Executive Committee
Agenda

Date: Wednesday, February 22, 2023

Time: 9:00 am

Location: Islands Trust Victoria Boardroom
200-1627 Fort Street, Victoria, BC

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13. CLOSED MEETING (if applicable)

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 employee relations, litigation affecting the Islands Trust and receipt of advice that is subject to solicitor-client privilege and that staff attend the meeting.

14. ADJOURNMENT

Print Date: February 18, 2023

Follow Up Action Report

Executive Committee

Chief Administrative Officer

Activity	Responsibility	Dates	Status
1 EC and staff do not pursue conversations with the Province around tree cutting until after the March 2023 meeting as directed by Trust Council resolution.	Russ Hotsenpiller	Meeting: 06-Dec-2022 Target: 09-Mar-2023	In Progress
2 That staff investigate Salt Spring Island and Gabriola Island as feasible locations for the June and September Trust Council meetings.	Russ Hotsenpiller	Meeting: 14-Dec-2022 Target: 22-Feb-2023	In Progress
3 That the remaining Trust Council orientation sessions be delivered online between now and March and that reconsideration be made for future training once orientation is concluded.	Russ Hotsenpiller	Meeting: 14-Dec-2022 Target: 07-Mar-2023	In Progress
4 Staff provide recommendations with respect to Executive Committee and council committee training sessions.	Russ Hotsenpiller	Meeting: 14-Dec-2022 Target: 22-Feb-2023	In Progress
5 Forward to March TC agenda as presented 8.1.2, 8.1.3, 8.1.4, 8.1.5, 8.2.1, as presented or amended.	Russ Hotsenpiller	Meeting: 13-Feb-2023 Target: 22-Feb-2023	Completed
6 Executive Committee advise Financial Planning Committee that budget reductions were considered however there were none recommended.	Russ Hotsenpiller	Meeting: 13-Feb-2023 Target: 14-Feb-2023	Completed
7 Staff to poll trustees for participation in BC Coastal Maine Strategy Policy Forum using the dates provided.	Russ Hotsenpiller	Meeting: 13-Feb-2023 Target: 07-Mar-2023	In Progress

Director Legislative Services

Activity	Responsibility	Dates	Status

Follow Up Action Report

Executive Committee

Director Legislative Services

Activity	Responsibility	Dates	Status
1 Staff to draft amendments for replacement of those Trust Council policies deemed as top priority for updating, based on policy review analysis, for consideration of approval by Trust Council. As of March 2022, amendments to 11 out of 17 policies deemed out of date have been adopted.	David Marlor	Meeting: 03-Feb-2021 Target: 13-Jun-2023	In Progress
2 Staff review the Executive Committee sponsorship policy and report back recommendations on local trust committee approvals, communications, and funding mechanisms.	David Marlor	Meeting: 14-Apr-2021 Target: 13-Sep-2023	In Progress
3 Staff to respond to correspondence items 11.4 and 11.5. B. Lockett and J. Robertson.	David Marlor	Meeting: 13-Feb-2023 Target: 22-Feb-2023	In Progress

Director, Administrative Services

Activity	Responsibility	Dates	Status
1 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.	Julia Mobbs	Meeting: 21-Oct-2020 Target: 20-Sep-2023	In Progress

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: 07-Mar-2023	In Progress
2 Legislative Monitoring Chart (bi-annually to Trust Council) Staff to produce the Legislative Monitoring briefing every 6 months with the next one being March 2023.	Clare Frater	Meeting: 23-Feb-2022 Target: 01-Mar-2023	In Progress
3 Staff to work with trustees to organize two film screenings of the movie Dust n Bones and reconciliation discussions subject to support of affected local trust committees. (A grant in aid of 4,500 (from History and Heritage Grants in Aid program was provided in 2020 to host screenings on three islands but due to Covid-19 restrictions only one screening occurred.) EC previously indicated interest from Gabriola and Salt Spring Islands.	Clare Frater	Meeting: 26-Feb-2020 Target: 07-Mar-2023	In Progress
4 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: 07-Mar-2023	In Progress

Follow Up Action Report

Executive Committee

Director, Trust Area Services

	Activity	Responsibility	Dates	Status
5	1.The chair and staff to attend the OPP 2023 Ocean Protection Plan Forum and supply speaking notes and seek funding for attendance (DONE -funding application successful). 2.Write to the OPP Dialogue Forum asking for inclusion of anchorages and vessel traffic management on the agenda. DONE 3.Poll trustees to see if any trustees would be interested in attending the Winter 2023 Oceans Protection Plan Dialogue Forum, February 22-23, 2023. DONE Campbell and Lironi attending.	Clare Frater	Meeting: 14-Dec-2022 Target: 22-Feb-2023	In Progress
6	Ask staff to investigate options for policies or policy updates for formal opportunities for First Nations presentations and engagement at Trust Council meetings.	Clare Frater	Meeting: 07-Oct-2021 Target: 06-Sep-2023	In Progress
7	Staff to develop policy regarding s. 8 (2) (h.1) (iii) and (iv) of the Islands Trust Act.	Clare Frater	Meeting: 12-Apr-2022 Target: 20-Sep-2023	In Progress
8	Continue to work with K'ómoks First Nation and Gabriola Historical Society in terms of its funding request and Executive Committee consider ways to allocate funds for such requests.	Clare Frater	Meeting: 04-May-2022 Target: 20-Sep-2023	In Progress
9	Staff to work with the Chair on a letter of introduction regarding Islands Trust Council's new term trustees 2022-2026 for distribution to appropriate ministers and Islands Trust area members of the legislative assembly and the premier.	Clare Frater	Meeting: 19-Nov-2022 Target: 11-Jan-2023	In Progress

Follow Up Action Report

Executive Committee

Director, Trust Area Services

	Activity	Responsibility	Dates	Status
10	Initiate rekindling of the San Juan County/Islands Trust relationship, work with Chair for June.	Clare Frater	Meeting: 11-Jan-2023 Target: 27-Jun-2023	In Progress
11	Staff advance the question of responding to delegates with thank you letters, for June Trust Council, and that staff prepare a briefing on practices in other local governments.	Clare Frater	Meeting: 11-Jan-2023 Target: 27-Jun-2023	In Progress
12	Executive Committee recommend further analysis and implications regarding Policy Statement Amendment Project Charter v6, as presented in the February 7th request for decision, be provided in terms of the relevant benefits of option 1 and option 2.	Clare Frater	Meeting: 13-Feb-2023 Target: 22-Feb-2023	In Progress
13	Executive Committee amend its budget recommendation to the Financial Planning Committee, for the Fiscal Year 2023/24 Budget by: Reducing Policy Statement Amendment Project funding to $50,000, and forwarding the amended Policy Statement Amendment Project 2023/24 business case to the Financial Planning Committee.	Clare Frater	Meeting: 13-Feb-2023 Target: 14-Feb-2023	Completed
14	Executive Committee request staff to cooperate with Snaw-Naw-As First Nation to develop a protocol agreement for Trust Council's consideration.	Clare Frater	Meeting: 13-Feb-2023 Target: 27-Jun-2023	In Progress

Trust Council Quarterly Meeting Schedule
March 7-9, 2023, Nanaimo

Tuesday, March 7

Trust Council Quarterly Meeting
Public Venue
Coast Bastion Ballroom

10:00	**Executive Committee Meeting**
	Public Venue - Coast Bastion Hotel Malahat Room, 2nd Floor
12:00 - 1:00	**Lunch Break**
1:00	**Trust Council Quarterly Meeting**
	Call to Order / Land Acknowledgement
	Approval of Agenda
	General Business Arising
	Consent Agenda Item(s)
	November Minutes
	December Minutes
	TC FUAL
	Decision/Discussion Items
1:10	Trustee Roundtable
2:00	**Executive**
	Consent Agenda Item(s)
	EC Work Program - RPT
	Decision/Discussion Items
	CAO's - RPT
	TC 2023 On Island Meetings - BRF
	Council Committee System Policy - RFD
	Revision of SCRD Support LTR - RFD
	Accessibility Committee - RFD
	Provincial Review - BRF
	Governance Committee Chair - RPT
3:00 - 3:15	**Break**
3:15	**Trust Area Services**
	Consent Agenda Item(s)
	Director's - RPT
	TPC Work Program - RPT
	IT Conservancy RPT
	Legislative Monitoring - RPT
	Decision/Discussion Items
	Policy Statement Project Charter V6 - RFD
	Reconciliation Learning Group - RFD
	DFO Advisory Committee - RFD
5:30 - 7:00	**Dinner Break**
7:00	**Engagement / Collaboration**
	Delegations (7)
8:00	**Public Comments**
9:00	**Recess for the day (approx)**

Wednesday, March 8

9:00	**Administrative Services / Finance**
	Consent Agenda Items
	FPC Workprogram
	Quarterly Financial - RPT
	Director' s Report
	Discussion/Decision Items
	2023/24 Budget Recommendaton to Trust Council
	Budget Session Overview
	Budget Assumptions and Principles
	Budget Overview/Highlights - BRF
	Business Cases
	IT Conservancy Request
	SSIWPA Requests
11:00 - 11:15	**Break**
11:15	**Budget Session - continued**
12:00 - 1:00	**Lunch Break**
1:00	**Planning Services**
	Consent Agenda Items
	RPC Work Program
	Director's Report
	Bylaw Statistical RPT
1:10	**Bylaw Enforcement Policy and Practices Overview**
	Guest Speakers
	Ombudsperson's Office
	Attorney General's Office
3:00 - 3:15	**Break**
3:15	Bylaw Compliance and Enforcement Policy and Practices Overview
5:30	**Recess for the day (approx)**

Thursday, March 9

9:00	**Closed Meeting Session**
	Open Meeting - Rise and Report
11:00 - 11:15	**Break**
11:15	**2023/24 Budget Approval**
*	Financial Plan Bylaw No. xxx - RFD
*	Revenue Anticipation Borrowing Bylaw No. xxx - RFD
11:30	**New Business Items**
	Notice of Motion
	Suspend Proactive Bylaw Enforcement
	Remove Tree Cutting
	Trustee/Summary Updates
	BC Ferries Advisory Committee Chairs
	First Nations
	GINPR Advisory Committee
	SSIWPA
	Atl'ka7tsem/Howe Sound Forum
	Southern Gulf Islands Forum
	Baynes Sound Forum
	Freighter Anchorages Update
	June Trust Council Draft Schedule
	Disposition of Delegations
	Correspondence
12:00	**Adjournment (approx.)**

Islands Trust

Visit the meeting webpage to:
https://islandstrust.bc.ca/event/trust-council-march-2023/
~ view the agenda package
~ join the meeting electronically, view livestream or attend by phone-in

Trust Council
Minutes of Regular Meeting

Date: November 18 - 19, 2022
Location: Coast Victoria Hotel, Ballroom
146 Kingston Street, Victoria BC

Trustees Present:

1. Sam Borthwick, Denman Island
2. David Graham, Denman Island
3. Dag Falck, South Pender Island
4. Ken Hunter, Thetis Island
5. Deb Morrison, North Pender Island
6. Joe Bernardo, Keats/Gambier Island
7. Kate-Louise Stamford, Gambier Island
8. David Maude, Mayne Island
9. Susan Yates, Gabriola Island
10. Alex Allen, Hornby Island
11. Kristina Evans, South Pender Island
12. Sue Ellen Fast, Bowen Island Municipality
13. Peter Luckham, Thetis Island
14. Grant Scott, Hornby Island
15. Mikaila Lironi, Lasqueti Island
16. Laura Patrick, Salt Spring Island
17. Tobi Elliott, Gabriola Island
18. Mairead Boland, Saturna Island
19. Lee Middleton, Saturna Island
20. Ben Mabberley, Galiano Island
21. Aaron Campbell, North Pender Island
22. Tim Peterson, Lasqueti Island
23. Jamie Harris, Salt Spring Island
24. Lisa Gauvreau, Galiano Island
25. Judi Gedye, Bowen Island Municipality
26. Jeanine Dodds, Mayne Island

Staff Present:

Russ Hotsenpiller, Chief Administrative Officer (CAO)
David Marlor, Director, Legislative Services (DLS)
Julia Mobbs, Director, Administrative Services (DAS)
Clare Frater, Director, Trust Area Services (DTAS)
Stefan Cermak, Director, Planning Services (DPS)
Kate Emmings, Islands Trust Conservancy Board, Manager
Warren Dingman, Bylaw Compliance and Enforcement Manager
Lori Foster, Executive Coordinator/Recorder

<u>Friday, November 18, 2022</u>

The in-person meeting was livestreamed and recorded. It was noted that four members of the public attended electronically and there were approximately 10 livestream views reported for November 18.

There were 25 trustees present when the meeting opened. Trustee Dodds was absent.

1. WELCOME REMARKS AND INTRODUCTIONS

Peter Luckham, Acting Chair (A/Chair) for this inaugural session of the new term 2022-2026 Islands Trust Council, opened the meeting by thanking lək̓ʷəŋən Traditional Dancer, Christine Sam, for last night's welcome and prayer offered prior to Trust Council's oath of office and swearing-in ceremony.

A/Chair Luckham introduced Eric Pelkey, W̱SÁNEĆ Leadership Council's Community Engagement Coordinator and Hereditary Chief of Tsawout First Nation. Chief Pelkey shared his family lineage, history with colonial and Douglas Treaty impacts including those on hunting and fishing rights and spoke to ties with all First Nations across Coast Salish traditional and treaty territories, offering his experience as a conduit for connection.

1.1 Call to Order/Notice of New Items

A/Chair Luckham called the meeting to order at 9:37 a.m. calling for any new business items or notices of motion to add to the agenda.

Trustee Elliott requested a notice of motion be advanced to the December 2022 Trust Council meeting agenda.

By 2/3rd's majority consent, Trust Council added New Business item 8.1.1. Notice of Motion re: Establishment of a Select Committee on Reconciliation Action to this meeting's agenda.

