would suggest that only a portion of our properties should be permitted to be developed. In this day and age where forests are disappearing at ridiculous rates due to fires and de-forestation, we need to do what needs to be done to protect what is left. I understand that creating new regulations is a huge process, however the time is now to get this process rolling.

Thank you for your time,
Sincerely,
Lisa Larkin

From: Doucette, Paula <paula.doucette@tc.gc.ca>

Sent: Tuesday, November 3, 2020 11:13 AM

To: Marine Assessment / Évaluation maritime (TC) <TC.MarineAssessment-EvaluationMaritime.TC@tc.gc.ca>

Subject: Oceans Protection Plan - Cumulative Effects of Marine Shipping - Draft Framework for Review & Comment

Hello everyone, I hope this note finds you well.

I am reaching out to you today as you had expressed an interest in keeping updated on key milestones achieved under the **Cumulative Effects of Marine Shipping (CEMS) Initiative** under the Oceans Protection Plan.

As many of you know, Transport Canada continues to work on the Cumulative Effects of Marine Shipping initiative in six coastal regions across Canada (South Coast, British Columbia; North Coast, British Columbia; Cambridge Bay, Nunavut; St. Lawrence and Saguenay Rivers, Quebec; Bay of Fundy, Nova Scotia/New Brunswick; and Placentia Bay, Newfoundland). I wanted to reach out to you today to provide an update on Transport Canada's **Draft National Framework for assessing the Cumulative Effects of Marine Shipping** which is one of the main deliverables of this work. A draft framework has been under development for the past 2 years, informed by a national technical workshop in February 2019 as well as our regional work being conducted in each of these coastal areas and the multiple regional engagement sessions, bilateral discussions and workshops that have taken place since the inception of the CEMS initiative. Specific discussions on a preliminary visual of this framework took place through 2019 with representatives of Indigenous communities across the country and Academics specializing in cumulative effects assessment.

The attached draft framework will be released on our [CEMS](#) website shortly alongside other key CEMS reports, for public review and comment. Any comments or feedback you may have on this first Draft Framework would be welcomed. Comments can be provided to Charmaine Bosse (Charmaine.Bosse@tc.gc.ca) at any time throughout the public posting period which will be Fall 2020 through early Winter 2021. I have attached the document in both English and French for ease of access prior to it being posted online.

If you have any questions regarding the CEMS initiative, please feel free to reach out to me. Thank you for your interest in this initiative and we look forward to receiving any feedback from you, on this draft piece of work.

Sincerely,
Paula Doucette

Paula Doucette

Senior Environmental Assessment Advisor, Oceans Protection Plan
Transport Canada – Cumulative Effects of Marine Shipping
Paula.doucette@tc.gc.ca / Tel : (604)315-3776

DRAFT NATIONAL FRAMEWORK FOR ASSESSING THE CUMULATIVE EFFECTS OF MARINE SHIPPING

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1 Preface

In November 2016, the Government of Canada announced the \$1.5 billion Oceans Protection Plan (OPP) with the mandate of protecting coasts and waterways under Canadian jurisdiction. The main priorities of the OPP are to build a world-leading marine safety system, preserve and restore marine ecosystems, create stronger Indigenous partnerships and engage coastal communities, and build a stronger evidence base for decision-making. As Canada's lead department on policies and regulations related to the safety and security of marine transportation, Transport Canada (TC) has responsibilities to develop and administer various initiatives under the OPP.

1.1 WHAT IS THE CUMULATIVE EFFECTS OF MARINE SHIPPING INITIATIVE?

The Cumulative Effects of Marine Shipping (CEMS) initiative falls under the Restoring and Protecting the Marine Ecosystem pillar of the OPP. Concerns regarding the cumulative effects of marine shipping activities are frequently raised through project-level impact assessments (e.g. port development or resource extraction projects). The initiative grew out of concerns expressed about the effects of past, present and future shipping activity on coastal and marine environments and Indigenous ways of life. There have been few regional cumulative effects assessments conducted in Canada; however, they can help provide a more proactive approach to addressing the interactions between regional marine shipping activities and their effects. The purpose of the CEMS initiative is to establish a shared approach to better understand coastal ecosystems and the potential effects of regional marine shipping activities on the environment and the people surrounding it.

Regionally, Transport Canada is working alongside Indigenous partners and stakeholders in six pilot areas on all three coasts to inform the development of this National Framework. These pilot areas include:

- Northern Shelf Bioregion, British Columbia
- South Coast, British Columbia
- Cambridge Bay, Nunavut
- St. Lawrence, Quebec
- Bay of Fundy, New Brunswick and Nova Scotia
- Placentia Bay, Newfoundland

These areas provide a broad representation in terms of current and projected marine development as well as a variety of representative coastal environments. In these pilot areas, TC is working with Indigenous people, coastal communities and stakeholders to identify priority stressors from marine shipping and regionally specific environmental, social and cultural values, referred to, throughout this document as "Valued Components" (VCs; See Definitions, page 10). This input has and will continue to feed into a regional Cumulative Effects Assessments (CEAs), and ultimately, the recommendation of regional mitigation measures or management strategies.

Tangible outcomes from the CEMS initiative include:

- The development of a National Framework, which will be informed by national and regional work.
- Conducting regional cumulative effects assessments of marine shipping in the six pilot areas.
- The amalgamation of data and/or gathering of knowledge in each of the pilot areas to support the regional CEMS assessments.
- The development of regionally specific tools that can be applied to existing vessel movements or future project developments as well as system wide initiatives that can be applied nationally.

1.2 IMPORTANCE OF REGIONAL CUMULATIVE EFFECTS ASSESSMENTS

A CEA is a systematic process of identifying, analyzing, and evaluating changes in environmental, cultural, health, social and economic conditions, caused by multiple interactions among human activities and natural processes, which accumulate across time and space. CEAs at the regional scale are increasingly viewed by governments, Indigenous peoples, industry, and researchers as a viable means to proactively address large scale impacts, like ocean health and safety. Cumulative Effects (CE) in Canada have historically been addressed on a project-by-project basis. However, the cumulative effects of a project, such as those related to marine shipping activities, often exceed the temporal and regional scope of project-level impact assessments.

The CEMS initiative was created in response to heightened concerns expressed throughout recent project-based impact assessments about the effects of increased shipping activity on coastal and marine environments and Indigenous ways of life. A lack of research and gaps in data have historically prohibited our understanding of regional shipping impacts on marine environments. In response, a key deliverable of the CEMS initiative is the amalgamation of data and gathering of knowledge to support regional CE assessments of marine shipping. Another tangible outcome of the CEMS initiative is the development of national and regionally specific tools that can be applied to existing vessel movements or future project developments. In the context of impact assessments, these impacts are often addressed by conditions on proponents, despite many marine shipping activities generally not being within their control. The CEMS initiative provides an opportunity to address the regional cumulative effects of marine shipping at the strategic level through various avenues.

Potential opportunities for the CEMS initiative to inform project level impact assessments include:

- Understanding the values of Indigenous peoples and coastal communities within the pilot areas.
- Highlighting marine shipping issues relevant to the pilot areas.
- Identifying VCs and/or prioritizing areas of study
- Amalgamating available data and knowledge relevant to marine shipping and environments in pilot areas including the identification of data/knowledge gaps.
- Providing evidence to inform the identification of regional mitigation measures and developing management strategies that could be applied to future projects in the pilot areas, or more broadly.

Canada's *Impact Assessment Act, 2019* (IAA, 2019) has introduced new ways of addressing cumulative effects through Regional Assessments (RAs). As the CEMS initiative is an activity-based CE assessment that focuses only on marine shipping activities, the CEMS pilot work can feed into larger RAs by providing regionally and/or sub-regionally specific recommendations for managing marine shipping, as well as a data summary of the evidence that supports that decision making.

1.3 OPP, CEMS AND RECONCILIATION

The Government of Canada is committed to reconciliation through a renewed, nation-to-nation relationship with Indigenous peoples (i.e. First Nations, Inuit and Métis), founded on the recognition of rights, respect, co-operation and partnership. Indigenous peoples are key partners in the OPP as coastal environments are intrinsic to the identity and ways of life for coastal communities. Indigenous peoples along the coasts have valuable traditional and local knowledge, which can inform the marine safety system and ecosystems through OPP initiatives such as CEMS. Indigenous participation is especially important in Canada, where Indigenous peoples have constitutionally recognized rights, title and treaty rights with direct relevance to environmental decisions.

The CEMS initiative relies on regional partnerships, collaboration and engagement in each of the six identified pilot areas, as well as with national organizations where possible and appropriate. TC has developed various types of models for strengthened collaboration with Indigenous peoples, aimed at improving the quality and legitimacy of the CEMS assessments (*See Appendix I for more information on these collaboration models*).

1.3.1 Indigenous Knowledge

There is no universally accepted definition of Indigenous knowledge. The term itself is used to communicate a body of knowledge borne out of Indigenous ways of life and knowing. Among the definitions of Indigenous knowledge that are available, certain common traits exist. For example, Indigenous Knowledge (IK) is:

- rooted in Indigenous traditions, languages, cultures, and history;
- holistic in nature and closely linked to the environment;
- cumulative and dynamic, growing and expanding with the experiences of individuals and communities; and,
- integral to and inseparable from the livelihoods of Indigenous peoples.

In addition to the term Indigenous knowledge, other common terms include traditional knowledge, traditional ecological or environmental knowledge, Aboriginal traditional knowledge, Métis knowledge, Inuit Qaujimajatuqangit, Indigenous knowledge systems and community knowledge, among others.

Indigenous communities are the sole owners of their knowledge and are the only ones who can define it. IK is gathered over generations of experience and interactions within an environment and is inseparable from regionally specific Indigenous values and culture. IK and science represent different ways of understanding the environment. Both should be understood as complementary worldviews that, when appropriately brought together, create a more informed and holistic understanding of an ecosystem.

Incorporating IK is a foundational piece to the CEMS initiative. However, Indigenous knowledge can be culturally sensitive and can include information the community may want to protect from public disclosure. Knowledge holders and/or their communities have control over their knowledge and may have requirements or conditions for working with it. It is important to TC to remain adaptable and respectful when approaching sensitive Indigenous knowledge. TC employees working with Indigenous knowledge must respect community protocols including any protocols concerning the handling, storage, access or integration of the knowledge. One way TC has championed this is by helping establish data sharing agreements between third party contractors and Indigenous peoples. Through this process, a third-party contractor may work directly with Indigenous peoples to access and incorporate IK in their work and then in turn provide TC with a high-level summary of that information, bypassing the need for TC to access the specific sensitive data/knowledge itself. It is important to note that this is just one approach to incorporating IK into a CEA, and that each approach should be regionally specific and directly informed by local Indigenous peoples.

1.3.2 Funding Agreements

Funding to support capacity for coastal communities and Indigenous peoples to participate in the CEMS initiative has been a key and ongoing priority throughout the initiative. Various types of funding agreements for coastal communities and Indigenous peoples to participate in OPP initiatives are and have been available through the Indigenous and Local Communities Engagement and Partnership Program (ILCEPP) and Community Participation Funding Program (CPFP). The ILCEPP encourages participation in long term, ongoing engagement activities, and builds capacity and relationships for ongoing participation in OPP initiatives, including CEMS. Similarly, the CPFP is

and has been used to provide short-term capacity funding to help Indigenous peoples and local communities participate in specific activities related to the national and regional pilot area work. Ensuring the availability of appropriate funding to support capacity been extremely important to the success of the CEMS initiative.

1.4 WHY IS MARINE SHIPPING IMPORTANT?

Canada's marine transportation sector is essential for trade growth and prosperity as it allows natural resources, agricultural products and manufactured goods to access domestic and international markets. According to the United Nations Conference on Trade and Development, marine shipping facilitates 90% of world trade (Transport Canada, 2019). Canada's ports and harbours are depended upon to import goods to Canadians and export Canadian products to international markets. As of December 2018, Canada had 557 port facilities, 883 fishing harbours and 127 recreational harbours, which support important marine activities including ferry services, commercial fishing and recreational boating (Transport Canada, 2019). In Canada's Arctic, marine transportation remains the most economical way to provide communities and their residents with an annual re-supply of goods and materials. It is important to identify the various environmental, social and cultural effects of marine shipping in order to protect Canada's people and environment, while sustaining the world's dependency on marine transportation. With an improved and heightened emphasis on efficiency, safety, security, and the development of environmental regulations that support international standards, Canada's marine transportation sector will continue to play a critical role in supporting economic prosperity.

The marine shipping industry has an important role to play in the CEMS initiative with respect to the development of regionally specific management tools that can be applied to existing vessel movements or future project developments. Collaboration between the Government of Canada, Indigenous and coastal communities, and stakeholders such as the marine industry, is key in developing these tools.

1.5 DEVELOPING THE FRAMEWORK

The following documents, resources and events are crucial pieces that make up the CEMS toolkit and have all contributed to shaping the CEMS Framework. Input received through engagement events, workshops, webinars, pilot area work and stakeholder engagement have been thoughtfully considered and adopted in the development of this National Framework, where appropriate.

1.5.1 Literature review of "Cumulative Effects Management Concepts and International Frameworks" (Lerner, 2018)

In the early stages of the CEMS initiative, a researcher from the University of British Columbia conducted a literature review of international cumulative effects management frameworks with a focus on marine shipping and coastal contexts. The purpose of this work was to inform the development of a Canadian CEMS Framework by identifying existing systems of policies, procedures, and tools that enable management of cumulative effects at a broader regional scale. Sources for the review included the author's professional experience, academic and grey literature, and on the recommendation of Transport Canada and Fisheries and Oceans Canada.

1.5.2 Evaluation of Cumulative Effects Assessment Methodologies for Marine Shipping (Pickard, et al., 2019)

In 2018, ESSA Technologies Ltd prepared a report for Transport Canada, reviewing existing national and international methodologies for the assessment of cumulative effects. The report informed various phases of the CEMS pilot areas by providing recommendations as to which categories of assessment methodologies (i.e. spatial,

analytical and modelling) are most applicable under different regional scenarios. Before finalizing the report, input was received from a national Indigenous and multi-stakeholder perspective, at a two-day workshop, which included participants with technical knowledge in the field of cumulative effects.

1.5.3 Cumulative Effects Assessment: Technical Workshop (Stratos Inc., 2019)

In February 2019, TC hosted a two-day workshop, which brought together over 60 practitioners with technical knowledge in the field of cumulative effects. Some key objectives of the workshop were to present the findings of the methodology assessment, gather input on evaluation research to inform a path forward for regional work, and to provide an opportunity to build and strengthen relationships and learning between federal governments and Indigenous peoples, territorial and provincial government departments, environmental non-government organizations, academia and marine industry stakeholders.

1.5.4 Follow-up webinars with Indigenous and academic cumulative effects practitioners

One of the recommendations coming out of the February 2019 workshop was to draft a straw dog of the Framework with input from CE practitioners. Two groups were then formed: an Indigenous CE practitioner group and a group of academics who were studying CEA Frameworks/methodologies. Input gathered from these Indigenous and academic CE practitioners provided insightful guidance and concepts which were incorporated into this Draft Framework. Some key themes of the input received include:

- Indigenous collaboration
- Incorporation of Indigenous Knowledge
- VC-based approach vs an ecosystem-based approach
- Adaptability (i.e. no one-all approach)
- Types of CEA methodologies

A summary of comments was provided to the Indigenous and academic CE practitioners along with an explanation of how each topic was approached and addressed in the development of this Draft Framework.

1.5.5 CSAS Science Advisory for Pathways of Effects for Marine Shipping in Canada (Department of Fisheries and Oceans Canada [DFO], 2020)

To support the CEMS initiative, TC requested science advice from DFO on the environmental effects of marine shipping in Canada. In response to this request, DFO developed, through the Canadian Science Advisory Secretariat (CSAS) process, *Science Advice for Pathways of Effects for Marine Shipping in Canada: Biological and Ecological Effects*. The report explores ways that the activities associated with commercial shipping can impact the marine environment, through the development of a suite of activity based Pathways of Effects (PoE) conceptual models.

1.5.6 Regional pilot area work

Due to varying regional realities, all CEMS pilot area work has progressed quite differently (e.g. through the development of regionally-specific collaboration models and engagement strategies, IK/data amalgamation, assessment methodologies, etc.). Lessons learned from the various regional contexts laid the foundation for many sections of this Framework.

1.5.7 Key stakeholder engagement

Industry has and will continue to have the opportunity to provide input into the CEMS process at certain stages, both regionally (i.e. through input and discussion on potential regional management levers) and nationally (i.e. input into the Framework). TC continues to bring interested industry representatives to the table to share information on mitigation as well as further explore what other measures could be implemented. Any mitigation options being proposed would be evaluated in the context of the potential impacts on the shipping industry and the economic and social benefits it provides. Academic researchers and non-government environmental organizations have helped to inform both the National Framework as well as regional pilot area work, especially through the sharing of their latest research on framework design, and the provision of data used to inform the regional cumulative effects assessments. Other federal/provincial/territorial government departments have also been instrumental in informing the development of the National Framework as well as carrying out the regional pilot area work.

2 DEFINITIONS¹

These definitions have been adopted from various sources. It is important to note here that language can either increase accessibility and participation, or hinder its progress. Ensuring all participants have a clear understanding of the various terms being used is of utmost importance. Some terminology may vary from region to region.

Activity: An action that may impose one or more stressors on the ecosystem being assessed (O et al., 2015).

Collaboration: To work jointly on an activity, especially to produce or create something.

Cumulative Effect (CE): The changes in the environment, health, social and economic conditions, caused by multiple interactions among human activities and natural processes, which accumulate across time and space (Adapted from Canadian Council of Ministers of the Environment [CCME], 2009).

Effects: Changes, either positive or negative, direct or indirect, short or long term, localized or large scale, to the environment or to health, social or economic conditions (Adapted from IAA, 2019).