Trustee Boland requested two new items be added to the agenda as urgent business in consideration of the budget development.

By 2/3rd's majority consent, Trust Council added New Business item 8.1.2 Change how the Financial Planning Committee is appointed to this meeting's agenda.

By 2/3rd's majority consent, Trust Council defeated the request to add New Business item 8.1.3-Pause on Hiring to this meeting's agenda.

A/Chair Luckham suggested the request re: Pause on Hiring go before the first Financial Planning Committee meeting for consideration.

Trustee Yates requested a notice of motion be brought to the December Trust Council meeting with regards to Trust Council in-person meetings.

By 2/3rd's consent, Trust Council added New Business 8.1.3 - Trust Council in-person meetings for 2023/24" to this meeting's agenda.

1.2 Approval of Agenda

By general consent, the agenda was adopted as amended.

2. COUNCIL ROUNDTABLE PRIORITIES AND PERSPECTIVE

2.1 Council Roundtable Priorities and Perspectives - Session Outline

Each trustee spoke to their priorities and perspectives as returning or newly elected officials to this term's Trust Council.

The following themes were spoken to: housing and water sustainability, reconciliation, official community plan updates, communications, Islands 2050 Policy Statement update amendments, heritage conservation, bylaw enforcement and advocacy issues including anchorages.

The meeting recessed for a break at 11:00 a.m. and reconvened at 11:15 a.m.

3. SESSIONS

3.1 Overview of Islands Trust

3.1.1 Overview of Islands Trust - Session Outline

Chief Administrative Officer (CAO) Hotsenpiller spoke to the session outline.

3.1.1.1 The Big Picture – PowerPoint Presentation

CAO Hotsenpiller presented a PowerPoint on Trust Council's program of orientation. The presentation was added as an addendum to the agenda package.

Discussion followed.

The meeting recessed for lunch at 12:11 p.m. and reconvened at 1:00 p.m.

3.2 Islands Trust Conservancy

3.2.1 Islands Trust Conservancy (ITC) - Session Outline

Islands Trust Conservancy (ITC) Manager, Emmings spoke to the session outline.

3.2.1.1 Welcome to the Islands Trust Conservancy – PowerPoint Presentation

ITC Manager Emmings presented on the priorities and work of the ITC with regards to Trust Council. The presentation was added as an addendum to the agenda package.

3.3 Governance

3.3.1 Governance - Session Outline

CAO Hotsenpiller spoke to the governance session as presented in the outline.

3.1.1.1 The Big Picture – PowerPoint (PP) Presentation

The presentation was added as an addendum to the agenda package. Comments followed on:

- Lessening of voluminous staff reports,
- Reasonability of fact-based decisions,
- First Nations referrals, collaboration and case law.

4. NOTICE OF ELECTION / INTENT

Director of Legislative Services (DLS) Marlor gave notice of elections to be held on Saturday, November 19, 2022 for the positions of (1) one Islands Trust Chair, (3) three Vice-Chairs, and (2) two Islands Trust Conservancy members.

DLS Marlor introduced the trustees whose declarations were included in the agenda package and asked if there were any other declarations of intent.

In addition to the trustees whose declarations were included in the agenda package the following trustees put forward their name for the following positions:

- Trustee Sam Borthwick, Denman Island Local Trust Area, for the position of Vice-Chair,
- Trustee Tobi Elliott, Gabriola Island Local Trust Area, for the position of Vice-Chair,
- Trustee Grant Scott, Hornby Island Local Trust Area, for the position of Islands Trust Conservancy member.

The meeting recessed for a break at 2:50 p.m. and reconvened at 3:15 p.m.

Trustee Dodds joined the meeting. 26 trustees were present.

5. SESSIONS – CONTINUED

5.1 Planning Services - Session Outline

Director of Planning Services (DPS) Cermak introduced the session.

5.1.1 Planning Services Orientation – PowerPoint Presentation

The presentation was added as an addendum to the agenda package.

DPS Cermak introduced the following management staff:

- Regional Planning Manager (Southern Team), Robert Kojima,
- Regional Planning Manager (Salt Spring Island), Chris Hutton, and
- Bylaw Compliance and Enforcement Manger, Warren Dingman.

A question and answer session followed.

6. CANDIDATE PRESENTATIONS Q & A

The following trustees (items 6.1 – 6.7) spoke for two minutes stating their intention and interest and, as presented in the agenda package. Questions and answers followed.

6.1 Dag Falck - Chair
6.2 Peter Luckham - Chair
6.3 Deb Morrison – Chair
6.4 Sue-Ellen Fast - Vice-Chair
6.5 Ben Mabberley - Vice-Chair
6.6 David Maude - Vice-Chair
6.7 Tim Peterson - Vice-Chair
6.8 Susan Yates - Islands Trust Conservancy

Trustees Sam Borthwick and Tobi Elliott declared interest in running for the position of vice-chair and each gave a verbal presentation.

Trustee Grant Scott declared interest in running for the position of Islands Trust Conservancy member and gave a verbal presentation.

By general consent, the meeting recessed for the day at 5:38 p.m.

Saturday, November 19, 2022

Acting Chair Luckham gave a land acknowledgement that the meeting was being held on Coast Salish First Nations traditional and treaty territory.

The meeting reconvened at 9:02 a.m. All 26 trustees were present.

7. SESSIONS – CONTINUED

7.1 Finance and Budgeting - Session Outline

Director of Administrative Services (DAS) Mobbs spoke to the session outline and presented a PowerPoint presentation titled “Budgeting and Finance”. The presentation was added as an addendum to the agenda package.

Questions and comments followed.

The meeting recessed for a break at 10:18 a.m. and reconvened at 10:24 a.m.

8. BUSINESS AND DECISION ITEMS

8.1 New Business

8.1.1. <u>Notice of Motion re: Establishment of a Select Committee on Reconciliation Action – Discussion</u>

Trustee Elliott gave notice of intention to propose the following motion and, following alternative/second motion at the December 2022 business meeting:

THAT Trust Council request staff to report options for resourcing and supporting the formation of a Select Committee on Reconciliation in line with (Policy 2.3.1 Council Committee System) that would be formed to recommend Reconciliation actions to Trust Council, and to request staff to recommend the Committee's terms of reference, composition and purpose.

THAT Trust Council request staff to report options for resourcing and supporting the formation of an entity other than a Select Committee, for the purpose of recommending Reconciliation actions to Trust Council, such as a Reconciliation "Coordination Group" (Secretariat Policy 2.1.15).

8.1.2 <u>Change how the Financial Planning Committee is appointed</u>

Trustee Boland spoke to consideration of changing how the Financial Planning Committee is formed.

TC-2022-131
It was Moved by Trustee Boland and Seconded by Trustee Morrison,
THAT Trust Council request staff to report back with options and implications of changing the selection process established in Trust Council Policy 2.3.1 Council Committee Systems for the Financial Planning Committee so that membership is determined by Trust Council election and;
THAT Trust Council change the process for appointing the Financial Planning Committee established in Policy 2.3.1 Council Committee Systems, by limiting the appointment under current policy to six months pending adoption of a new selection policy, at which time a new Financial Planning Committee could be decided by the new policy.

TC-2022-132
It was Moved by Trustee Bernardo and Seconded by Trustee Stamford,
That motion **TC-2022-131** be amended to add after the words “new policy,” “failing which the existing Financial Planning Committee will remain in office.”

<u>CARRIED</u>

Chair Luckham call the question on motion **TC-2022-131** as amended.

TC-2022-131 (as amended)
THAT Trust Council request staff to report back with options and implications of changing the selection process established in Trust Council Policy 2.3.1 Council Committee Systems for the Financial Planning Committee so that membership is determined by Trust Council election and;
THAT Trust Council change the process for appointing the Financial Planning Committee established in Policy 2.3.1 Council Committee Systems, by limiting the appointment under current policy to 6 months pending adoption of a new selection policy, at which time a new Financial Planning Committee could be decided by the new policy, failing which the existing Financial Planning Committee will remain in office.

CARRIED

8.1.3 Notice of Motion re: Trust Council in-person meetings for 2023/24

Trustee Yates gave notice of intention to propose the following motion at the December 2022 business meeting:

That Trust Council ensure the 2023/24 budget allows for four in-person Trust Council meetings and, that at least two of the in-person Trust Council meetings take place on the islands our mandate pertains to.

8.2 Resolutions without Meeting (RWM) Report

Received for information.

8.3 September Trust Council Minutes

This item will come to the December Trust Council meeting.

8.4 Follow-up Action List

Received for information.

8.5 Priorities Chart

Received for information.

9. CORRESPONDENCE

9.1 Minister Cullen response re: Provincial Review request letter dated September 23, 2022

TC-2022-133
It was Moved by Trustee Patrick and Seconded by Trustee Yates,
That Trust Council request staff to return the request for decision Provincial Review of Islands Trust for consideration to the December Trust Council meeting.

CARRIED

The meeting recessed for a break at 11:00 a.m. - 11:15 a.m.

10. ELECTIONS FOR EXECUTIVE COMMITTEE AND CONSERVANCY

10.1 Elections for Executive Committee and Islands Trust Conservancy

DLS Marlor summarized the election and voting process as presented in the agenda package.

Director of Legislative Services (DLS) Marlor called for nominations for the position of Islands Trust Chair.

It was Moved by Trustee Dodds and Seconded by Trustee Scott,
That Trustee Peter Luckham be nominated for the position of Chair.
Trustee Luckham agreed to stand.

It was Moved by Trustee Middleton and Seconded by Trustee Peterson,
That Trustee Deb Morrison be nominated for the position of Chair.
Trustee Morrison agreed to stand.

It was Moved by Trustee Boland and Seconded by Trustee Elliott,
That Trustee Dag Falck be nominated for the position of Chair.
Trustee Falck agreed to stand.

DLS Marlor called three more times for nominations for the position of Islands Trust Chair. Hearing none, the paper ballots were prepared and distributed by staff.

After marking their paper ballot, each trustee walked to the front of the room and cast their vote placing it in a box held by staff.

TC-2022-134
It was Moved by Trustee Peterson and Seconded by Trustee Borthwick,
That Trustee Graham be appointed scrutineer for this ballot.

CARRIED

Trustee Graham, Director Marlor and Executive Coordinator Foster left the room to count the votes.

DLS Marlor returned and announced Trustee Luckham Chair of Islands Trust Council for the 2022-2026 term.

DLS Marlor called for nominations for the three positions of Vice-Chair.

It was Moved by Trustee Middleton and Seconded by Trustee Maude,
That Trustee Ben Mabberley be nominated for the position of Vice-Chair.
Trustee Mabberley agreed to stand.

It was Moved by Trustee Dodds and Seconded by Trustee Campbell,
That Trustee David Maude be nominated for the position of Vice-Chair.
Trustee Maude agreed to stand.

It was Moved by Trustee Patrick and Seconded by Trustee Allen,
That Trustee Tobi Elliott be nominated for the position of Vice-Chair.
Trustee Elliott agreed to stand.

It was Moved by Trustee Allen and Seconded by Trustee Yates,
That Trustee Tim Peterson be nominated for the position of Vice-Chair.
Trustee Peterson agreed to stand.

It was Moved by Trustee Gedye and Seconded by Trustee Yates
That Municipal Trustee Sue Ellen Fast be nominated for the position of Vice-Chair.
Municipal Trustee Fast agreed to stand.

It was Moved by Trustee Graham and Seconded by Trustee Allen,
That Trustee Sam Borthwick be nominated for the position of Vice-Chair.
Trustee Borthwick agreed to stand.

It was Moved by Trustee Evans and Seconded by Trustee Hunter,
That Trustee Dag Falck be nominated for the position of Vice-Chair.
Trustee Falck agreed to stand.

DLS Marlor called three more times for nominations for the positions of Vice-Chair. Hearing none, the paper ballots were prepared and distributed by staff.

After marking their paper ballot, each trustee walked to the front of the room and cast their vote placing it in a box held by staff.

TC-2022-135
It was Moved by Trustee Allen and Seconded by Trustee Mabberley,
That Trustee Yates be appointed scrutineer for this ballot.

CARRIED

Trustee Yates, Director Marlor and Coordinator Foster left the room to count the votes.

DLS Marlor returned and announced, in no particular order, that Trustees Peterson, Elliott and Maude were elected to the positions of Vice-Chair for the 2022-2026 term.

Director of Legislative Services Marlor called for nominations for the two positions for Islands Trust Conservancy board.

It was Moved by Trustee Yates and Seconded by Trustee Stamford,
That Municipal Trustee Sue Ellen Fast be nominated for the position of Islands Trust Conservancy member.
Municipal Trustee Fast agreed to stand.

It was Moved by Trustee Allen and Seconded by Trustee Patrick,
That Trustee Grant Scott be nominated for the position of Islands Trust Conservancy member.
Trustee Scott agreed to stand.

It was Moved by Trustee Stamford and Seconded by Trustee Borthwick,
That Trustee Susan Yates be nominated for the position of Islands Trust Conservancy member.
Trustee Yates agreed to stand.

DLS Marlor called three more times for nominations for the positions of Islands Trust Conservancy member. Hearing none, the paper ballots were prepared and distributed by staff.

TC-2022-136
It was Moved by Municipal Trustee Fast and Seconded by Trustee Bernardo,
That Trustee Stamford be appointed scrutineer for this ballot.

CARRIED

After marking their paper ballot, each trustee walked to the front of the room and cast their vote placing it in a box held by staff.

DLS Marlor returned and announced that the Trust Council appointees to the Islands Trust Conservancy Board, in no particular order, are Trustee Susan Yates and Trustee Grant Scott.

The meeting recessed for lunch at 12:15 p.m. and reconvened at 1:00 p.m.

Trustees Allen and Scott did not return after the lunch break.

11. PUBLIC COMMENTS

Chair Luckham asked if there any members of the public present in the room that wish to address Trust Council.