Environment: components of the Earth, including:

- a) land, water and air, including all layers of the atmosphere;
- b) all organic and inorganic matter and living organisms; and
- c) the interacting natural systems that include components referred to in (a) and (b) (IAA, 2019).

Indicator: Any significant measure (e.g. density of cetacean species) relative or not, used to assess a state or change of state for the purpose of describing or evaluating it (e.g. environment, stressor or valued component).

Indigenous Knowledge: *There is no universally accepted definition of Indigenous knowledge. For the purpose of the CEMS initiative and this Framework, the following definition is appropriate.* A form of empirical information and is derived from a multitude of experiences and traditions that are passed down orally or by shared practical experiences of people who have lived within and as part of the natural environment for hundreds or thousands of years. Indigenous Knowledge includes the inextricably interconnected culture, spirituality, traditions, and ecology of a group of people and their landscape, as it is embedded within a larger socio-cultural context and traditional worldview (Pickard, et al., 2019).

Marine environment: All waterways including saltwater and freshwater ecosystems within Canadian jurisdiction.

Marine shipping: Includes commercial vessels, ferries, cruise, fishing and recreational vessels operating in waters within Canadian jurisdiction, if the data is available and accessible.

Management levers: Legislation, regulations, policies or voluntary tools that can be pulled or implemented in order to mitigate or manage the effects of marine shipping activities on environmental, social or cultural valued components.

Management measures: Legislation, regulations, policies, or voluntary tools currently in place which manage the effects of marine shipping activities under various levels of jurisdiction.

¹ Definitions may vary across regions to be inclusive of regional contexts, but to some degree, still encompass the concepts and factors defined in this report.

Management objective: A qualitative or quantitative statement or value representing the shared, long-term management goal for a valued component and/or ecosystem in a cumulative effects assessment.

Partnership: A relationship where two or more parties, having compatible goals, form an agreement to do something together.

Stressors: Any physical, chemical, or biological means that, at some given level of intensity, has the potential to change an ecosystem or one or more of its components (O, et al., 2015).

Threshold: Levels at which a particular stressor or VC exceeds a level of concern resulting in an alternative management regime. Thresholds are informed by a combination of technical understanding and a socially defined level of acceptable change (Pickard, et al., 2019).

Valued Components (VCs): Environmental features that may be affected by an activity and that have been identified to be of concern by the proponent, government agencies, Indigenous peoples, or the public. The value of a component not only relates to its role in the ecosystem, but also to the value people place on it. For example, it may have been identified as having scientific, social, cultural, economic, historical, archaeological, or aesthetic importance (Pickard, et al., 2019).

Valued Component is a term traditionally used and understood in the context of impact assessment, and as such is used throughout this document. However, assigning “value” to some aspects of the environment over others is counterintuitive to many Indigenous worldviews (reference). In some cases, alternate terms may be used and defined.

Pathway of Effects (PoE): The cause-effects relationships between activities associated to marine shipping and their effects, via stressors, on the Valued Components (VCs) of the environment [Adapted from Thornborough et al. 2018].

3 A NATIONAL FRAMEWORK FOR ASSESSING THE CUMULATIVE EFFECTS OF MARINE SHIPPING

3.1 VISION

The vision for the CEMS Initiative is that it will support evidence-based decision making that can preserve the marine ecosystem and Indigenous ways of life while facilitating economic growth in the marine transportation sector.

As reflected in the Framework, the CEMS initiative envisions nation-to-nation partnerships and collaboration between the federal government, Indigenous peoples, the marine industry, subject matter experts (e.g. academia and Non-Governmental Organizations), other levels of governments, and other stakeholders. Through the initiative, TC aims to enhance relationships and learning within the cumulative effects practicing community across the country and contribute to increased coordination of research. The CEMS initiative is an iterative and flexible process, which is responsive to collaborators, and changing environmental and social conditions. This National Framework is intended to keep evolving through time, practice and application.

3.2 GOAL

The goal of the Framework is to provide flexible guidance in a consistent way on how to assess the cumulative effects of marine shipping on a regional basis instead of project by project. It can also aid in the emerging practice of regional cumulative effects assessment.

The purpose of this Framework is to foster a shared understanding of our learning and approaches to regional CE assessments. It outlines the steps involved in conducting an assessment of the regional cumulative effects of marine shipping and provides further context and supporting information on the CEMS initiative as it has been rolled out in the pilot areas.

Going forward, this Framework could be a useful tool for regional CEAs in additional areas of Canada or a useful tool for other jurisdictions in furthering regional CEA understanding.

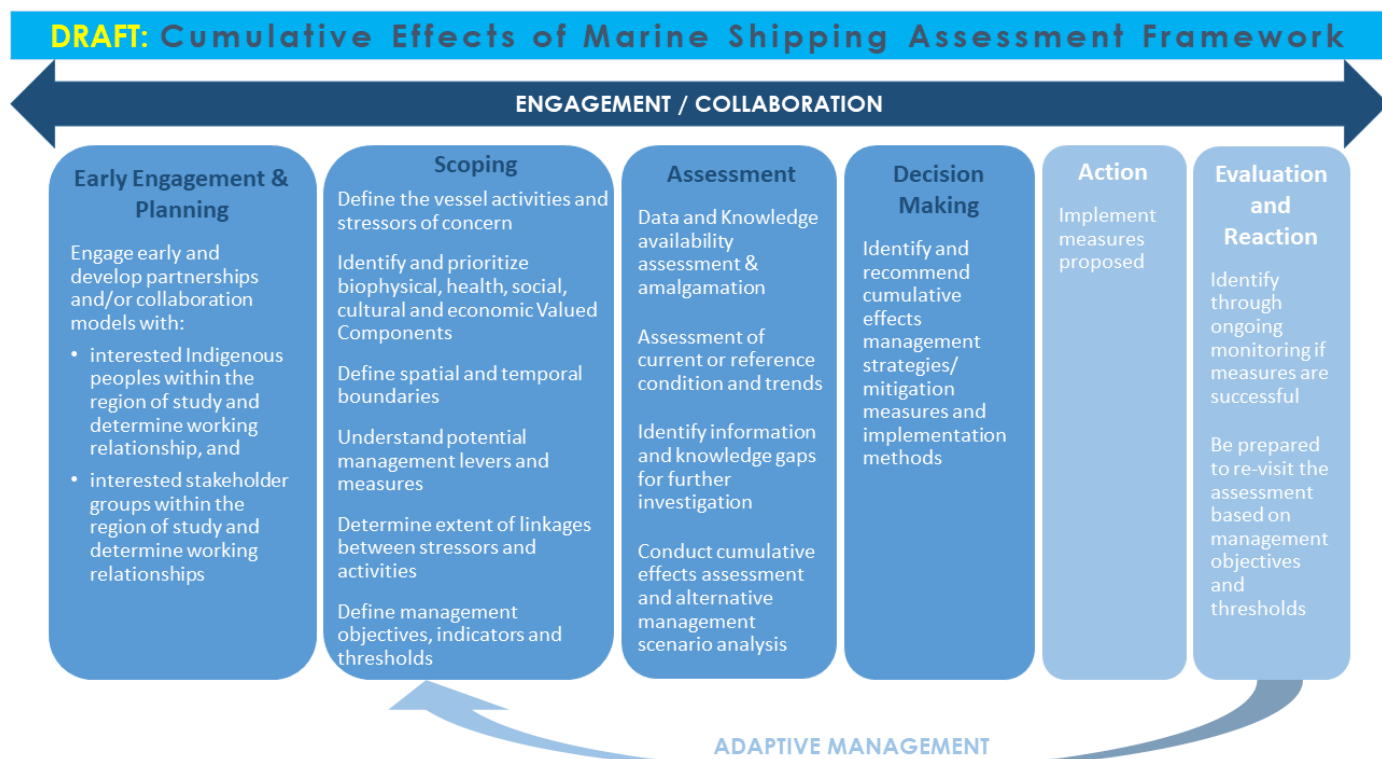


Figure 1: Transport Canada's Cumulative Effects of Marine Shipping Assessment Framework under the Oceans Protection Plan.

4 FRAMEWORK COMPONENTS

The CEMS Framework includes key activities and outcomes through six phases:

- Early Engagement & Planning
- Scoping
- Assessment
- Decision Making
- Action
- Evaluation and Reaction

Through work on the CEMS initiative at both the national and regional levels, all six phases are important steps in a regional CEA process. The CEMS initiative is focused on completing work in the first four of these phases.

The following sections describe each phase in detail. It is important to note that this Framework is iterative, adaptable and has been and will continue to be informed by CEMS assessments undertaken to date. There is no one-size-fits-all approach when it comes to assessing regional cumulative effects of marine shipping across Canada. This Framework should guide future CEMS assessments in Canada, but ultimately, assessments should be informed by collaboration and regional realities.

While the goal of this Framework is to assess the cumulative effects of marine shipping, TC acknowledges that these Framework phases can be applied across various sectors.

4.1 EARLY ENGAGEMENT AND PLANNING

Steps:

- Engage early and develop partnerships and/or collaboration models with interested Indigenous peoples within the region of study and determine working relationships
- Engage early and develop partnerships and/or collaboration models with interested stakeholder groups within the region of study and determine working relationships

The objective of this phase is to build relationships between TC and regional partners centered on trust, respect and recognition of Indigenous rights and title. All interested Indigenous peoples and stakeholders within the region should be engaged in order to seek out opportunities to work in cooperation.

Collaboration models

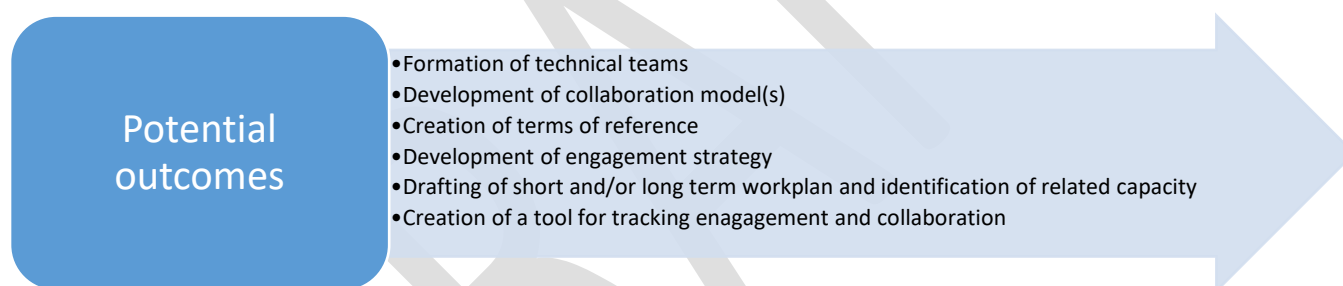
Indigenous peoples, collaborators and stakeholders should determine how and to what extent they would like to be engaged as a regional CEA proceeds. It is important that expectations, goals and objectives are clearly stated and documented in a collaborative governance structure. There are various types of collaboration models that can be used to engage with Indigenous peoples and stakeholders. Some questions that may guide the development of a collaboration model include:

1. What principles should ground the work?
2. What are the responsibilities for each group for the relationship to work?
3. What are the responsibilities for each group to complete the work?
4. How should the groups work together?

Through early discussions, TC found that the core principles to ground the engagement strategy for the CEMS initiative include collaboration, culture, cooperation, inclusivity, respect and vision (i.e. setting clear goals and objectives). Key methods for how to work together include establishing working groups, or operating through existing structures, and when possible, including elders and youth. Collaboration models should always be co-developed and may include information such as cultural context, key definitions, goals and objectives, governance structure, intended deliverables, linkages and dependencies, resourcing, etc. Some of this work planning may organically feed into the next phase of the Framework. For more on collaboration models developed for the CEMS pilots areas, see Appendix I.

When possible, TC has found that in-person discussions are the most effective for strong communication and relationship building. These events may also serve as an opportunity to provide education where necessary, such as on existing regulations or programs (e.g. bringing in experts on topics, such as emergency response). Other means of collaboration may be more appropriate when gathering input on a broader scale. For example, in the early days of the CEMS initiative, TC conducted cross country and online engagement on key factors to help guide the development of the National Framework, which included input on the early scoping of marine shipping issues and factors to consider when establishing spatial and temporal boundaries (Transport Canada, 2018).

In recognizing the shared stewardship of potential VCs and shared responsibilities for management of the cumulative effects of marine shipping at large, it is important to provide opportunities for collaboration and input from the marine industry, ENGOs and other stakeholders throughout a regional CEA process.



4.2 SCOPING

Steps:

- Define the vessel activities and stressors of concern
- Identify and prioritize biophysical, health, social, cultural and economic Valued Components
- Define spatial and temporal boundaries
- Understand potential management levers and measures
- Determine extent of linkages between stressors and activities
- Define management objectives, indicators and thresholds

Defining Valued Components:

The purpose of scoping is to define and justify all parameters of a regional CEA prior to the assessment phase. There are many possible methods for how to focus a regional CEA. In many cases, the CEMS initiative has adopted a VC-based approach, which is closely aligned with concepts common to ecosystem-based management. While it is important to understand the ecosystem context when conducting a regional CEA, assessing cumulative impacts on VCs can be a means to build an understanding of an ecosystem as a whole.

Conversation with some Indigenous communities has led to important discussions about compartmentalizing and assigning heightened “value” to certain aspects of the environment over others. An understanding of the interconnectedness of all aspects of the environment, including human wellbeing and belonging, is central to many Indigenous worldviews (Faculty of Native Studies, University of Alberta, 2020). Therefore, scoping parameters should initially be broadly defined to ensure all possible activities, stressors and VCs or priority study areas are considered. In the context of the CEMS initiative, this means identifying all shipping activities and stressors that may cause cumulative effects in the pilot areas, as well as all environmental, cultural and social components that may be impacted. From this point, a smaller, more manageable set of parameters may be chosen to focus the assessment.

Scoping should always be done in collaboration with regional partners and/or collaborators, and consider input from subject matter experts and other stakeholders. A collaboratively developed set of selection criteria will help to scope down regional issues and prioritize which stressors and VCs to focus efforts on. The process of refining a broader set of issues will help to document and justify the rationale behind the prioritized VCs.

Pathways of Effects diagrams:

A PoE diagram is a useful tool that may be developed for priority VCs. PoE conceptual models describe the linkages between activities, associated stressors, and their effects on VCs. They serve as visual representations of effects, and are supported by text describing each pathway linkage. Figure 2 shows a template of a PoE diagram. In the case of the CEMS initiative, the activity for any PoE is always marine shipping and the sub activity is always associated to an action resulting from marine shipping, such as movement underway or discharges. The numbers corresponding to each arrow in the diagram are accompanied by an associating text that describes and provides evidence for that linkage.

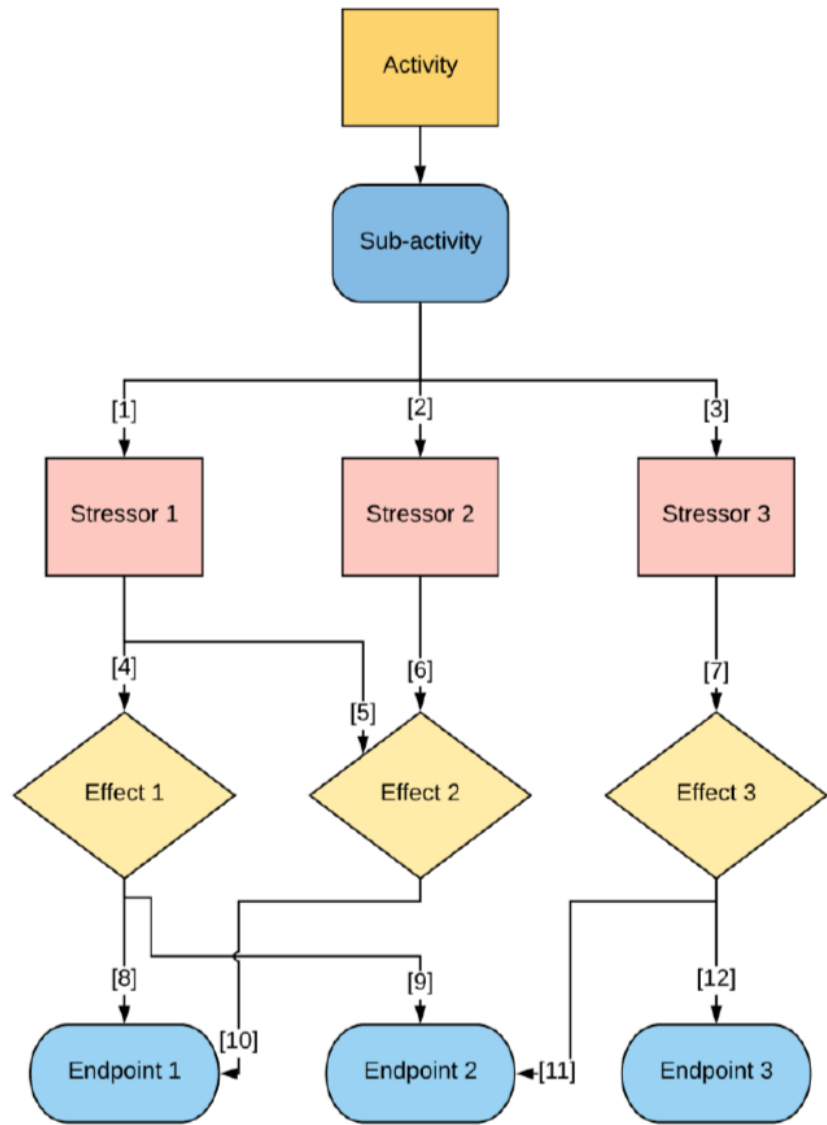


Figure 2: Template structure for a Pathway of Effect model diagram from the PoE CSAS report. Arrows indicate the linkages between components, number links to supporting text/evidence.