Ian Peace, from Salt Spring Island, on behalf of the Gulf Islands Alliance (GIA), addressed Trust Council congratulating them on their election to this term. Giving a summary background on the history, purpose, and beliefs of GIA. GIA holds Islands Trust to its climate emergency and reconciliation declarations. GIA urges all levels of government to support the Islands Trust mandate and spoke to GIA's legal opinion, submitted by delegation to Trust Council at its September 2022 meeting interpreting the duty of trust bodies to uphold the mandate.

Michael Sketch, North Pender Island resident, spoke to the long overdue need for a rewrite of the Trust Policy Statement and a disconnect between the federation structure and the local trust bodies in carrying out the Object of the Trust.

Chair Luckham asked if there were members of the public attending electronically that wish to address Trust Council.

Jennifer Margison suggested that the position of Trust Council chair be a neutral position, and not appointed to local trust committees requesting Trust Council to look into this as a possibility. She spoke in support of the last two public comment speakers and that she was part of an inter-island group called Friends of the Gulf Islands which supports the mandate of protecting the rural and natural environment.

12. NEXT MEETING

12.1 Proposed December 6-8, 2022 Trust Council Agenda Program

CAO Hotsenpiller spoke to the December schedule as presented which is scheduled to be held electronically.

It was noted that sign-up sheets, situated in the hotel foyer, are open for trustees to express their interest in the standing committees of Trust Council with appointments and ratification to follow in upcoming meetings.

13. ADJOURNMENT

By general consent, at 1:31 p.m. the meeting was adjourned.

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Peter Luckham, Chair

Certified Correct

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Lori Foster, Executive Coordinator/Recorder

Islands Trust

Trust Council
Minutes of Regular Meeting

Date:	**December 6-8, 2022**
Location:	**Electronic Meeting/Islands Trust Boardroom**
	200 - 1627 Fort Street, Victoria, BC

Executive Present:

1. **Peter Luckham, Chair, Thetis Island** (Victoria boardroom)
2. **Tobi Elliott, Vice-Chair, Gabriola Island**
3. **David Maude, Vice-Chair, Mayne Island**
4. **Tim Peterson, Vice-Chair, Lasqueti Island**

Trustees Present:

5. **Sam Borthwick, Denman Island**
6. **David Graham, Denman Island**
7. **Dag Falck, South Pender Island**
8. **Ken Hunter, Thetis Island**
9. **Deb Morrison, North Pender Island**
10. **Joe Bernardo, Keats/Gambier Island**
11. **Kate-Louise Stamford, Gambier Island**
12. **Susan Yates, Gabriola Island** (Victoria boardroom)
13. **Alex Allen, Hornby Island**
14. **Kristina Evans, South Pender Island**
15. **Sue Ellen Fast, Bowen Island Municipality**
16. **Grant Scott, Hornby Island** (regrets)
17. **Mikaila Lironi, Lasqueti Island**
18. **Laura Patrick, Salt Spring Island**
19. **Mairead Boland, Saturna Island**
20. **Lee Middleton, Saturna Island**
21. **Ben Mabberley, Galiano Island**
22. **Aaron Campbell, North Pender Island**
23. **Jamie Harris, North Pender Islands Trust**
24. **Lisa Gauvreau, Galiano Island**
25. **Judi Gedye, Bowen Island Municipality**
26. **Jeanine Dodds, Mayne Island**

Staff Present:

Chief Administrative Officer, Russ Hotsenpiller (Victoria boardroom)
Director, Legislative Services, David Marlor (Victoria boardroom)
Director, Trust Area Services, Clare Frater (Victoria boardroom)
Director, Administrative Service, Julia Mobbs
Director, Planning Services, Stefan Cermak
Senior Policy Advisor, Dilani Hippola
Executive Coordinator/Recorder, Lori Foster (Victoria boardroom)

Tuesday, December 6, 2022

The meeting was conducted electronically from the Victoria boardroom where the public could see and hear the proceedings which were recorded, livestreamed and made available for electronic attendance.

It was noted there were 87 total livestream views on Tuesday, December 6, which included the 7:00 p.m. Delegations/Public Comment evening session.

1. CALL TO ORDER

Chair Luckham called the meeting to order at 1:01 p.m. stating gratitude to work and live on Coast Salish First Nations traditional and treaty territory. He recognized the work of Maynard Johnny Jr., Indigenous artist, whose work adorned the shirt he was wearing and Forbes Hall on Thetis Island, depicting stories of Thunderbird, Wolf and Human.

Chair Luckham conducted a roll call, there were 25 trustees present offering First Nations land acknowledgements.

Trustee Scott sent regrets, that he would be unable to attend the 3-day meeting.

2. APPROVAL OF AGENDA

Discussion ensued on:

- That the minutes of the November Trust Council meeting were not on the agenda,
- Allowing more time for disposition of delegations,
- Addition of Governance Committee elections late item 4.5 circulated.

By general consent, the agenda approved, with the addition of late item 4.5 Governance Committee elections.

3. GENERAL BUSINESS ARISING

3.1 Trust Council Follow Up Action List

Receive for information.

3.2 September Trust Council draft minutes

It was noted that these are last term's council's minutes.

By general consent, the September Trust Council draft minutes were adopted as presented.

3.3 Trustee Round Table

Trustees spoke in anticipation of holding their first local trust committee meetings and the work ahead in the coming new year.

4. EXECUTIVE

4.1 Council Committee Ratification for 2022-2026 - RFD

Chair Luckham spoke to the ratification of the council committee appointments as presented in the request for decision (RFD).

Chair Luckham called for further expressions of interest to the standing committees.

Trustees Boland, Lironi and Morrison expressed interest in appointment to the Regional Planning Committee.

TC-2022-137
It was Moved by Trustee Luckham and Seconded by Trustee Yates,
THAT Trust Council ratify the following appointments to Trust Programs Committee, Regional Planning Committee and Financial Planning Committee:

1. **Trust Programs Committee (TPC):** Sam Borthwick, Kristina Evans, Alex Allen, Jamie Harris, Tim Peterson (EC appointment), Sue Ellen Fast, Chair Luckham (ex-officio)
2. **Regional Planning Committee (RPC):** Laura Patrick, Aaron Campbell, Alex Allen, David Graham, Sam Borthwick, Tobi Elliott (EC appointment), Chair Luckham (ex-officio), Mairead Boland, Mikaila Lironi, Deb Morrison.
3. **Financial Planning Committee (FPC):** Mairead Boland, Joe Bernardo, David Graham, TPC representative (vacant), RPC representative (vacant), David Maude (EC) Tim Peterson (EC), Tobi Elliott (EC), Peter Luckham (EC).

CARRIED

4.2 Notice of Motion from Previous Meeting

4.2.1 Report on potential new Reconciliation Committee - Trustee Elliott - RFD

Trustee Elliott spoke to the request for decision (RFD) as presented.

TC-2022-138
It was Moved by Trustee Elliott and Seconded by Trustee Yates,
That Trust Council request staff to prepare a report regarding options for resourcing and supporting a new Select Committee on Reconciliation, with recommendations as to how the Select Committee on Reconciliation's terms of reference, composition and purpose would be determined.

TC-2022-139
It was Moved by Trustee Morrison and Seconded by Trustee Patrick,
That motion **TC-2022-138** be amended to include "by the March 2023 Trust Council meeting" after the word report.

CARRIED

TC-2022-140
It was Moved by Trustee Morrison and Seconded by Trustee Boland,
That the discussion on amended motion **TC-2022-138** be postponed until after the reconciliation discussion tomorrow.

CARRIED

4.2.2 In-person Trust Council meetings in 2023-24 - Trustee Yates - RFD

Trustee Yates spoke to the request for decision (RFD) as presented. Discussion ensued.

TC-2022-141
It was Moved by Trustee Yates and Seconded by Trustee Maude,
That Trust Council ensure that the 2023/24 Budget allows for four in-person Council meetings.

CARRIED

The meeting recessed at 3:05 p.m. and reconvened at 3:15 p.m.

By general consent, item 5.1 was addressed next.

5.1 Policy Statement Amendment Project Overview - Session Outline

Senior Policy Advisor Hippola presented a PowerPoint titled "Islands 2050 Policy Statement Amendment Project Orientation Session for Trust Council 2022-2026.

Trustee Morrison, last term's Chair of Trust Programs Committee, encouraged all trustees to review the current project charter.

By general consent, item 6. was addressed next.

6. BUSINESS

Director of Administrative Services Mobbs spoke to the following items as presented.

6.1 Financial Planning Committee Work Program

TC-2022-142
It was Moved by Trustee Peterson and Seconded by Trustee Yates,
That Trust Council approve Financial Planning Committee's work program as presented.

CARRIED

6.2 Q2 Financial Report to September 30, 2022 – RFD

TC-2022-143
It was Moved by Trustee Yates and Seconded by Trustee Boland,
That Trust Council approve the September 30, 2022, Financial Report as presented.

CARRIED

6.3 Q2 Financial Forecast – BRF

The Financial Forecast as at September 30, 2022 was received for information.

6.4 Draft 2023/24 Budget Review

DAS Mobbs spoke to the budget as presented in the following items.
6.4.1 Budget Session Outline
6.4.2 Budget Assumptions and Principles - Briefing
6.4.3 Summary of Budget Amendments by FPC – BRF

Questions and answers followed.

At 5:00 p.m., Trustee Allen left the meeting.

Discussion ensued on the budget process, strategic planning, public engagement and a zero per cent increase in taxes.

The meeting recessed for a break at 5:17 p.m.

The meeting reconvened at 7:00 p.m.

There were 12 members of the public attending electronically.

7. DELEGATIONS / PUBLIC COMMENT

The following delegation presentations, as presented in the agenda package, were heard:

7.1 David Dunnison - A review of carbon storage and carbon storage potential within the Islands Trust Area

7.2 Mielle Chandler - Democracy, peace and the bylaw enforcement system

7.3 Mary Beth Rondeau - Reducing our carbon footprint and promoting resilience and adaptability

7.4 Michael Sketch – Trust Policy Statement Rewrite

7.5 Public Comments

Chair Luckham opened the floor to public comments.

Maxine Leichter made seven recommendations on how to control the budget 1. not adding further staff positions 2. implementation of only one project per local trust committee 3. hold only two in-person council meetings 4. cut the budget on public engagement 5. strict limits on the number of advocacy items 6. don't add another committee for First Nations 7. conduct a management review on more ways to save money.

Dori Howard spoke in support of Mielle Chandler's delegation presentation on bylaw enforcement and halting bylaw enforcement.

Jennifer Margison spoke in support of Michael Sketch's delegation regarding the Policy Statement amendment project.

Dale Chandler spoke in support of a public inquiry into bylaw enforcement practices and halting all bylaw enforcement.

By general consent, the meeting was recessed for the day at 8:30 p.m.

<u>**Wednesday, December 7, 2022**</u>

It was noted there were 87 livestream views on December 7th and fourelectronic attendees

Chair Luckham reconvened the meeting at 9:01 a.m. noting a quorum of 24 trustees present. Trustees Bernardo and Scott sent regrets.

Chair Luckham continued with agenda item 6.4.4.

Director of Administrative Services (DAS) Mobbs reviewed and spoke to the following items, and answered trustee questions.

6.4.4 <u>Draft 2023/24 Budget Overview - BRF</u>

6.4.5 <u>Budget Detail, Numeric</u>

6.4.6 <u>Strategic Plan Projects - Budget Requests</u>

6.4.7 <u>LTC Projects - Budget Requests and Feasibility</u>

6.4.8 <u>Operational Projects & Staffing - Budget Requests</u>

6.4.9 <u>ITC Board - Budget Request</u>

6.4.10 <u>Business Cases Not Advanced</u>

By general consent, item 8.2 was addressed next.

8.2 First Nations Session / Reconciliation Action Plan - Session Outline

Reece Harding, legal council with Young Anderson, presented a PowerPoint titled "Local Governments and Indigenous Peoples: Some Foundational Legal Principles" which was made available to trustees.

The meeting recessed for a break at 11:05 a.m. and reconvened at 11:15 a.m.

A question and answer session followed. Comments followed on capacity funding, the referral process, fee simple lands and Crown land.

The meeting recessed for lunch at 11:52 a.m. and reconvened at 12:50 p.m.

By general consent, item 4.5 was addressed next.

4.5 Election of Chair of the Governance Committee - RFD

Chair Luckham spoke to the request for decision which was circulated as a late item.

Discussion followed.

TC-2022-144
It was Moved by Trustee Luckham and Seconded by Trustee Yates,
That Trust Council adopt amended Trust Council Policy 2.3.1 [Council Committee System] dated December 6, 2022 that specifies that the Chair of the Governance Committee be elected by Trust Council from amongst its membership.

DEFEATED

By general consent, item 8.5 was addressed next.

8.5 Governance Committee Election - Session Outline

Director of Legislative Services (DLS) spoke to the election process.

By general consent, item 8.5 was deferred until Trustee Bernardo could join the meeting.

By general consent, Chair Luckham continued with a speakers list addressing budget business cases under item 6.4.4.

At 2:00 p.m., Trustee Bernardo joined the meeting.

DLS Marlor continued with the elections process for the Governance Committee.

DLS Marlor called three times for nominations which were recorded as follows:

Nominee	Moved by:	Seconded by:	Accepted (Yes/No)
Bernardo	Morrison	Campbell	Yes
Stamford	Peterson	Yates	Yes
Evans	Falck	Fast	Yes
Harris	Boland	Dodds	Yes
Morrison	Mabberley	Bernardo	Yes
Gedye	Fast	Yates	Yes
Middleton	Evans	Mabberley	Yes
Patrick	Elliott	Yate	Yes
Falck	Campbell	Dodds	Yes
Peterson	Allen	Boland	Yes
Campbell	Falck	Boland	Yes

TC-2022-145
It was Moved by Trustee Luckham and Seconded by Trustee Morrison,
That Trustee Maude be appointed scrutineer for this ballot.