Spatial and temporal boundaries:

Defining spatial and temporal boundaries is an important step in scoping out a regional CEA. Through early engagement, TC found that there are many factors that may contribute to spatial and temporal boundaries. For the CEMS pilot areas, the geographic scales may be defined by the extent of the marine shipping activities on chosen VCs, the scale that management levers can be implemented, or already established boundaries such as Indigenous territories or bioregional boundaries. The spatial boundaries for the assessments of pathways in a study area should be informed by the best available data for an indicator. Regional CEAs may also be divided into sub-regional CEAs. This tiered approach allows for sub-regionally specific issues, values and mitigation measures to be identified, ultimately leading to a more fulsome regional CEA. Considerations for temporal boundaries will be discussed further in section 4.3.

Management objectives, indicators and thresholds:

Collaboratively drafting clear management objectives for each prioritized value helps set the stage for the following steps and phases of a regional CEA. A management objective defines the desired future condition of a value and should typically include a measurable result in order to help identify appropriate indicators, thresholds, potential mitigation measures and monitoring strategies (Wilson, 2020).

Indicators are metrics used to assess the potential effect of an activity on a VC. They serve as a proxy for VCs and stressors and help to measure the condition of a VC based on its management objective. Indicator selection should consider criteria such as relevance, responsiveness and feasibility (Pickard, et al., 2019). Through the CEMS initiative, TC has found that in certain cases, indicators for VCs may be chosen prior to defining management objectives. This step, much like many other steps in a regional CEA, is iterative and may vary on a case-by-case basis.

Thresholds are qualitative or quantitative levels of an indicator, which if surpassed, initiate changes in management. Those who have a strong relationship or understanding of a resource, or VC, will have a deeper understanding of its acceptable thresholds. Thresholds may vary from region to region and community to community, and may not be appropriate for some stressor-VC relationships. They should always consider the regional context of where the CEA is taking place, and be directly informed by science and local community and Indigenous knowledge. Suitable indicators and thresholds should have sufficient data available to understand the regional context and support the assessment. An analysis and amalgamation of existing data is crucial to identifying a suitable indicator, but this may only reach completion in the following phases of the regional CEA process. In some cases, there may not be data available to assess the impacts on an indicator. However, identifying where gaps in data and knowledge exist is still an important outcome for focusing future efforts. These are clear examples of the importance of maintaining an iterative framework process.

Management levers and management measures:

As defined above, management levers include legislation, regulations, policies or voluntary tools that can be implemented in order to mitigate or manage the effects of marine shipping activities on environmental, social or cultural valued components. Management measures are existing legislation, regulations, policies, or voluntary tools currently in place which manage the effects of marine shipping activities under various levels of jurisdiction. It is important to understand the management context and what the possible outcomes may be in order to help focus efforts during the scoping phase. However, depending on factors including capacity, this exercise may be carried out in tandem with the assessment phase. Key pieces to identify during this step include the type of lever, who has jurisdiction over the lever, and the process for implementing it. A list of possible management levers and management measures with respect to Transport Canada's marine shipping mandate can be found in Appendix II.

Potential outcomes

- Development of selection criteria, including rationale, for prioritizing interests and values
- Development of conceptual diagrams
- Identification of spatial and temporal boundaries for prioritized values
- Identification of management levers, measures and objectives for all prioritized values

4.3 ASSESSMENT

Steps:

- Data and knowledge availability assessment & amalgamation
- Assessment of current or reference condition and trends
- Identify information and knowledge gaps for further investigation
- Conduct cumulative effects assessment and alternative management scenario analysis

Data and knowledge amalgamation

Data and knowledge availability assessment and amalgamation is an important first step of a CEA, which typically involves considering a variety of potential input datasets and data gaps. This exercise begins with compiling and evaluating the quality and spatial/temporal extent of the best available data in relation stressors, VCs, and their indicators. Indigenous knowledge should be included in this amalgamation. As discussed in section 1.2.1, there may be sensitivities with respect to how sensitive cultural Indigenous knowledge is gathered, utilized and accessed.

Depending on the nature and scope of assessment, data-related considerations for both science and Indigenous knowledge could involve building awareness and understanding of themes such as:

- Qualitative vs quantitative data & analysis
- Current vs historic conditions
- Spatial & temporal factors
- Scale & context
- Availability & cost (open data, shared/donated, purchased, collected, derived, etc)

Geographic Information Systems (GIS)

Collaborative decision making could involve discussion of some or all of the above topics among the participants and stakeholders of the initiative. There are many tools that can facilitate these discussions through shared exploration and visualization of data. Considering the goals and requirements of these discussions will help in selecting appropriate collaboration tools.

For the CEMS pilot assessments, an online platform with a broad range of GIS capabilities was selected on a trial basis to help users view, explore, share and discuss data. The platform allows for the creation of as many private collaborative spaces as needed. For CEMS, it has also been important to consider potential linkages with other initiatives that cover related interests or subject matter. Finding overlaps and opportunities to collaborate helps to maximize efficiency and minimize duplication of effort.

Assessment methodologies

As categorized by Pickard, et al. (2019), regional CEA methodologies can be grouped into core themes including spatial, analytical and modeling methods. The selection of an assessment methodology must be regionally-specific as it depends on the relevance (i.e. priority valued components, shipping issues of concern), rigor (i.e. data availability), and feasibility (i.e. capacity) within each study area. Selecting a methodology depends on the outputs from other components within the Framework and may change as scope is refined, more data becomes available, or the regional context shifts. Throughout CEMS engagement, adaptability was identified as an essential element of a regional CEA Framework, since it is widely acknowledged that processes and methodologies should

be informed by the regional context of each pilot area. The regional context considers both the ecological environment, the local and Indigenous context and input from stakeholders.

Assessing the pathways of effects includes an understanding of the shape of the functional relationship between stressors and priority VCs (e.g. linear, exponential, optimum range), and the magnitude of each effect (Pickard, et al., 2019). This understanding helps identify which pathways have the most significant influence on the overall health of an ecosystem (i.e. the relative drivers of the system) which, in principle, supports decision making (Pickard, et al. 2019).

Assessment: understanding baseline conditions

The purpose of this step is to use the best available data to understand the significance of historical stressors on priority VCs when determining baseline conditions. At the basic level of a regional CEA, the baseline condition of indicators are assessed in relation to their threshold to determine whether a change in management (i.e. implementation of management lever) is required.

Good CEAs begin with understanding how priority VC conditions have changed over time and whether those changes are significant considering the threshold identified (Nobel, 2015). If the current condition of an ecosystem is taken as the baseline for which future effects are compared against (i.e. the baseline does not consider past effects), the assessment would greatly underestimate the cumulative effects that have already occurred in the study area and would lead to the ineffective management of priority VCs, particularly those that are already nearing a critical sustainable tipping point (Nobel, 2015). Looking at historical data to understand the effects that have already occurred in a study area is essential to assessing how an ecosystem may react to future changes and can help to inform the development of thresholds. However, there are several considerations to be made when defining the temporal scope of the baseline conditions. Historical data can be culturally sensitive, difficult to find, and may require a considerable amount of time and resources to collect.

This step can be done in tandem with the data and knowledge amalgamation step described above. Information gaps are often identified at this stage.

Assessment: predicting future effects

Once the retrospective analysis is conducted on the priority VCs, a good regional CEA predicts what future effects may look like based on various proposed or projected development scenarios (Nobel, 2015). According to the core themes of assessment methodologies categorized by Pickard, et al. (2019), this type of future scenario assessment would require the use of a modelling tool. In the case of the CEMS initiative, the focus of this work is to analyze the condition of priority VCs given various predicted future shipping scenarios, as well as gain an understanding of how priority VCs interact and respond to regional cumulative disturbance. The predicted change in the conditions of priority VCs, compared to their thresholds, may alter the management outcome or a pulling of a management lever to mitigate any potential regional cumulative effects.

Potential outcomes

- Agreement on assessment methodologies
- Amalgamation of data and/or knowledge
- Increased understanding of indicators, trends and thresholds
- Understanding of assessment conclusions
- Refining list of relevant potential mitigation measures and management levers

4.4 DECISION MAKING

Steps:

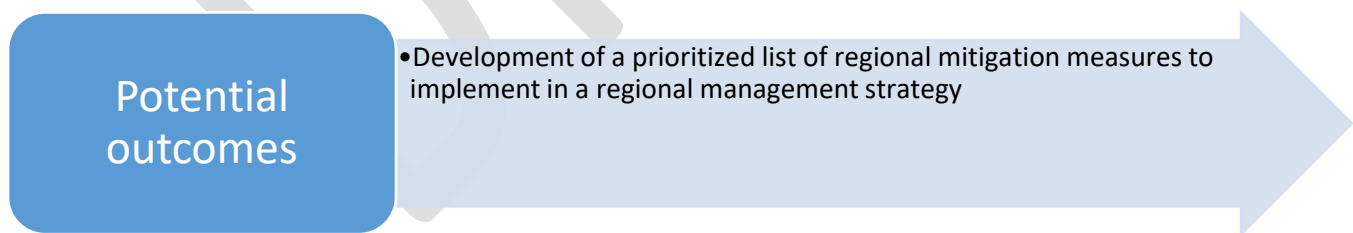
- Identify and recommend cumulative effects management strategies/mitigation measures and implementation methods

The key outcome of the decision making phase of a regional CEA is to identify a suite of prioritized measures to be recommended through the regional mitigation strategy. These mitigation measures should be derived from the list of potential management levers and measures identified in the scoping phase of the assessment (See Appendix II) and refined as necessary with the outcomes of the regional CEA. However, other measures may be identified throughout and after the assessment phase as more information becomes available and more collaboration occurs.