CARRIED

The meeting recessed for a break at 3:10 p.m. and reconvened at 3:25 p.m.

Chair Luckham announced that the electronic ballots for the election of the Governance Committee were now distributed and called on trustees to vote.

DLS Marlor and Trustee Maude met in a separate electronic meeting to count the votes for the election of the Governance Committee.

By general consent, Trust Council continued discussing budget business cases as presented.

TC-2022-146
It was Moved by Trustee Middleton and Seconded by Trustee Boland,
That the draft budget be referred back to Financial Planning Committee with a request they re-draft the budget to the status quo for presentation back to the March Trust Council.

TC-2022-147
It was Moved by Trustee Middleton and Seconded by Trustee Campbell,
That **TC-2022-146** be amended by replacing the words status quo with “to reflect approved fiscal 2022/23 spending levels, plus an amount for inflation as represented by the Statistics Canada December CPI report.”

CARRIED

Chair Luckham called the vote on **TC-2022-146** as amended.

TC-2022-146 (as amended)
That the draft budget be referred back to Financial Planning Committee with a request they re-draft the budget to reflect approved fiscal 2022/23 spending levels, plus an amount for inflation as represented by the Statistics Canada December CPI report.

DEFEATED

By general consent, Trust Council addressed the Governance Committee election results next.

DLS Marlor announced that there was a tie for the seventh position, therefore a further election would be held between two tied candidates to determine a winner. He further advised thatballots had been emailed to all trustees which would be counted by the scrutineer and himself.

Chair Luckham asked trustees to vote on the tie-breaker, the results pending.

By general consent, Trust Council continued with budget discussions.

TC-2022-148
It was Moved by Trustee Graham and Seconded by Trustee Peterson,
That Trust Council direct Staff to draw a further $79,000 from General Revenue Surplus Fund to reduce the shortfall in the draft 2023/2024 budget, and that this surplus draw be allocated to the cost of the Accessibility Plan Development ($2,500), with the remainder allocated to non-planning staff salaries to acknowledge the higher than anticipated increase to union staff salaries in the new BCGEU agreement.

CARRIED

TC-2022-149
It was Moved by Trustee Morrison and Seconded by Trustee Yates,
That Trust Council direct Financial Planning Committee to approve a revised draft budget and process for public engagement.

CARRIED

Trustee Allen left the meeting at 5:15 p.m.

By general consent, Trust Council addressed the results of the Governance Committee next.

DLS Marlor announced the following seven trustees were elected to the Governance Committee: Stamford, Bernardo, Gedye, Harris, Middleton, Peterson and Patrick.

By general consent, the meeting recessed for the day at 5:39 p.m.

Thursday, December 8, 2022

Chair Luckham reconvened the meeting at 9:00 a.m. 24 trustees present. It was reported there were 56 livestream views on December 8.

By general consent, Trust Council postponed orientation sessions 8.1 Standards of Conduct/Conflict of Interest/ FOI - Session Outline, 8.3 Strategic Plan Review - Session Outline, and 8.4 Planning Services/ Local Trust Committee Session.

8.6 ELI MINA AND ROBERT'S RULES OF ORDER - SESSION OUTLINE

Eli Mina, Certified Parliamentarian, presented a PowerPoint titled “Robert’s Rules and Responsible Governance” as a companion to the 14 page insert at 8.6 of the agenda package.

The meeting and presentation recessed for break at 10:50 a.m. and reconvened at 11:00 a.m.

Eli Mina presented Part 2 of the PowerPoint.

Questions and answers followed.

By general consent, at 11:48 a.m. Trust Council resumed with remaining and reordered business items.
4.2.1 Report on potential new Reconciliation Committee - Trustee Elliott - RFD

Chair Luckham addressed motion **TC-2022-140** then called the vote on deferred motion **TC-2022-138** as amended.

TC-2022-138 (as amended)
That Trust Council request staff to prepare a report by the March 2023 Trust Council meeting regarding options for resourcing and supporting a new Select Committee on Reconciliation, with recommendations as to how the Select Committee on Reconciliation's terms of reference, composition and purpose would be determined.

CARRIED

4.2.2 In-person Trust Council meetings in 2023-24 - Trustee Yates - RFD

TC-2022-150
It was Moved by Trustee Yates and Seconded by Trustee Evans,
That Trust Council schedule at least two of the in-person Council meetings to take place on the Islands our mandate pertains to.

CARRIED

4.3 Proposed Trust Council Schedule 2023 – RFD

TC-2022-151
It was Moved by Trustee Patrick and Seconded by Trustee Fast,
That Trust Council adopt the following meeting dates for its 2023 schedule: March 7-9, June 27-29, September 26-28, and December 5-7.

CARRIED

TC-2022-152
It was Moved by Trustee Fast and Seconded by Trustee Yates,
That Trust Council adopt the following meeting locations and for its 2023 schedule: March (in‐ person, Nanaimo), June (pending), September (pending), December (in‐ person, Victoria).

CARRIED

4.4 June Trust Council Provincial Review – Briefing

TC-2022-153
It was Moved by Trustee Peterson and Seconded by Trustee Gauvreau,
THAT item 4.4 be postponed to a future Trust Council meeting for consideration.

TC-2022-154
It was Moved by Trustee Morrison and Seconded by Trustee Patrick,
That motion **TC-2022-153** be amended replacing the words "a future" with the words "the March 2023".

CARRIED

Chair Luckham called the question on motion **TC-2022-153** as amended.

TC-2022-153 (as amended)
THAT item 4.4 be postponed to the March 2023 Trust Council meeting for consideration.

CARRIED

TC-2022-155
It was Moved by Trustee Morrison and Seconded by Trustee Graham,
That Trust Council refer item 4.4 to the Governance Committee for discussion prior to the March 2023 meeting.

CARRIED

5.2 NAPTEP Certificate Completion Extension SSI LTA- RFD

TC-2022-156
It was Moved by Trustee Yates and Seconded by Trustee Patrick,
That the Islands Trust Council extend the timeline for issuing the Natural Area Exemption Certificate for Natural Area Protection Tax Exemption Program application SS-NAP-2020.3 (Salt Spring Island) until December 2024.

CARRIED

5.3 Recommended Islands Trust Council Representative and Alternate Attendee for DFO Shellfish Aquaculture Management Advisory Committee – RFD

TC-2022-157
It was Moved by Trustee Fast and Seconded by Trustee Allen,
That item 5.3 be postponed to the March 2023 Trust Council meeting.

CARRIED

6.4.11 Special Tax Requisition Request – RFD

TC-2022-158
It was Moved by Trustee Peterson and Seconded by Trustee Patrick,
That Trust Council approve, in concept, the Salt Spring Island Local Trust Committee's request for a 2023/24 special tax requisition to fund work associated with delegated powers under Bylaw No. 154, in the amount of $75,500, and that the project be put forward for public consultation.

CARRIED

9. DISPOSITION OF DELEGATIONS

The following actions were requested regarding the delegation presentations as shown:

Re: Item 7.1 David Dunnison - A review of carbon storage and carbon storage potential within the Islands Trust Area

TC-2022-159
It was Moved by Trustee Boland and Seconded by Trustee Graham,
That Trust Council requests staff work with the delegate (David Dunnison) on his assertion with respect to Carbon Storage numbers, and respond to Trust Council on findings and next steps such as further peer review and revision to Islands Trust communications on Carbon Storage facts.

TC-2022-160
It was Moved by Trustee Bernardo and Seconded by Trustee Dodds,
That motion **TC-2022-159** be amended to remove the words “work with” and replace with the word “engage.”

CARRIED

Chair Luckham called the question on **TC-2022-159** as amended.

TC-2022-159 (as amended)
That Trust Council requests staff engage the delegate (David Dunnison) on his assertion with respect to Carbon Storage numbers, and respond to Trust Council on findings and next steps such as further peer review and revision to Islands Trust communications on Carbon Storage facts.

CARRIED

TC-2022-161
It was Moved by Trustee Harris and Seconded by Trustee Peterson,
That Islands Trust Council request staff to promptly inform the Province that it no longer wishes to proceed with its request that 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, and also request staff to remove the task from Trust Council’s follow-up action list.

TC-2022-162
It was Moved by Trustee Morrison and Seconded by Trustee Gedye,
That Trust Council postpone motion **TC-2022-161** to the March Trust Council meeting.

CARRIED

TC-2022-163
It was Moved by Trustee Morrison and Seconded by Trustee Harris,
That Executive Committee and staff do not pursue conversations with the Province around tree cutting until after the March 2023 meeting.

CARRIED

Re Item: 7.2 Mielle Chandler - Democracy, peace and the bylaw enforcement system

TC-2022-164
It was Moved by Trustee Morrison and Seconded by Trustee Borthwick,
That Trust Council requests that Executive Committee include a session on bylaw enforcement policy and practice in the March 2023 Trust Council meeting agenda.

CARRIED

Trustee Campbell gave notice of his intention to propose a motion at the March Trust Council meeting that Trust Council suspend the proactive enforcement model and all associated files pending a full review of bylaw enforcement by a non partisan third party that is at arms length from the trust to ensure that complaints are free of bias of predetermined guilt, including a right to appeal, and a neutral body to appeal to, and that any complaint driven enforcement be vetted through the local trust council to ensure fairness in keeping with each island uniqueness with the goal of creating a new model bylaw enforcement based on fairness and democratic principle.

Re: Item 7.3 Mary Beth Rondeau - Reducing our carbon footprint and promoting resilience and adaptability

Trustee Morrison asked the minutes record that the "Declare a Climate Emergency and Intensify Islands Trust Climate Action Request for Decision" from the March 12, 2019 meeting of Trust Council was trustee written authored by herself in collaboration with former Trustee Scott Colbourne. Staff provided editing and revision.

10. CORRESPONDENCE

10.1 M. Gang re: need for review and restructure email dated November 10, 2022

TC-2022-165
It was Moved by Trustee Boland and Seconded by Trustee Elliott,
That item 10.1 M. Gang re: need for review and restructure email dated November 10, 2022, be forwarded to the Governance Committee for their consideration.

CARRIED

11. NEW BUSINESS - None

12. NEXT MEETING

The next meeting is scheduled to be held in-person March 7, 8 and 9 in Nanaimo.

13. ADJOURNMENT

By general consent, the meeting was adjourned at 1:54 p.m.

____
Peter Luckham, Chair

Certified Correct

____
Lori Foster/Executive Coordinator

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 Kate Emmings Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 31-Dec-2022	In Progress
2 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.	Russ Hotsenpiller	Meeting: 16-Sep-2020 Target: 07-Mar-2022	In Progress
3 That Trust Council prioritize public engagement tools and approaches as a priority topic for future learning opportunities.	Russ Hotsenpiller	Meeting: 21-Sep-2021 Target: 06-Dec-2022	In Progress
4 Coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 - 2022.	Clare Frater Russ Hotsenpiller	Meeting: 21-Sep-2022 Target: 27-Jun-2023	In Progress

Islands Trust

Follow Up Action Report

Trust Council

Chief Administrative Officer

Activity	Responsibility	Dates	Status
5 In cooperation with Executive Committee, provide a list of needed resources in priority order to advance the Trust's reconciliation activity with First Nations in British Columbia that Council may debate and endorse for advocacy to British Columbia.	Clare Frater Russ Hotsenpiller	Meeting: 22-Sep-2022 Target: 27-Jun-2023	In Progress
6 Trust Council host a panel session about housing challenges and solutions in the Islands Trust Area as part of trustee education.	Russ Hotsenpiller Stefan Cermak	Meeting: 22-Sep-2022 Target: 14-Mar-2023	In Progress
7 That Trust Council coordinate a round table on housing, to include BC Housing, key ministers, housing leaders from island communities, and others, within the first six months of the new term.	Russ Hotsenpiller Stefan Cermak	Meeting: 22-Sep-2022 Target: 23-Mar-2023	In Progress
8 Schedule at least two of the in-person Council meetings to take place on the Islands our mandate pertains to.	Russ Hotsenpiller	Meeting: 07-Dec-2022 Target: 07-Mar-2023	In Progress
9 Adopt the following meeting locations and for its 2023 schedule: March (in-person, Nanaimo), June (pending), September (pending), December (in-person, Victoria).	Russ Hotsenpiller	Meeting: 06-Dec-2022 Target: 07-Mar-2023	In Progress
10 Trust Council Provincial Review Request to March meeting	Russ Hotsenpiller	Meeting: 06-Dec-2022 Target: 07-Mar-2023	Completed
11 Refer Provincial Review item to Governance Committee prior to March meeting.	Russ Hotsenpiller	Meeting: 06-Dec-2022 Target: 07-Mar-2023	Completed

Follow Up Action Report

Trust Council

Chief Administrative Officer

Activity	Responsibility	Dates	Status
12 That Executive Committee and staff do not pursue conversations with the Province around tree cutting until after the March 2023 meeting.	Russ Hotsenpiller	Meeting: 06-Dec-2022 Target: 07-Mar-2023	In Progress
13 Postpone notice of motion re: Trust's jurisdiction over tree-cutting bylaws and suspend bylaw enforcement to March Trust Council meeting.	Russ Hotsenpiller	Meeting: 06-Dec-2022 Target: 07-Mar-2023	In Progress
14 M. Gang re: need for review and restructure email dated November 10, 2022, be forwarded to the Governance Committee for their consideration.	Russ Hotsenpiller	Meeting: 06-Dec-2022 Target: 07-Mar-2023	Completed
15 Trust Council adopt the following meeting dates for its 2023 schedule: March 7-9, June 27-29, September 26-28, and December 5-7.	Russ Hotsenpiller	Meeting: 06-Dec-2022 Target: 07-Mar-2023	Completed
16 That Executive Committee include a session on bylaw enforcement policy and practice in the March 2023 Trust Council meeting agenda.	Russ Hotsenpiller Stefan Cermak	Meeting: 06-Dec-2022 Target: 08-Mar-2022	In Progress

Director Legislative Services

Activity	Responsibility	Dates	Status
1 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: 06-Dec-2023	In Progress

Follow Up Action Report

Trust Council

Director Legislative Services

Activity	Responsibility	Dates	Status
2 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.	David Marlor Julia Mobbs	Meeting: 15-Sep-2020 Target: 28-Jun-2023	In Progress
3 Trust Council asked staff to provide recommendations about how to broaden engagement and capacity building within local communities, particularly with respect to involving First Nations, in the work of the Islands Trust Area.	Clare Frater David Marlor	Meeting: 10-Mar-2021 Target: 27-Jun-2023	In Progress
4 Staff to report back with options and implications of changing the selection process established in Trust Council Policy 2.3.1 Council Committee Systems for the Financial Planning Committee so that membership is determined by Trust Council election and; THAT Trust Council change the process for appointing the Financial Planning Committee established in Policy 2.3.1 Council Committee Systems, by limiting the appointment under current policy to 6 months pending adoption of a new selection policy, at which time a new Financial Planning Committee could be decided by the new policy failing which, the existing Financial Planning Committee will remain in office.	David Marlor	Meeting: 18-Nov-2022 Target: 07-Mar-2023	In Progress

Director of Planning Services

Activity	Responsibility	Dates	Status

Follow Up Action Report

Trust Council

Director of Planning Services

Activity	Responsibility	Dates	Status
1 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.	Stefan Cermak	Meeting: 15-Sep-2020 Target: 06-Dec-2022	In Progress
2 Establish criteria to guide selection of the LTC projects to be undertaken, including an evaluation process that determines priorities on the basis of need and regional equity.	Stefan Cermak	Meeting: 21-Sep-2022 Target: 15-Mar-2023	Completed
3 Executive Committee to develop a communications strategy and materials to support awareness of the housing affordability advocacy request and rationale.	Clare Frater Stefan Cermak	Meeting: 22-Sep-2022 Target: 14-Mar-2023	In Progress
4 Trust Council host a panel session about housing challenges and solutions in the Islands Trust Area as part of trustee education.	Russ Hotsenpiller Stefan Cermak	Meeting: 22-Sep-2022 Target: 14-Mar-2023	In Progress
5 That Trust Council coordinate a round table on housing, to include BC Housing, key ministers, housing leaders from island communities, and others, within the first six months of the new term.	Russ Hotsenpiller Stefan Cermak	Meeting: 22-Sep-2022 Target: 23-Mar-2023	In Progress
6 Trust Council refer the concept of "carrying capacity" to the Regional Planning Committee for study.	Stefan Cermak	Meeting: 22-Sep-2022 Target: 06-Dec-2022	In Progress
7 That Executive Committee include a session on bylaw enforcement policy and practice in the March 2023 Trust Council meeting agenda.	Russ Hotsenpiller Stefan Cermak	Meeting: 06-Dec-2022 Target: 08-Mar-2022	In Progress

Follow Up Action Report

Trust Council

Director, Administrative Services

Activity	Responsibility	Dates	Status
1 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.	David Marlor Julia Mobbs	Meeting: 15-Sep-2020 Target: 28-Jun-2023	In Progress
2 Staff to draw a further $79,000 from General Revenue Surplus Fund to reduce the shortfall in the draft 2023/2024 budget, and that this surplus draw be allocated to the cost of the Accessibility Plan Development ($2,500), with the remainder allocated to non-planning staff salaries to acknowledge the higher than anticipated increase to union staff salaries in the new BCGEU agreement.	Julia Mobbs	Meeting: 06-Dec-2022 Target: 07-Mar-2023	Completed
3 Trust Council direct Financial Planning Committee to approve a revised draft budget and process for public engagement.	Julia Mobbs	Meeting: 06-Dec-2022 Target: 07-Mar-2023	Completed

Director, Trust Area Services

Activity	Responsibility	Dates	Status

Follow Up Action Report

Trust Council

Director, Trust Area 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 Kate Emmings Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 31-Dec-2022	In Progress
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: 06-Dec-2023	In Progress
3 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: 06-Dec-2022	In Progress
4 Cooperate and work with Dr. Tara Martin's delegation re data sharing of Coastal Douglas-fir.	Clare Frater	Meeting: 17-Jun-2020 Target: 06-Dec-2022	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
5 That Trust Council issue a NAPTEP certificate for the R. Leader property (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.	Clare Frater Kate Emmings Kathryn Martell	Meeting: 03-Dec-2020 Target: 06-Dec-2023	In Progress
6 Trust Council asked staff to provide recommendations about how to broaden engagement and capacity building within local communities, particularly with respect to involving First Nations, in the work of the Islands Trust Area.	Clare Frater David Marlor	Meeting: 10-Mar-2021 Target: 27-Jun-2023	In Progress
7 That Trust Council request staff to provide a report outlining potential options for how the Trust and local trust committees can engage and assist with the Coast Guard Oil Spill response planning process.	Clare Frater	Meeting: 22-Sep-2021 Target: 06-Dec-2022	In Progress
8 Proclaim June 8, 2022, to June 7, 2023 "Year of the Salish Sea", to raise public awareness about a healthy Salish Sea and learn from Indigenous Nations on how to improve its health and management for the benefit of future generations.	Clare Frater	Meeting: 08-Mar-2022 Target: 07-Jun-2023	In Progress
9 Trust Council approved issuance of an increased Natural Area Exemption Certification for the application to expand of the Nighthawk Hill NAPTEP area subject to registration of an appropriate expanded conservation covenant with the Islands Trust Conservancy.	Clare Frater Kate Emmings Kathryn Martell	Meeting: 02-Dec-2021 Target: 28-Feb-2023	In Progress

Print Date: February 18, 2023

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
10 Policy Statement Amendment Project - Amend draft Bylaw No. 183 as directed by adopted resolutions.	Clare Frater	Meeting: 21-Sep-2022 Target: 07-Sep-2026	In Progress
11 Continue to build staff-to-staff relationships with First Nations who provided input to the Policy Statement Amendment Project in Phases 1 and 2 of early and meaningful engagement, and provide additional capacity funding to support continued First Nations engagement on this project.	Clare Frater	Meeting: 21-Sep-2022 Target: 14-Mar-2023	In Progress
12 Coordinate the provision of expert advice and training to the incoming Trust Council, early in the new term, on the theme of public engagement and consultation, building on lessons learned from the first three phases of Islands 2050 public engagement from 2019 - 2022.	Clare Frater Russ Hotsenpiller	Meeting: 21-Sep-2022 Target: 27-Jun-2023	In Progress
13 Prepare a new Policy Statement Amendment Project Charter and Communications Strategy for the consideration of the incoming Executive Committee and Trust Council in early 2023.	Clare Frater	Meeting: 21-Sep-2022 Target: 14-Mar-2023	Completed
14 In cooperation with Executive Committee, provide a list of needed resources in priority order to advance the Trust's reconciliation activity with First Nations in British Columbia that Council may debate and endorse for advocacy to British Columbia.	Clare Frater Russ Hotsenpiller	Meeting: 22-Sep-2022 Target: 27-Jun-2023	In Progress

Follow Up Action Report

Trust Council

Director, Trust Area Services

Activity	Responsibility	Dates	Status
15 Executive Committee to develop a communications strategy and materials to support awareness of the housing affordability advocacy request and rationale.	Clare Frater Stefan Cermak	Meeting: 22-Sep-2022 Target: 14-Mar-2023	In Progress
16 Postpone DFO Advisory Committee RFD to March meeting.	Clare Frater	Meeting: 06-Dec-2022 Target: 07-Mar-2023	Completed
17 Extend the timeline for issuing the Natural Area Exemption Certificate for Natural Area Protection Tax Exemption Program application SS-NAP-2020.3 (Salt Spring Island) until December 2024.	Clare Frater Kate Emmings	Meeting: 06-Dec-2022 Target: 31-Dec-2024	In Progress

Ecosystem Protection Specialist

Activity	Responsibility	Dates	Status
1 That Trust Council issue a NAPTEP certificate for the R. Leader property (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.	Clare Frater Kate Emmings Kathryn Martell	Meeting: 03-Dec-2020 Target: 06-Dec-2023	In Progress
2 Trust Council approved issuance of an increased Natural Area Exemption Certification for the application to expand of the Nighthawk Hill NAPTEP area subject to registration of an appropriate expanded conservation covenant with the Islands Trust Conservancy.	Clare Frater Kate Emmings Kathryn Martell	Meeting: 02-Dec-2021 Target: 28-Feb-2023	In Progress

Follow Up Action Report

Trust Council

Manager, Islands Trust Conservancy

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 Kate Emmings Russ Hotsenpiller	Meeting: 17-Sep-2019 Target: 31-Dec-2022	In Progress
2 That Trust Council issue a NAPTEP certificate for the R. Leader property (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.	Clare Frater Kate Emmings Kathryn Martell	Meeting: 03-Dec-2020 Target: 06-Dec-2023	In Progress
3 Trust Council approved issuance of an increased Natural Area Exemption Certification for the application to expand of the Nighthawk Hill NAPTEP area subject to registration of an appropriate expanded conservation covenant with the Islands Trust Conservancy.	Clare Frater Kate Emmings Kathryn Martell	Meeting: 02-Dec-2021 Target: 28-Feb-2023	In Progress
4 Extend the timeline for issuing the Natural Area Exemption Certificate for Natural Area Protection Tax Exemption Program application SS-NAP-2020.3 (Salt Spring Island) until December 2024.	Clare Frater Kate Emmings	Meeting: 06-Dec-2022 Target: 31-Dec-2024	In Progress

Islands Trust

CHIEF ADMINISTRATIVE OFFICER

3rd QUARTER REPORT

Updated February 15, 2023

March 2023, Nanaimo

Budget development has been the predominate activity of the organization over the last quarter, particularly as the process is being lead by new trustees and a new Trust Council. The third quarter financial reporting indicates that spending is generally appropriate for this time in the year, given some lag in local trust committee (LTC) project delivery. Trust Council will have a recommendation from the new Financial Planning Committee as to what to adopt for the coming budget year including funding to ensure the delivery of electronic meetings at the Islands Trust, and the development and delivery of work by the new committees of the Islands Trust: the Governance and Accessibility Committee.

The first phase of orientation for trustees has been delivered, primarily through a series of online forums. It is proposed that just after Trust Council that all trustees are surveyed to get their feedback on the orientation and to identify any gaps that need addressing. By then everyone will have had an LTC meeting, so this should be a good opportunity to refocus any further work. Chair training, for all trustees who act as chair for a committee, is being organized for post March Trust Council. As a related item, future orientation sessions can be included in Trust Councils continuous learning plan, which is a more long range training program delivered on behalf of Council, throughout the term.

Given regular and continuous increased in insurance costs, consideration of joining the Municipal Insurance Agency as a full participant is worth exploring. Some preliminary discussions and analysis of this potential was initiated in 2021. More recently I have had conversations with the new CEO of the Association, Megan Chorlton, and the project is being refreshed. Results will be returned to Financial Planning Committee when and if there is information to provide.

Trust Council will note that there is reporting on bylaw enforcement policy and practise on the March agenda, including both regular and in-camera reporting. These items are accompanied by a session for Wednesday March 8, which will have guests from the Ombudspersons office and the Office of the Attorney General. This discussion will provide trustees an opportunity to see how our organization intersects with these agencies and to ask questions of the presenters regarding Islands Trust practise and performance.

We have been in discussions with the Snaw-naw-as First Nation to negotiate a protocol agreement. These discussions have included staff and trustees and has progressed well. Trustees will note that finding ways to create better relationships leading to more official engagements and agreements, will provide greater efficiency and benefit for all involved. Future protocol agreements may follow.

It has been a pleasure to get to know the new trustees and begin the process of working with Trust Council.

Russ Hotsenpiller
CAO

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 7, 2023
From:	**David Marlor, Director, Legislative Services**	**Date Prepared:**	February 14, 2023
SUBJECT:	**Financial Planning Committee Membership**		

RECOMMENDATION: THAT Trust Council ask the Governance Committee to review the current method of appointment and the make-up of membership for the Financial Planning Committee to ensure the Committee represents all 16 bodies of Trust Council.

ACTING CHIEF ADMINISTRATIVE OFFICER COMMENTS: The current make-up of the Financial Planning Committee was designed by Trust Council to represent all Trust bodies and Trust Council standing committees. The recommendation gives the Governance Committee an opportunity to review this structure and make recommendations to Trust Council on appropriate membership and appointment methods.

1 **PURPOSE:**

To provide Trust Council with the rationale for the current membership of the Financial Planning Committee and provide options.

2 BACKGROUND:

At its regular meeting on January 18, 2023, the Financial Planning Committee passed the following resolution:

that Financial Planning Committee request staff to investigate policy with respect to Council Standing Committee appointments, and report back to Trust Council with recommendations for policy amendments.

As this is a request of the Financial Planning Committee, and the make-up of standing committees generally is not within the terms of reference of the Financial Planning Committee, Staff has focused this report and recommendation on the Financial Planning Committee appointments.

In September 1993 Trust Council consider a motion to ensure that all trust bodies and council standing committees were represented on the Budget committee. This was to be done by including all of the Executive Committee (as chairs of the local trust committees) and representatives from the standing committees. Discussion on this item was deferred to December 1993. In December 1993, Trust Council renamed the committees, which resulted in a combined Budget Committee and Finance Committee, renamed as the Financial Planning Committee.

The Islands Trust is made up of 16 bodies (13 local trust areas, Executive Committee, Islands Trust Conservancy and Islands Trust Council) that have jurisdiction and powers under the Islands Trust Act. However, the power for establishing budgets and resources falls solely with Trust Council.

Therefore, when considering the annual budget, Trust Council needs to know the needs of each of the Trust Council bodies to undertake work within their jurisdiction.