The objective of mitigation measures is to reduce or eliminate the adverse cumulative effects of an activity on the ecosystem as a whole through priority VCs. In the cases where, through the regional CEA, a priority VC has been identified to have reached or surpassed its sustainable threshold, the only acceptable management action may be to restore, and hopefully enhance, the VC condition (Nobel, 2015).

In addition to implementing concrete mitigation measures (e.g. those listed in Appendix II), a regional CEA may also inform strategic level outcomes (e.g. marine use planning), as well as federal project impact assessments under the IAA, or any other project reviews subject to a provincial or territorial impact assessment process. A regional mitigation strategy may also include recommendations for knowledge building and coordination such as further data collection where data gaps have been identified. It is important that the results of a regional CEA be available to and widely shared with all relevant stakeholders and authorities to ensure all possible mitigation and management actions are considered.

Due to the nature of regional CEAs, management decisions typically fall under the jurisdiction of multiple relevant authorities. These relevant authorities may include various federal government departments, other levels of government, the marine shipping industry, and Indigenous communities. The results of a regional CEA support decision makers by providing information and evidence on the current and projected future state of priority VCs. The stronger the evidence base for adverse cumulative effects, the higher the likelihood of decision makers to implement recommended mitigation measures.



4.5 ACTION

Steps:

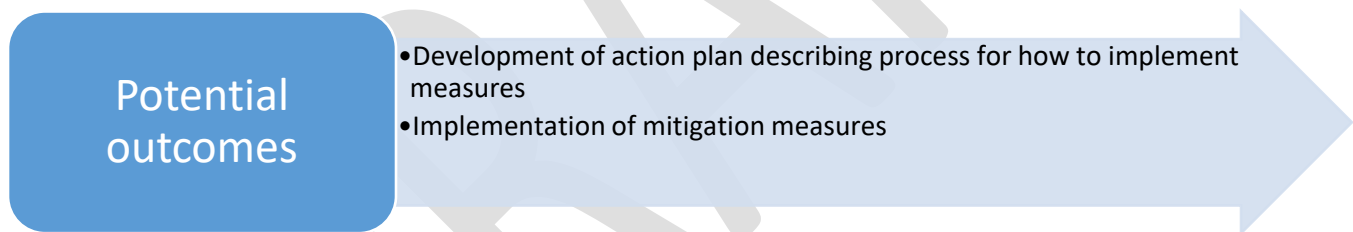
- Implement measures proposed

The objective of this phase is to implement recommended mitigation measures agreed upon in decision-making and, where appropriate, begin drafting a follow up program to design how the measures will be monitored. As

discussed above, implementation may fall under the jurisdiction of many relevant authorities, depending on the nature of the recommended mitigation measures. There are many factors that may contribute to the successful implementation of marine management measures. Elliott (2013) describes these factors as the 10-tenets for integrated, successful and sustainable marine management. According to Elliott (2013), measures to manage the marine environment must be:

- Ecologically sustainable
- Technologically feasible
- Economically viable
- Socially desirable/tolerable
- Legally permissible
- Administratively achievable
- Politically expedient
- Ethically defensible (morally correct)
- Culturally inclusive
- Effectively communicable

The process and plan for implementing mitigation measures is dependent on the type of lever selected. For example, creating new or revising existing legislation is a lengthier process than enacting new regulations. Similarly, the process of creating new legislation or enacting new regulation looks much different than trialing a voluntary measure with industry stakeholders. In all cases, it's important that an action plan allows for engagement and input from interested implicated parties.



4.6 EVALUATION AND REACTION

Steps:

- Identify through ongoing monitoring if measures are successful
- Be prepared to re-visit the assessment based on management objectives and thresholds

Follow-up and monitoring

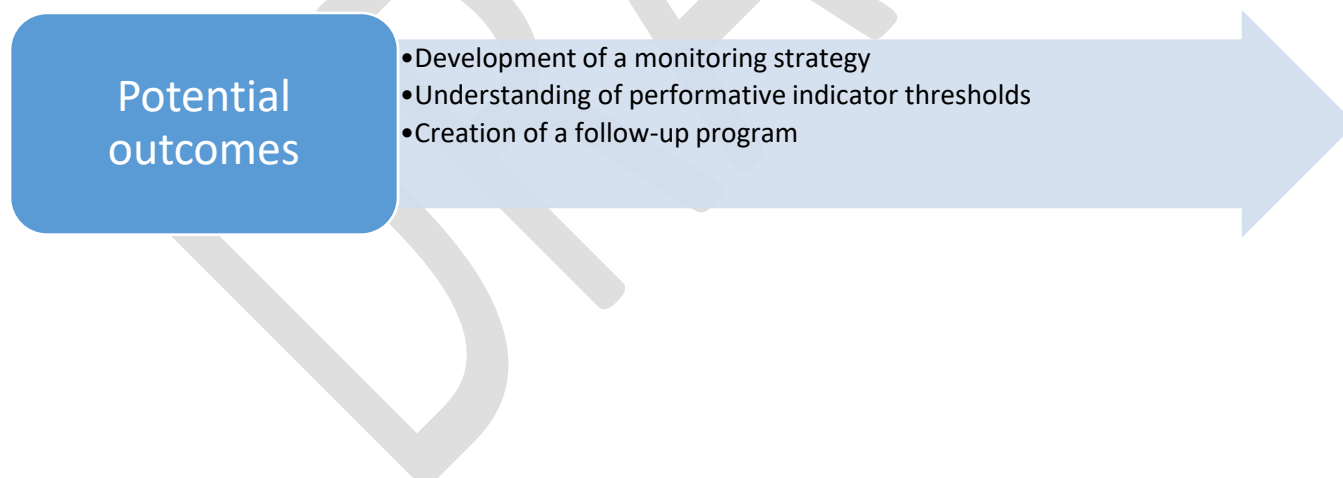
A well designed follow-up program is a critical component for the success of a CEA. Regional CEAs are often designed with a considerable amount of uncertainty and are often sensitive to unpredictable socio-economic changes. Monitoring is integral to a follow-up program as it allows for practitioners to reevaluate regional study areas after the implementation of mitigation measures to determine if scoping or management changes need to be made. This is the foundation of adaptive management.

The overall objective of a follow-up program is to understand the outcomes of decision making, which can inform ongoing refinement of the CEA and associated management actions. More specifically, a follow-up program may have many purposes, such as:

- verify predictions of environmental effects identified in the regional CEA;
- determine the effectiveness of mitigation measures in order to modify or implement new measures where required;
- support the implementation of adaptive management measures to address previously unanticipated adverse effects;
- provide information on effects and mitigation that can be used to improve and/or support future impact assessments including CEAs;
- support environmental management systems used to manage the environmental effects of projects (adapted from CEAA, 2011).

Indicator monitoring involves periodic collection of data to confirm the condition and trend estimates of the indicators, which helps to inform the effectiveness monitoring of the overall regional CEA (Wilson, 2020). If the measure of an indicator surpasses the management threshold established in the scoping phase (section 4.2), then a change in management should be triggered. This often involves implementing a more rigorous mitigation measure. Effectiveness monitoring is broader in scope and aims to evaluate the success of the overall CEA. Determination of success is achieved by periodically evaluating the current state of the study area with the stated management objectives of each VC and the overall stated goal of the CEA. When the regional reality, as determined through monitoring outcomes, does not align with stated management objects and goals, then the cumulative effects projected in the CEA are not being adequately addressed, and adaptive management would be needed.

A follow-up program should be designed with input from local knowledge holders and must allow the opportunity for input by relevant authorities. Opportunities should be available for Indigenous and local communities to be involved in monitoring studies.



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APPENDIX I: PILOT AREAS²

CAMBRIDGE BAY, NU

NORTHERN SHELF BIOREGION, BC

SOUTH COAST, BC

ST. LAWRENCE, QC

BAY OF FUNDY, NS/NB

PLACENTIA BAY, NL

² In a future version of this National Framework, this Appendix will include a summary of the application of the Framework in our six pilot areas (see map below), including how each of the Framework phases has been applied: Early Planning, Scoping, Assessment and Decision Making.

APPENDIX II: POTENTIAL MANAGEMENT LEVERS

*Shaded boxes reflect existing **management measures** and non-shaded boxes reflect **management levers**. For definitions, please refer to section 2 of this Draft Framework.