Trust Council Policy 2.3.1 [Council Committee System] establishes the membership and method of appointment for the Financial Planning Committee. The Financial Planning Committee is made up of all members of the Executive Committee, the Chair of Trust Council's standing committees, a representative from the Islands Trust Conservancy and three members of Trust Council appointed by the Chair and ratified by Trust Council. All members are appointed at the beginning of the term shortly after the local general election, and members serve until the end of term.

The rationale for including all members of the Executive Committee is that under the Islands Trust legislation, the Chair and vice-chairs of Trust Council are the Chair of one or more local trust committees. So their including on the Financial Planning Committee is to represent the local trust committees. The Islands Trust Conservancy representative does the same for the Islands Trust Conservancy. Trust Council has also established three standing committees in addition to the Financial Planning Committee [Regional Planning, Trust Programs and Governance), and each are tasked with undertaking work and advising Trust Council on subjects within their terms of reference. The intent of the membership of the Chair, or another member appointed by the standing committee chair, on the Financial Planning Committee is to represent that committee's requirements to undertake their work in financial planning.

<u>Options</u>

The membership and method of appointment is up to Trust Council through its policies. Given this, Trust Council could amend its Council Committee System policy to change how members are appointed.

One option would be to eliminate the appointment by committees as described above, and instead appoint or elect from Trust Council membership generally. The limit would be that the number of people on the Financial Planning Committee would need to remain below a Trust Council quorum (which is 13). The advantage of this is that those who are interested, and may have background in finances could apply for and be appointed to the Financial Planning Committee. A negative would be that the bodies of the Islands Trust would not necessarily have equal representation.

A second option would be eliminate the Financial Planning Committee as a standing committee, and instead appoint or elect an annual select committee for the purpose of recommending budget to Trust Council for the next fiscal year. This would likely be a small committee intended to assist staff in developing budget material for Trust Council consideration. An advantage is such a committee could be nimble, and would disband after meeting the objectives. It would also give trustees more opportunities to become involved. A disadvantage is that a financial committee of some kind would likely be needed each year to advise staff due to the annual nature of budgeting. It could be disjointed and potentially disruptive if the committee changed every year. Further, there would be no equal representative from all trust bodies, though referral of budgets, or solicitation of feedback can be built into the system.

A third option is the keep the system as is, however, there could be some consideration of which council committees, if any, should have representation on the Financial Planning Committee. The Regional Planning Committee and the Trust Programs Committee have representatives from Trust Council on them, who also sit on Financial Planning Committee. Therefore, the Executive Committee members could handle the interest of these two committees. This may be desirable if Council decides to create more standing committees, as it may not possible for all committees to be represented by a unique individual yet keeping the Financial Planning Committee membership below a Trust Council quorum. Should Trust Council choose option three, Staff recommend that the concept of which committee are appointed, and the process to appoint them, be sent to the Governance Committee for review and recommendations.

A fourth option is an expansion of the work sent to the Governance Committee under Option 3 above, by including all Trust Council standing committees in this review. This would involve more work for the committee, but could be a systematic means of reviewing and refreshing the Trust Council committee system.

Of the above options, Staff recommend option three; options one and two appear to inadequately represent all 16 bodies of the Islands Trust. Further, option three would focus the Governance Committee on the Financial Planning Committee membership and appointments. There could be room for adjusting how the Financial Planning Committee is appointed, the term of the Committee and the make –up of the membership that is still representative of the 16 bodies of Trust Council.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
No organizational implications of the recommendation.

FINANCIAL:
No financial implications of the recommendation.

POLICY:
No policy implications of the recommendation. Governance Committee Terms of Reference would cover such consideration and recommendations back to Trust Council.

IMPLEMENTATION/COMMUNICATIONS:
Resolution of Trust Council on this issue would be forwarded to the Governance Committee.

FIRST NATIONS:
No First Nations implications of the recommendation.

OTHER:
No other implications of the recommendation.

4 RELEVANT POLICY(S):
Trust Council Policy 2.3.1 Council Committee System

5 ATTACHMENT(S):
No attachments

RESPONSE OPTIONS

Recommendation:

THAT Trust Council ask the Governance Committee to review the current method of appointment and the make-up of membership for the Financial Planning Committee to ensure the Committee represents all 16 bodies of Trust Council.

Alternative:

1. THAT Trust Council ask Staff to amend policy 2.3.1 so that the membership of the Financial Planning Committee is [appointed/elected] by…. [see option 1 above].
2. THAT trust Council request that the Governance Committee review the appointment and membership of all Trust Council Standing Committees. This would involve more work, but could be a systematic means to review and update the Trust Council standing committee system.

Or

3. THAT Trust Council ask Staff to amend policy 2.3.1 so that the Financial Planning Committee Standing Committee is abolished, and establish a Terms of Reference for an annual Financial Planning Select Committee that will be elected by Trust Council.

Prepared By: **David Marlor, Director, Legislative Services**

Reviewed By/Date: **Clare Frater A/CAO, Febuary 17, 2022**

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 7, 2023
From:	**Executive Office**	**Date Prepared:**	February 15, 2023

SUBJECT: **Minister Cullen response re: Provincial Review request letter dated September 23, 2022**

BACKGROUND:

At its November 19, 2022 meeting, Trust Council requested staff to return the June request for decision (RFD) on Provincial Review of Islands Trust for consideration to the December Trust Council meeting.

For information, the RFD can be found in the June 2022 Trust Council agenda package pages 392 -394, item 9.2. Chair Luckham sent this letter to the Honourable Nathan Cullen dated July 8th, 2022 re: Request for Provincial Review of Islands Trust. Minister Cullen's response is attached.

At its December, 7 2023 meeting, Trust Council resolved to postpone consideration of this topic to the March 2023 agenda and refer the briefing to the Governance Committee.

The Governance Committee considered the briefing at its January 19, 2023 meeting and the Committee received it for information.

ATTACHMENT(S):

1. **Minister Cullen response letter dated September 23, 2022**

FOLLOW-UP: Staff will follow-up as directed by Trust Council

Prepared By: **Lori Foster, Executive Coordinator**

Reviewed By/Date: **Clare Frater, A/CAO, February 16, 2023**

September 23, 2022

Ref: 270776

Peter Luckham, Chair
Islands Trust
200-1627 Fort St
Victoria BC V8R 1H8

Dear Chair Luckham:

Thank you for your letter of July 8, 2022, requesting a recommendation to the Lieutenant Governor in Council to undertake a provincial review of the Islands Trust mandate, governance and structure. The Ministry of Municipal Affairs has responsibility for the *Islands Trust Act* and would be responsible for policy work to support any review that may be undertaken. I appreciate that there are a number of challenges facing the Islands Trust that you have identified in your letter.

The recent governance and management review undertaken by the Islands Trust has highlighted a number of actions the Islands Trust can take within its existing authorities to address some of the emerging concerns and pressures, and I encourage you to look at these opportunities. In addition, with local elections being held on October 15, 2022, the ministry wants to understand the perspectives and opinions that the newly elected Trust Council has on the requested review.

I look forward to learning of the measures being taken by the Trust in response to the governance and management review and in relation to the broader issues that are raised in the context of this request for a review of the Islands Trust governance, mandate and opportunities for alignment with the principles of the Declaration Act.

Thank you again for writing.

Sincerely,

Nathan Cullen
Minister

Ministry of Municipal Affairs
Office of the Minister
Mailing Address:
PO Box 9056 Stn Prov Govt
Victoria BC V8W 9E2
Phone: 250 387-2283
Fax: 250 387-4312
Location:
Room 028
Parliament Buildings
Victoria BC V8V 1X4
http://www.gov.bc.ca/muni

REPORT

Date	**For the meeting of March 7, 2023**	**File Number**	**2960-20-06-23**
To	**Trust Council**		
From	**Chair, Governance Committee**		
Re	**Report of the Governance Committee (GC) to Trust Council, February 10, 2023.**		

Chair Judith Gedye, Vice-chair Jamie Harris, Trustee Joe Bernardo, Trustee Lee Middleton, Trustee Tim Peterson, Trustee Laura Patrick, Trustee Kate-Louise Stamford, Trustee Peter Luckham (ex-officio Executive Committee),Trustee Grant Scott (ex-officio Islands Trust Conservancy)

The Governance Committee has met for two meetings since it was established. At the first meeting we agreed, as a starting point, to summarize and analyze the Governance Review report of February, 2022. Considerable work was done, and 7 summaries circulated amongst the members prior to our second meeting (and are included in our agenda documents) and used to determine priorities for our future efforts.

First, we decided that we needed to keep a clear distinction between content (the business of Trust Council) and the process (both existing and possible changes) which we would like to recommend to Trust Council to help gain focus and clarity in the work of the Trust, both as a federation and locally.

We organized the recommendations of the Governance review into 4 categories along an urgent and an important axis. In the urgent and important category were items which we will focus on immediately:

1) strategic (political)/corporate (business) planning was identified in the Governance Review as lacking in the Islands Trust organization. We consider such work a top priority and have requested staff to work with the Financial Planning Committee (FPC) to develop, with reference to best practices from organizations of similar size and mandate, an outline of possible next steps for the GC to recommend to Trust Council to take to develop a corporate plan, hopefully before the next budget cycle;

2) the Governance Report recommended that the Trust Council must grapple with finding agreement on the fundamentals, starting with the mandate of the Trust (s.3 of the Islands Trust Act), in order to successfully engage in future planning. We requested that staff gather together those legal opinions and reports that exist in our database. Summaries of that work will begin our discussions on what we will recommend to Trust Council as next steps;

3) there was agreement to investigate whether there are outdated procedural bylaws and policies that are inhibiting open and detailed discussions at meetings. We requested that staff provide relevant background material for analysis and possible recommendations for amendments to help increase time spent by Trust Council in discussion of material content; and

4) at our first meeting, we requested that staff provide legal advice on the question of "workshop sessions" that would not require open meeting procedures to be followed if we wanted to have more informal informational meetings.

We agreed on a meeting schedule for the next 7 months and tabled discussion on whether any of our meetings would be in person until our budget request for meetings was decided. Vice-chair Harris will speak to our request for inclusion in the FPC and our budget request if you have any questions on those items.

Islands Trust

Trust Area Services Report
Quarter 3/4: October 2022 to February 2023
Prepared on: February 14, 2022

General

Trust Area Services (TAS) staff organized and supported two Trust Programs Committee (TPC) meetings, in January and February. Staff also completed a hiring process for an acting communications specialist and welcomed Morgana van Niekerk in February. Staff also initiated a hiring process for a permanent senior intergovernmental policy advisor with the hope of having someone in the role by April.

Trust Area Services also coordinated the trustee orientation binder project and a number of Council committee Chair and Vice-Chair election processes.

Islands 2050 (Policy Statement Amendment) Project

Staff have been working on the Draft 2 rewrite of the draft Policy Statement, as per Trust Council's 32 resolutions, and are engaging with internal and external staff partners and legal counsel in the process. Staff have also written to all First Nations in the Trust Area offering capacity funding for engagement on Draft 2 this spring. Staff have also briefed Trust Programs Committee and prepared draft project charters for Executive Committee review to define next steps for the project. Staff have also updated the business case for the project in 2023/24 for Executive Committee to advance to Financial Planning Committee and Trust Council. In addition, staff have contracted development of a communications strategy for the project in 2023/24. Staff continue to monitor the Islands2050@islandstrust.bc.ca inbox and respond to enquiries, and update the Islands 2050 website as needed.

Stewardship Education Program

Staff are working towards the third and final mailing of the "Living in the Islands Trust Area" package the year to new residential property owners in the Trust Area which includes a range of documents and publications for new residents/property owners in the area.

Advocacy/Coordination

Staff supported the Islands Trust Chair with the following letters:

- Submission to Trans Mountain in response to *Trans Mountain's* Report on *BC Environmental Assessment Office* (EAO) Condition 35 about the Fate and Behaviour of Bitumen Research.

- Letter to Association of Vancouver Island and Coastal Communities providing a resolution with backgrounder consideration at the 2023 Association of Vancouver Island and Coastal Communities (AVICC) and Union of BC Municipalities (UBCM) conventions, calling upon the Province of British Columbia to urgently proceed with legislation, informed by new agreements and reports, co-developed with First Nations, that enables legal and financial mechanisms for the protection of biodiversity, ecosystem health, and species at risk in British Columbia.

Staff also supported trustee attendance (Trustees Campbell/Lironi) at the Transport Canada Ocean Protection Plan forum in Vancouver.

Delegation Letters

Seven thank-you letters were prepared for the Chair and sent to individuals/groups who made presentations to the December 2022 Trust Council Meeting.

Liaison Letters

Twenty-one liaison letters were sent out to Trust-area Members of the Legislative Assembly (5 MLAs), Members of Parliament (6 MPs), and Electoral Area Directors (10 EADs) to advise them of the outcomes of the election and offer contact information and information about upcoming meetings.

Reconciliation

As mentioned above, staff have undertaken a hiring process for the Senior Intergovernmental Policy Advisor position. Staff have been working towards analysing organizational needs, updating the job profile and initiating hiring processes, and internal administrative improvements.

Administrative improvements include the procurement of a contact relationship database and analysis of the data to be included in the database. The database will host information about First Nations relations. Staff also developed an internal First Nations referrals e-mail distribution list to more easily share changes and updates regarding First Nations relations. A general email inbox, reconciliation@islandstrust.bc.ca, has been created for all correspondence in the organization to promote better coordination and analysis of the number and type of referrals to First Nations in a year.

Staff received a request from Snaw-naw-as First Nation to undertake negotiation of a protocol agreement. Staff, Chair Luckham and Lasqueti Island Trustees met twice with Snaw-naw-as leadership. Staff prepared a request for decision for Executive Committee. At time of writing, staff are reviewing a draft proposed agreement, and will provide advice to Executive Committee and Trust Council.

Staff contracted general help with reconciliation work which included preparing for Trust Council's inaugural meeting and refinement of the Trust's chance find protocol. Staff have also let a contract for development and delivery of a presentation about land acknowledgement for staff and trustees.