Jurisdiction	Legislation, Regulations and Programs	Management levers and measures
Transport Canada	Canadian Shipping Act, 2001	Section 10.1: Powers of the Minister – Interim Order
		An Interim order by the Minister of Transport may be issued if he or she believes that immediate action is required to deal with a direct or indirect risk to marine safety or to the marine environment. The order will last up to one year with potential for cabinet to extend up to two years or make the order into regulation.
		Section 35.1: Powers of GIC – Regulations
		The Governor in Council (GIC) may make regulations respecting the protection of the marine environment from vessel activities such as compulsory or recommended routes, restrictions on operation, navigation, anchorage, mooring, and berthing.
		Section 120(1): Powers of GIC – Regulations
		The GIC may create regulations respecting vessel safety for the purpose of protecting shorelines or environmentally sensitive areas.
		Section 136(1)(f): Powers of GIC – Regulations
		The GIC may create regulations or restrictions to navigation, anchoring, mooring or berthing of vessels for the purpose of protecting the public interest or the environment.
		Section 175.1(1) and 189: Powers of the Minister or Pollution Response Officer
		A pollution response officer or the Minister may direct any vessel carrying, discharging or at risk of discharging a pollutant to follow specific routes.

Jurisdiction	Legislation, Regulations and Programs		Management levers and measures
		Navigation Safety Regulations 2020 ³	Part 3, Division 1: It is prohibited for a vessel to anchor within the waters described in Schedule 5.
		Ballast Water Control and Management Regulations	Prevents the introduction of non-native species to waters under Canadian jurisdiction.
		Collision Regulations	Section 7: Every vessel shall comply with any instructions and directions contained in Notices to Mariners or Notices to Shipping ⁴ that are issued as a result of threats to marine safety or to the marine environment.
			Rule 10: Vessels must follow routing measures, such as Areas to be Avoided (ATBA), precautionary areas and traffic separation schemes. These management measures can be imposed for various purposes, including the protection of off-shore infrastructure, the environment or wildlife.
		Marine Machinery Regulations	Standards for construction and installation of machinery on certain vessels.
		Small Vessel Regulations	Small vessels safety construction standards. They can also address elements such as noise for pleasure craft and other small vessels.
		Vessel Operation Restriction Regulations	Modify Schedules 1-3 in order to restrict certain vessel access in certain waters.

³ Regulation expected to be published October 2020

⁴ Navigational Warnings (NAVWARNs) replace Notices to Shipping (NOTSHIPS) and shall be construed as Notices to Shipping

Jurisdiction	Legislation, Regulations and Programs		Management levers and measures
			Modify Schedule 6 in order to set speed restrictions for power-driven vessels and vessels driven by electric propulsion in certain waters.
			Section 6(1): The Minister may authorize in writing any person or class of persons to place a sign in an area for the purpose of indicating that a restriction on the operation of vessels has been imposed by any of subsections 2(1) to (6) and 11(2).
		Vessel Pollution and Dangerous Chemicals Regulations	Aims to mitigate environmental impacts by preventing pollution (eg. oil, noxious liquid substances, sewage, grey water, garbage, air emissions, and antifouling systems) from vessels in waters under Canadian jurisdiction through inspections, certification and operational requirements.
		Vessel Traffic Services Zones Regulations (VTS Regulations), the Eastern Canada Vessel Services Zone Regulations (ECAREG), the Northern Canada Vessel Traffic Services Zone Regulations (NORDREG)	Vessel Traffic Services (VTS) refers to the collection, dissemination, and exchange of marine traffic information (e.g. vessel certificates vessel destinations, estimated times of arrival (ETA) to certain points, pertinent weather or navigational information, etc.) to maintain awareness on the water, and to ensure that mariners have the information they need to transit safely. Mariners are required, based on their type of vessel and geographical area, to provide certain information pertaining to their vessel and voyage to the Canadian Coast Guard MCTS officers, such as the type of cargo on board and the vessels intended route, that is then used to grant clearances and facilitate the safe and efficient movement of vessel traffic.
	Pilotage Act, 1985	Section 52(f): Powers of GIC – Regulations	The GIC may make regulations establishing compulsory pilotage areas.

Jurisdiction	Legislation, Regulations and Programs		Management levers and measures
	Canada Marine Act, 1998	Section 56(1): Powers of port authorities – Procedures	A port authority may establish procedures or traffic control zones for the purpose of promoting safe and efficient navigation or environmental protection in the waters of the port, with respect to ships or classes of ships.
		Section 62(1), 74(1) and 98(1): Powers of GIC – Regulations	The GIC may make regulations respecting the use, management and environmental protection of a port, public port, or the St. Lawrence Seaway including the regulation or prohibition of equipment, structures, works and operation.
	Arctic Waters Pollution Prevention Act, 1985	Arctic Shipping Safety and Pollution Prevention Regulations	Implements the IMO's Polar Code, as well as additional requirement for vessel safety. Sets additional pollution prevention measures from various sources such as sewage, garbage and oil from vessels in polar waters (eg. Arctic). Applies to Canadian vessels navigating in polar waters and foreign vessels navigating in a shipping safety control zone.
		Arctic Waters Pollution Prevention Regulations	Standards for depositing and reporting the deposit of domestic of industrial waste in Arctic waters, including limits of liability.
	Multiple	Guidelines for Passenger Vessels Operating in the Canadian Arctic	General guidelines, including references to requirements and certifications, to aide passenger vessel operators and Designated Vessel Representatives on voyages through the Canadian Arctic.
Transport Canada and Fisheries and Oceans Canada	Canadian Shipping Act, 2001	Part 8 and 9	Supported by enabling regulations, the framework sets requirements for vessels, oil handling facilities and TC certified oil spill response organizations. Prevents and mitigates the impacts of a ship source oil spill in the marine environment

Jurisdiction	Legislation, Regulations and Programs		Management levers and measures
Fisheries and Oceans Canada	Oceans Act, 1996 (with Bill C55 Amendments)	Section 35 and 36(1): Powers of GIC – MPAs	The GIC may make an interim marine protected areas in emergency situations, where the Minister is of the opinion that a marine resource or habitat is or is likely to be at risk to the extent that such orders are not inconsistent with a land claims agreement.
		Section 32(d): Powers of the Minister – Quality measures	The Minister may establish marine environmental quality (MEQ) measure(s) for the purpose of an integrated management plan.
		Non-regulatory	Marine Spatial Planning (integrated management planning).
		Non-regulatory	Conservation agreements.
	Fisheries Act, 1985	Marine Mammal Regulations (<i>currently does not apply to vessels in transit</i>)	Procedure for reporting accidental contact with marine mammals.
	Canadian Coast Guard Programs		Notice to Mariners.
Environment and Climate Change Canada	Canadian Environmental Protection Act, 1999	Disposal at Sea Permit Application Regulations	Must consider sensitive areas for disposal permit; prohibition on permits.
	Canadian Wildlife Act, 1985	Section 4.1(1): Powers of GIC – MPAs	The Governor in Council may establish protected marine areas in any area of the sea that forms part of the internal waters of Canada, the territorial sea of Canada or the exclusive economic zone of Canada Marine protected area.
	Species at Risk Act, 2002	Section 11(1) & 12(1): Powers of the Minister	A Minister may enter into a conservation agreement with any government in Canada, organization or person to benefit a species at risk or non-species at risk or enhance its survival in the wild.

Jurisdiction	Legislation, Regulations and Programs		Management levers and measures
		Section 28(1): Powers of any person with knowledge of species – Imminent threat assessment	Any person who considers that there is an imminent threat to the survival of a wildlife species may apply to COSEWIC for an assessment of the threat for the purpose of having the species listed on an emergency basis under subsection 29(1) as an endangered species.
		Section 71(1): Powers of GIC – Regulations	The Governor in Council may, on the recommendation of the competent minister, make any regulations with respect to aquatic species that the Governor in Council considers appropriate for the purpose of implementing the measures included in the management plan of a species of special concern.
		Section 80: Powers of GIC – Emergency protection order	The Governor in Council may, on the recommendation of the minister, make an emergency order to provide for the protection of a listed wildlife species. The emergency order may identify habitat that is necessary for the survival or recovery of the species and include provisions prohibiting certain activities.
Parks Canada	Saguenay-St. Lawrence Marine Park Act, 1997	Marine Activities in the Saguenay-St. Lawrence Marine Park Regulations	Section 14.1: The Minister shall establish a temporary exclusion area if it is necessary for the protection of ecosystems or any elements of ecosystems, in the park (s. 14.1(b)), the protection of the cultural resources submerged in the park (s. 14.2(c)), or the protection, health or safety of the public in the park (s. 14.1(d)). The decision will be communicated in a Notice to Shipping or a Notice to Mariners.