Staff prepared a recommendation regarding whether to establish a reconciliation committee.

Staff are coordinating the drafting of a letter to First Nations to advise them of the outcomes of the election, projects planned or underway, and to offer acknowledgements of cooperative initiatives and topics in need of discussion. Staff will engage with trustees prior to sending the letters.

Legislative Monitoring

Staff monitored multiple sources for updates and new items since the December 2022 report. Staff provided time-sensitive items to the Executive Committee or senior staff and prepared a report for Trust Council.

Secretariat Services

Staff monitored contracts to offer administrative support to coordination groups.

Grants Management

Another application for Transport Canada Community Participation funding was prepared and submitted for trustee participation in an upcoming Ocean Protection Program Forum and was successful ($1,624). The Grants Manager also supported planning staff with grant applications and planning for grants management and reporting, in addition to monitoring grant funded projects. This includes grants to Islands Trust and to associated groups/agencies that are underway. Currently these include: the Local Government Development Application Program Grant - $367,795.00; Make Way Canada Grant - Xetthecum Eco-cultural Mapping Project – Flow through funding - $38,000; Sunshine Coast Regional District Project - Coastal Flood Mapping Grant - $510,000.00.

The Grant Manager liaises and negotiates with funding bodies as necessary. The Grants Manager also researches and responds to grant enquiries from trustees and community members. Staff are currently updating the grants database to include the latest changes to programs affected by the pandemic or otherwise changed.

Communications/Engagement

Annual Report

The annual report preparation cycle has begun. The Executive Committee will review the proposed plan for 2023. Committees/Conservancy Board will review/approve their sections in April/May and the draft report will be provided to Trust Council for approval in June.

Property Tax Notice Insert

Staff provided Financial Planning Committee with a briefing about the 2022 property tax insert notice and received feedback. Staff will prepare an updated insert to provide the Province of BC by the April 1 deadline.

Website

Staff provided a website orientation to trustees and continue general maintenance of the site.

Media relations

Staff continued media relations.

Social media posting

Staff have continued posting to social media as time permits. In the last two quarters, Facebook followers have increased by 3.9% to a total of 769 followers, while Twitter has 1187 followers, down from 1219.

Media clippings service

Staff continue to monitor media sources and provide a summary of Trust-relevant news stories to trustees. While staff aim to provide updates twice a week, this service is provided on a time-available basis. At the request of Bowen Island Municipality, staff are now providing public media articles in the clippings service to Bowen Island Municipal Council as a briefing. Staff are investigating if the media clippings service could be provided to Bowen Island staff and trustees under the existing copyright licence.

Census data

Staff are procuring Census data from Statistics Canada along with associated infographics for each local trust area/Bowen Island Municipality/Islands Trust Area that will show trends over time.

Engagement

Staff supported delivery of a budget engagement process to Salt Spring Island concerning a proposed special tax requisition.

News Releases

Three news released were distributed over the past two quarters:

- November 19, 2022- Islands Trust Council elects new Executive Committee and Islands Trust Conservancy Board members
- November 25, 2022 - Islands Trust Council Chair Appoints New Chairs of Local Trust Committees
- February 1, 2023 – March Islands Trust Council Meeting Program Announced

Active Projects Report

Trust Programs Committee

1. *Policy Statement Amendment Project*	Responsible	Dates
Provide recommendations to Executive Committee on the content of the revised draft Policy Statement.	Clare Frater Dilani Hippola Gillian Nicol	Rec'd: 21-Jun-2017 Target: 01-Oct-2026

2. *Secretariat Role to Forums within the Trust Area*	Responsible	Dates
Administer Secretariat Services program. Strategic Plan item 5.2	Clare Frater Gillian Nicol	Rec'd: 20-Jun-2018 Target: 29-Mar-2024

3. *Stewardship Education Program*	Responsible	Dates
Develop and implement a stewardship education program directed towards the public, industry and stakeholders in the Trust Area. (Strategic Plan strategy #4.3). This includes the Living in the Trust Area project guided by the project charter endorsed by TPC.	Clare Frater	Rec'd: 13-Aug-2020 Target: 29-Mar-2024

Islands Trust

Print Date: February 13, 2023

Future Projects Report

Trust Programs Committee

1. *Update Crown Land Agreements*	Responsible	Date Received
Engage Bowen Island Municipality and the Province of B.C. in updating and consolidating existing agreements into one.		19-Jun-2014

2. *Community Benefit Land Trust Concept*	Responsible	Date Received
Further consideration of the Community Benefit Land Trust Concept briefing presented to TPC on February 5, 2021.		05-Feb-2021

3. *Community Stewardship Awards Program*	Responsible	Date Received
Trust Council Policy 2.1.11 Administration of Community Stewardship Awards Program states: Islands Trust Programs Committee of Trust Council is responsible for initiating Islands Trust Community Stewardship Awards Program in February in the final year of each term.		02-Dec-2021

ISLANDS TRUST CONSERVANCY
REPORT TO TRUST COUNCIL
3rd and 4th Quarters 2022-2023

COMPLETED SINCE LAST REPORT (Oct 2022– Mar 2023)	PLANNED FOR NEXT QUARTER (Apr – June)
1. STRATEGIC PLANNING/ADMINISTRATION	
<u>October to December 2022</u> Extended ITC Co-op Student to December 2022 Completed classification process for Strategic Fund Development Specialist (new) and Communications Specialist positions Provided ITC information for elections materials Finalized and submitted ITC Plan to the Minister Signed Species at Risk Program funding extension with Environment and Climate Change Canada Submitted ITC budget information to Trust Council Attended Cascadia Prairie Oak Partnership Conference, Canadian Land Trust Summit and BC Protected Area Research Forum <u>January to March 2023</u> Recruited for Conservation & GIS Technician (Co-op) and Communications Specialist positions Completed Species at Risk Program evaluation Approved amended Species at Risk (SAR) Project Charter extending SAR Program to March 31, 2026 Completed First Nations referrals for ITC Plan Participated in CDFCP Biodiversity Mapping Needs and Nature-Based Climate Solutions projects	Recruit for Strategic Fund Development Specialist Offer bull kelp mapping to First Nations Continue participation in UVic bull kelp mapping Develop internal guidelines to comply with new reserved practice for biology Work with TAS and IS to complete needs assessment and select CRM software replacement Participate in Contact Relationship Management software implementation
2. COVENANT AND PROPERTY ACQUISITIONS	
Responded to enquiries (Gabriola, Mayne, North Pender, Lasqueti, Thetis, Salt Spring, Penders, Galiano, Saturna) Completed one Ecological Gift process Registered Livingstone NAPTEP covenant (Lasqueti)	Register Sandy Beach Nature Reserve covenant and addition to Nighthawk Hill NAPTEP covenant Continue negotiations on 48 ha of land Update Baseline Report and Management Plan standards with revised mapping/inventory info

As of March 2023 the Islands Trust Conservancy protects 113 conservation properties, 34 nature reserves and 79 covenants (of which 27 have NAPTEP certificates)

3. COVENANT AND PROPERTY MANAGEMENT	
<u>October to December 2022</u> Continued Western Screech Owl surveys and wildlife tree inventory (Link Island) Invasive plant removal in two covenants (Bowen, Gabriola) and Continued prairie oak ecosystem restoration on one covenant (Salt Spring) Implemented iNaturalist trial project for citizen science in ITC covenants Completed monitoring for 79 covenants and 32 Nature Reserves Completed a Biobiltz at Mt. Trematon Nature Reserve (Lasqueti) Ongoing surveys and eDNA sampling for Sharp-tailed Snakes in five conservation areas (N. Pender, Salt Spring, Galiano, Thetis) Contributed to Coastal Tailed-frog surveys with Squamish Nation, Gambier Is. Conservancy & UNBC Nature reserve management: Restoration planting and maintenance (Denman, Salt Spring), Restoration maintenance (Lasqueti, Mayne); Invasive plant management (Denman, Gabriola, Salt Spring, Thetis); Trail maintenance (Lasqueti); Danger trees assessments (SSI and Gabriola); signage installation (Link Island) <u>January to March 2023</u> Management planning and First Nations engagement begun for two nature reserves (Link and Saturnina Islands) Invasive plant removal in three covenants (Galiano, Sidney) Determined high priority SAR projects on ITC properties for 2023/24 fiscal year Prairie oak habitat restoration initiated in one covenant (Sidney) Ongoing surveys and eDNA sampling for Sharp-tailed Snakes in five conservation areas (N. Pender, Salt Spring, Galiano, Thetis)	Begin annual monitoring of 34 nature reserves and 79 conservation covenants Seek First Nations involvement to complete archeological assessments (Link and Saturnina) Conduct Western Screech-owl project on Link Is. Complete prairie oak habitat restoration in one covenant (Sidney Island) Work with partners to finalize one management plan (Salt Spring) Resume fire risk management planning for nature reserves and covenants Complete climate change impacts and adaptations assessment for pilot Nature Reserve (N. Pender) Compile climate change impacts data applicable to Islands Trust Area Coordinate 2023/23 Species at Risk projects (surveys/monitoring) on ITC properties Continue participation in the Sidney Island Ecological Restoration Project and the Capital Region Invasive Species Partnership

As of March 2023 the Islands Trust Conservancy protects 113 conservation properties, 34 nature reserves and 79 covenants (of which 27 have NAPTEP certificates)

3. COVENANT AND PROPERTY MANAGEMENT (Cont.)	
Nature reserve management: Restoration planting and maintenance (Denman, Salt Spring), Restoration maintenance (Lasqueti, Mayne); Invasive plant management (Denman, Gabriola, Salt Spring, Thetis); Trail maintenance (Lasqueti); Danger trees removed (Gabriola)	
4. COMMUNICATIONS AND OUTREACH	
October to December 2022 Facilitated Communications Strategy workshop for ITC Staff (Oct) Issued 3 news releases: Moss Mountain covenant (with video), Opportunity Fund grant & Link Island Released Fall edition of the Heron Contributed to revised edition of 'Greening Your Title' guide to conservation covenant best practices Completed ITC Annual Report 2021-22 Hosted celebration for Lisa Baile Nature Reserve & Woodpecker Forest covenant (North Pender) Completed Will Week social media campaign (Oct) Attended EcoFest on North Pender Island (Oct) Delivered training workshop for Planners/Bylaw on Ecosystems and Species at Risk data and resources January to March 2023 Issued News Release announcing extension of Species at Risk Program Hosted celebration for Link Island Nature Reserve donation Coordinated SAR Program Speaker Series Launched Species at Risk Program webpage Collaborated on news releases for acquisition of KELÁ_EKE Kingfisher Forest (N. Pender) and Reginald Hill (Salt Spring)	Update website information and investigate opportunities for blog/stories on website First draft of communications strategy Host celebrations for Moss Mountain Covenant and Livingstone Covenant donors Release Spring edition of the Heron (April) Issue news release for Livingstone Covenant (Lasqueti) Completed SAR Program Speaker Series

As of March 2023 the Islands Trust Conservancy protects 113 conservation properties, 34 nature reserves and 79 covenants (of which 27 have NAPTEP certificates)

5. FUNDRAISING AND CONSERVANCY SUPPORT	
Processed fall intake for Opportunity Fund Managed fourteen donations totalling $108,345, including one bequest, five gifts of securities and eight other donations Processed end-of-year donations and gifts of shares Sent annual holiday cards to donors & supporters Awarded $50,000 Opportunity Fund Grant to Nature Conservancy of Canada (NCC) for land acquisition on Reginald Hill (Salt Spring) Approved allocation of $25,000 donation to a Western Screech-owl research project (Link Island) Awarded $4,615 Morrison-Waxler Biodiversity Protection Legacy Fund Grant for expansion of a covenant (N. Pender)	Report on Morrison Waxler Biodiversity Protection Legacy Fund Complete Tempest estate administration

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 7-9, 2023
From:	Trust Area Services	**Date Prepared:**	February 10, 2023
SUBJECT:	Legislative Monitoring Report, February 2023		

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. In February 2022, the Executive Committee requested that the report be provided every six months with the next one being August 2023.

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.

For this first report of the term, staff have also included a chart showing legislative change requests since 2007.

ATTACHMENT(S): Legislative Monitoring Report, February 2023
Islands Trust Legislative Change Requests 2007 - present

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

Prepared By: Mike Richards, Grants Manager, Trust Area Services /
Clare Frater, Trust Area Services

Reviewed By/Date: Clare Frater, Director, Trust Area Services / February 12, 2023
Stefan Cermak, Director, Local Planning Services / February 14, 2023
David Marlor, Legislative Services Manager/February 14, 2023
Executive Committee / February 22, 2023

LEGISLATIVE MONITORING REPORT

February 2023

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 six 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
Provincial Planned Legislation				
Heritage Conservation Act Transformation Project	Active	The purpose of the Heritage Conservation Act (HCA) is to encourage and facilitate the protection and conservation of B.C.'s unique cultural heritage. The Provincial Heritage Register lists nearly 60,000 protected heritage sites, of which, over 90% are of First Nations origin. The Province recognizes the need to transform the HCA to better meet the needs of all British Columbians. Transforming the HCA will provide for alignment with the UN Declaration and will support the provincial mandate of lasting and meaningful reconciliation. It will also aim to increase certainty and stability for First Nations, landowners, proponents, developers, and government, while supporting sound decision making. Drafting of legislative, policy and program reforms are targeted for Spring 2024.	None. Local trust committees and Bowen Island Municipality can designate Heritage Conservation Areas in their OCPs. To date, no Trust bodies have done so. Heritage conservation areas may require a heritage alteration permit for: alteration of land, feature, building, or structure, subdivision (Bowen), additions, or new construction.	Staff will continue to monitor.
Federal Planned Legislation				
Proposed *Aquaculture Act* and Regulations (Federal)	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	The proposed *Aquaculture Act* 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 *Fisheries Act* 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	Jan 2018 Chair letter 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 resolution calling for DFO to conduct an ecosystem-based study of potential and cumulative	The Province has responsibility for issuing tenures for aquaculture. Local trust committees and Bowen Island Municipality have zoning authority. This generally does not include regulating anything covered through aquaculture licenses from DFO.