Jurisdiction	Legislation, Regulations and Programs		Management levers and measures
International Maritime Organization (IMO)	Convention on the Safety of Life at Sea V (SOLAS V)	Regulation V.10(g): Adhering to IMO measures concerning ship routing	Under the IMO, governments can impose voluntary measures to vessel routing, such as designation of Areas to be Avoided (ATBA), precautionary areas and traffic separation schemes. These management measures can be imposed for various purposes, including the protection of off-shore infrastructure, the environment or wildlife.
	Guidelines for the Reduction of Underwater Noise from Commercial Shipping to Address Adverse Impacts on Marine Life (MEPC.1/Circ.833)	Non-regulatory	

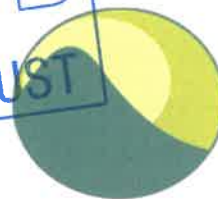
Other potential measures ⁵
Vessel speed reductions
Additional communications and reporting procedures
Changes in timing of traffic
Changes in shipping practices
Changes in ship design and retrofits to existing ships

⁵ It may be advantageous to conduct a risk assessment to assess and potentially mitigate the risk to the safety of navigation that some of the following potential measures represent.

Other potential measures ⁵
Redirection of traffic
Changes in maintenance procedures (e.g. hull cleaning)
Operational responses to observed presence of marine mammals
Grouping vessels (e.g. convoy)
Escort tugs
Creating periods of quiescence
Develop a Waterway Safety Committee

November 3rd, 2020

Peter Luckham, Chair
Islands Trust - Local Trust Committee
200-1627 Fort Street
Victoria, BC V8R 1H8



Transition
Salt Spring

from oil dependency to local resilience

Dear Chair Luckham,

I am excited to invite you to participate in making a real difference on climate change on Salt Spring Island, as there is no doubt that Islands Trust has a big role to play!

We are very close to publishing the Salt Spring Climate Action Plan 2.0, which is a call to action for local organizations, residents, businesses, and all levels of government to come together in order to address the climate emergency facing the Gulf Islands/Salish Sea.

I am reaching out in my role as a Director with Transition Salt Spring to invite you, as Chair of the Trust Council, and key staff members, to participate in the **first stakeholder event** of our Climate Action Plan 2.0 (CAP 2.0). This is the initiation of the implementation phase of CAP 2.0, and the meeting includes all key regional stakeholders. It will take place on Monday November 30 at 7pm.

What is clear is that it is up to all of us to move forward together to implement this plan with the urgency required to make a real difference. While Salt Spring Island is a small community, and only one of many communities in the Islands Trust area, the vast majority of the actions have relevance to all communities in the Salish Sea. Our aim is to focus on solving challenging problems and, to work with the Islands Trust to build capacity across the entire Trust area.

Over the next 10 years, Transition Salt Spring is committed to actively fostering collaborations across communities, Trustees, Islands Trust staff and other key stakeholders. By combining our collective skills, resources, and a vision towards clear goals such as those outlined in the CAP 2.0, we can meet our climate targets.

Transition Salt Spring is asking for your attendance at our first stakeholder event to:

- Brief you (and other key staff/trustees within the Island Trust) and other stakeholders on how your feedback strengthened the Climate Action Plan
- Hear from you about the best ways we can all work to support your goals, and those of other organizations and agencies, to develop a collaborative vehicle to power us toward meeting the ambitious goals laid out in CAP 2.0.

Our local elected officials are also invited, along with up to 40 stakeholders like yourself, representing organizations from key sectors outlined in the Plan: transportation, food and agriculture, natural systems, economy, business, and tourism.

The meeting will be held on **Monday, November 30th from 7pm - 9pm**. We are happy to offer both in person and remote attendance options, with COVID-19 protocols in place. I will be personally following up with you to see if you have any questions about this kick-off meeting, but please do **RSVP to info@transitionsaltspring.com**.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ruth Waldick'. The signature is written in a cursive, flowing style.

Ruth Waldick, TSS Board of Directors and CAP 2.0 Steering Committee

www.transitionsaltspring.com | info@transitionsaltspring.com

-----Original Message-----

From: Melanie Murray <[REDACTED]>

Sent: Monday, November 9, 2020 8:26 AM

To: EC <ec@islandstrust.bc.ca>

Subject: West Ballenas Island

Good morning,

I am wondering if anything is being done by Islands Trust to help with the purchase of West Ballenas Island, from a private land owner, by the BC Parks Foundation. It would seem that the Trust's mandate to preserve and protect would be a perfect fit to keep this jewel out of developers hands. If the BC Park Foundation isn't successful in its plan to purchase is there anything the Islands Trust can do to stop development? Thank you for your time, I look forward to your reply

Melanie Murray

From: John Roe <[REDACTED]>
Sent: Wednesday, November 11, 2020 6:18 PM
To: Clare Frater <cfrater@islandstrust.bc.ca>
Subject: Re: Reminder: Pls send e-mail tomorrow re request

Hello Clare,

The Province of BC has put out a call for management of a new program in 2021, targets at creating employment targeting First Nations, in restoration, and removal of Dead Boats and Marine Debris in the Marine Environment.

Our group will be applying for a significant amount of this fund and our target area is Juan da Fuca and the Salish Sea as far as Campbell River.

We are of course concentrating though out the CRD Gulf Island, Islands Trust Area.

This time around we can include in the application removal of debris from beaches, Dead Boats, and floatsum and jetsum such as abandoned docks.

What we are in need of is help, in identifying and locating where the debris and Dead Boats are, working in the past it's been hit-and-miss, whenever we put the call out, people respond, but we don't have the capacity to follow up right away.

We could get a lot done, we have the capacity and equipment once we get started but it's far more cost-effective and efficient to have a general idea of where to work. Also, it takes up to 60 days to process the seizure of Dead Boats.

This is something we have been trying to get funding for 25 years, let get it done.

Regards
John R Roe

*From the desk of
John R Roe*

- [REDACTED]
- [REDACTED]
- [The Dead Boat Disposal Society](#)
- www.salishsea.ca
- [Veins of Life Watershed Society](#)



Top Priorities Report

Executive Committee

1. *Islands Trust Act Amendments*

Investigate possibility of amendments to the Islands Trust Act to broaden the Islands Trusts ability to serve its communities and to strengthen its mandate to preserve and protect. Strategic Plan #20)

Responsible

Russ Hotsenpiller

Dates

Rec'd: 26-Oct-2016

2. *Update Islands Trust Policy Statement*

With involvement from Trust Programs Committee as appropriate, co-ordinate a review of the Policy Statement including a First Nations and public engagement process. Project charter approved February 26, 2020. (Strategic Plan #10, #16, #22, #23)

Responsible

Clare Frater

Dates

Target: 15-Sep-2022

3. *Climate Change Emergency*

Matters pertaining to Islands Trust declaring a climate change emergency. (Strategic Plan #10)

Responsible

Russ Hotsenpiller

Dates

Rec'd: 05-Jun-2019

4. *Business Response to COVID-19*

Draft and implement safety plan, consider public messaging as needed.

Responsible

Russ Hotsenpiller

Dates

Rec'd: 15-Apr-2020

Top Priorities Report

Executive Committee

5. *First Nations Reconciliation*

Responsible

Dates

Implementation of the Reconciliation Action Plan. (Strategic Plan Items #17 & #18)

Russ Hotsenpiller

Rec'd: 02-Sep-2020



Projects Report

Executive Committee

1. *Development of an Islands Trust Communications Strategy*

Responsible

Date Received

Including development of a new website. (Strategic Plan Item #14)

Clare Frater

30-Aug-2017

2. *Marine Advocacy*

Responsible

Date Received

Associated with i.) impact of commercial activities on SRKW (SP#4), ii.) oil spills and iii.) anchorages.

Clare Frater

02-Sep-2020

3. *Broadcast Public Meetings*

Responsible

Date Received

Develop the capacity to broadcast public meetings of Local Trust Committees, Council Committees and Trust Council. (Strategic Plan Item #13)

Clare Frater

02-Sep-2020

Julia Mobbs

Russ Hotsenpiller

4. *Improve Communications about the Islands Trust*

Responsible

Date Received

Related to Strategic Plan Items #13 and #14.

Clare Frater

30-Aug-2017

5. *NAPTEP regulation changes to increase the percentage of tax exemption*

Responsible

Date Received

Strategic Plan Item #3.

Clare Frater

02-Sep-2020

Kate Emmings

Projects Report

Executive Committee

6. *Advocate to reduce negative impacts of shellfish aquaculture practices*

Responsible

Date Received

Develop project charter and budget requests to build organizational capacity (knowledge and time) related to shellfish aquaculture advocacy.

16-Aug-2017

7. *First Nations Reconciliation*

Responsible

Date Received

MMIWG Calls for Justice Resolutions

21-Oct-2020

1. All staff required to take training related to cultural safety in keeping with the Missing and Murdered Indigenous Women and Girls Calls for Justice.
2. That staff plan education on the Missing and Murdered Indigenous Women and Girls Calls for Justice for trustees and senior staff.
4. Staff to include information about the Missing and Murdered Indigenous Women and Girls Calls for Justice and cultural safety in staff and trustee orientation materials.
5. Draft amendments to the Communications Policy and the Advocacy Policy to address the Missing and Murdered Indigenous Women and Girls Calls for Justice.