PLANNED LEGISLATION	STATUS	BACKGROUND / KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
	engagement in some regions. See "What We Heard Report". The next phase of public engagement was open until February 12, 2021	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 important initiative. The public is invited to visit https://dfo-mpo.gc.ca/aquaculture/act-loi/consultations-eng.html , and had until February 12, 2021 to participate in this round of consultation. **UPDATE January 31, 2023**: No further progress since last report. Fisheries and Oceans Canada is continuing in taking time to review and carefully consider the input.	impacts of increased geoduck clam aquaculture and consider increased monitoring and enforcement. 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. On January 14, 2021 the Island Trust Chair sent a submission comments pertinent to the federal Aquaculture Act Consultation	Once the amendments are complete, a review should be undertaken to determine any necessary zoning amendments. 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.

LEGISLATION IN PROCESS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Provincial Legislation in Progress				
Bill 2: National Day for Truth and Reconciliation Act	First Reading February 07, 2023	This new provincial statutory day of commemoration responds to the Truth and Reconciliation Commission's Call to Action No. 80, which called on the federal government to establish a holiday to honour survivors, their families and communities. If passed, British Columbia will join Canada, Prince Edward Island, the Northwest Territories, Nunavut and the Yukon as jurisdictions that have designated Sept. 30 as a statutory holiday.		Staff will continue to monitor. Staff will support communications related to the National Day for Truth and Reconciliation
Federal Legislation in Progress				
Bill C-305: An Act to amend the Canada Shipping Act, 2001 (anchorage prohibition)	First reading: November 23, 2022	NDP MP Alistair MacGregor has reintroduced his legislation from the previous Parliament to amend the Canada Shipping Act, 2001 to prohibit the anchoring of freighter vessels using coastal waters along the Southern Strait of Georgia. The bill is widely supported among local stakeholders including First Nations, local government and community activist groups, and is seconded by Nanaimo-Ladysmith MP Lisa Marie Barron. The bill aims to prohibit large freighters from anchoring in the waters to be considered for designation as a future National Marine Conservation Area (NMCA).	Since 2010 Islands Trust has undertaken numerous advocacy actions related to vessel anchoring around the Trust Area. The Islands Trust Chair wrote to the new Transport Canada Minister in January 2021 requesting an update on the Anchorage Initiative. The Islands Trust and allies were successful in getting the February 2021 Ocean Protection Plan consultation event agenda amended to include an anchorage update.	Staff will continue to monitor. Trustees Lironi and Campbell are attending the Ocean Protection Plan forum February 22-23.

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Provincial Legislation in Effect				
Freedom of Information and Protection of Privacy Amendment Act, 2021	Fully into force February 1, 2023	The new section 36.2 of FIPPA requires all public bodies, including local governments, to develop a privacy management program, in accordance with the **provincial directive**. As outlined in the provincial directive, privacy management programs must be "commensurate with the volume and sensitivity of the personal information in the public body's custody or under its control. A Young Anderson summary of the legislation can be found **here**.	Islands trust currently follows provincial privacy rules.	Staff through the CAO office, will need to develop a privacy management program
Bill 43: Housing Supply Act	Royal Assent November 24, 2022	The Housing Supply Act establishes a process that: • Enables the Minister to set housing targets for specified municipalities by an order. • Requires municipalities to which a housing target order applies to submit reports on progress towards meeting targets. • Establishes a system of compliance that enables the Minister Responsible for Housing to: • appoint an advisor to conduct a review of local actions, policies and practises towards meeting targets, and report on their findings to the Minister; • issue directives to enact or amend a bylaw or to issue or refuse a permit; and • issue Orders in Council, to achieve the same ends as a directive if a municipality fails to comply with a directive. A Union of British Columbia Municipalities (UBCM) analysis of this legislation can be found **here**. A Young Anderson analysis can be found **here**. A standalone Ministry of Housing was announced on November 22, 2022.		Housing targets only apply to municipalities prescribed by the Minister. Legislation will not apply in the Islands Trust Area, though potentially could in an island Municipality.

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		The associated Building and Strata Statutes Amendment Act, 2022 also received Royal Assent on November 24, 2022		
Integrated Pest Management Regulation (IPMR) - revised	In effect January 21, 2023	Second-generation anticoagulant rodenticides (SGARs) can pose a risk of poisoning to animals that eat poisoned rodents. To reduce this risk, the ministry established an 18-month ban on the sale and use of SGARs in July 2021. During this 18-month ban, the ministry spoke with technical experts, reviewed the science, outlined proposed regulatory amendments in an intentions paper and held a public consultation. To align with the end of the temporary ban, the revised Integrated Pest Management Regulation will come into effect on Jan. 21, 2023.	In March 2021 Trust Council requested the Chair to write the Minister of Environment urging the Province to introduce a province wide ban on the use of anticoagulant rodenticides.	None anticipated.
Amended Applied Biologists Regulation - Professional Governance Act	Into force September 01, 2022	In the past, Islands Trust has made use of mapping products provided by volunteers. Recent changes to the *Professional Governance Act* (BC) and related regulation require that biologists need to be registered with the College of Applied Biology to practice applied biology and in the view of ITC staff this includes mapping. Much of the guidance around use of volunteer work is still being developed by the College of Applied Biology. Further information can be found at https://www.cab-bc.org/reserved-practice-2022-faq. There are implications for DPAs, bylaws, or other regulations that relate to, or rely on, environmental data.		Islands Trust will now only make use of mapping products provided by volunteers if there is sign off by a Registered Professional Biologist who is able to practice in the area of interest or if they are able to become an "Applied Biologist—Limited Licensee."
Accessible British Columbia Regulation under Part 3 of the Accessible British	Comes into effect Sept. 1, 2022	The regulation requires organizations listed in the regulation (including Islands Trust) to meet the requirements of Part 3 of the Accessible British Columbia Act. Government and listed organizations must establish: 1. An accessibility committee 2. An accessibility plan 3. A tool to receive feedback on accessibility	This is a standing item on the Occupational Health and Safety Committee agenda.	Islands Trust management team has developed a funding request and a related business case for an Administrative Coordinator to support

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Columbia Act.		Islands Trust must comply by September 1, 2023 NEW: Announced on December 1, 2022 the Province has appointed 30 people to help develop British Columbia's first two standards for accessibility: the employment accessibility standard and the accessible service delivery standard.		the new required committee. Staff will support accessibility plan development in 2023/24. Staff will also seek grant funding, if available, to support this work. RFD to March 2023 Trust Council to establish the Committee.
Wildfire Act Review	Announced July 27, 2022. Survey responses were accepted until September 9, 2022	The BC Wildfire Service is assessing provincial wildfire legislation and policy framework to determine whether improvements could be made to better support local governments with preventing human-caused wildfires. BC Wildfire Service held meetings with some local governments and engaged via survey that closed in September, 2022. NEW: Other changes to the Act were made through the Wildlife Amendment Act, 2022 which received Royal Assent June 02, 2022 and through the Wildlife Act - Designation and Exemption Regulations Changes announced June 23, 2022 UPDATE: January 31, 2023 – No reported progress on better support for local governments with preventing human-caused wildfires since last report		
Wildlife Amendment Act, 2023	First Reading Feb 8	MLA Adam Olsen Introduced Bill M202 as a private members bill to increase transparency and give better protection to bear dens.		
Bill 22 – 2021: Freedom of Information and	Royal Assent November 25, 2021	Highlights of the amendments include:		Trust Council and local trust committees will amend their

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Protection of Privacy Amendment Act, 2021		• updating FOIPPA's data-residency provisions so public bodies can use modern tools while continuing to protect personal information; • adopting a privacy management program (in accordance with the directions of the minister responsible for this Act), • enhancing public-sector privacy protections and increasing accountability by implementing mandatory privacy-breach reporting; • introducing a modest application fee ($10) for non-personal freedom of information (FOI) requests; and • demonstrating the Province's commitment to diversity, inclusion, reconciliation and equity by increasing information sharing with Indigenous Peoples, adding Indigenous cultural protections and removing non-inclusive language A special committee of the Legislative Assembly is embarking on a statutory review of FOIPPA, and this process is likely to lead to even more recommendations for reform. As part of these changes, the B.C. government introduced a $10 fee for general freedom of information (FOI) requests. The application fee for general requests is intended to bring B.C. in line with other Canadian jurisdictions that also have an application fee. Those making personal requests will continue to pay no fee at all.		respective FOIPP bylaws and the Islands Trust Conservancy will amends its policy to reflect changes to fees under the amended FOIPP Act; The FOI Head of the above noted Islands Trust bodies will develop a privacy management program in accordance with the directions of the minister responsible for the Act; and Islands Trust FOI and Information Systems staff will adjust FOI practices as necessary in accordance with the amended FOIPP Act and regulations.
Bill 26 Municipal Affairs Statutes Amendment Act (No. 2), 2021	BC Reg dated Jan 31, 2022 makes all provisions effective Feb 28, 2022 https://www.bcl	The Municipal Affairs Statutes Amendments Act (No. 2), 2021, among other purposes: • Require local governments to consider developing or updating codes of conduct (does not apply to Islands Trust bodies but does apply to Bowen Island Municipal Council)	Islands Trust has taken an active role in advocating for several components of this legislation. Specifically**; Electronic Permit And Public Hearing Notification changes**	Staff will review internal procedures for giving notice of public hearings and meetings, and advise local trust committees accordingly. PS Procedures project

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
	aws.gov.bc.ca/civix/document/id/oic/oic_cur/0050_2022	• Streamline local government development approvals processes • Modernize local government public notice requirements • Respond to the Islands Trust request to remove administrative barriers and meet its unique mandate more effectively The proposed amendments to the Islands Trust Act address specific requests made by the Islands Trust Council. The changes include: • including a specific reference to First Nations in the trust's objective statement to recognize its ongoing relationship and reconciliation efforts with First Nations; • enabling the Islands Trust to give financial support to community groups for activities that provide education about or preserve the environment and unique amenities of the Trust Area; and • streamlining the Islands Trust development approvals processes by enabling local trust committees to adopt and amend Development Approval Information bylaws. Moving this decision to local trust committees is consistent with other authorities in the trust and will create efficiencies in approval processes. The following legislated changes apply to all local governments in British Columbia, and aspects of this legislation will affect planning at the Islands Trust. Specially: 1. Changes to notices for public hearings – no longer need to rely on newspaper, with a default system in the new legislation. **LTCs can adopt an alternative approach by bylaw**.	through resolutions to AVICC and UBCM in 2021; and a request for **Legislative Changes to the Islands Trust Act** in 2018. A news release welcoming the changes to the legislation was sent out by Islands Trust in mid-November	commenced January 2023 A bylaw must be adopted in order for trust bodies to provide for alternative means of publishing a notice instead of publishing the notice in a newspaper.

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		2. Ability to delegate minor DVPs to staff – the legislation places limitations on the types of variances and requires that the delegating bylaw specify what is "minor". **This delegation would be via bylaw**, with guidelines for staff on when to approve, as well as a definition of what is considered minor. The amendment to the Islands Trust Act to add First Nations came into force with Royal Assent of Bill 26. and all of the provisions above came into force by regulation in February 2022.		
Federal Legislation in Effect				
Prohibition On The Purchase Of Residential Property By Non-Canadians Act	Into force January 01, 2023	The Act was introduced for the stated purpose of addressing the problem of rapidly increasing housing prices across Canada. In conjunction with the *Prohibition on the Purchase of Residential Property by Non-Canadians Regulations* the new legislation sets out a strict prohibition regarding the purchase of residential property by a "non-Canadian". It affects contracts for purchase and sale that come into effect on or after January 1, 2023. This legislation could potentially have some impact on development in the Trust Area. Based on interpretation of the legislation from MP Barron's office, it appears the legislation applies to Hornby Island and Denman Island, as well as the Thetis Island Local Trust Area.	Staff have e-mailed Statistics Canada and Canada Mortgage and Housing Corporation staff to confirm the applicability of the legislation in the Trust Area.	
Bill S-10 - An Act to give effect to the Anishinabek Nation Governance	Royal Assent in Parliament on June 23, 2022	This legislation, both symbolically and in real terms, transforms the relationship between Canada and the shíshálh Nation. The Bill updates the 1986 Act, removing the anglicized name and transitioning to the *shíshálh Nation Self-Government Act.* Other changes include:		Staff will assess whether the changes have implications for the Lasqueti Island Local Trust Area.

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
Agreement, to amend the Sechelt Indian Band Self-Government Act and the Yukon First Nations Self-Government Act and to make related and consequential amendments to other Acts		• Aligning the Self-Government Act with the United Nation Declaration on the Rights of Indigenous Peoples, • removing outdated oversight provisions that are not required under modern self-government arrangements, • confirming law-making powers over social and welfare services, including child and family services for all shíshálh Nation members, and • allowing for the establishment of a new land registry for the registration of interests in shíshálh lands, as an alternative to the *Indian Act* Reserve Land Register.		
2022 protective measures for Southern Resident killer whales on the West Coast – Various regulations and agreements	Announced April 29, 2022. Engagement for Input on the recovery of Southern Resident killer whale potential management measures for 2023 was open until February 19, 2023- see discussion section.	Since 2019, the Government of Canada has implemented a suite of measures each year to protect and further support the recovery of Southern Resident killer whales, including: • area-based fishing closures to increase prey (primarily Chinook salmon) availability in Southern Resident killer whale foraging areas • increased vessel approach distance for killer whales • Interim Sanctuary Zones (no go zones) • Seasonal Slowdown Areas (vessel slow down zones) • voluntary fishing avoidance zone (stop fishing within 1000m of killer whales) • voluntary vessel measures to minimize disturbance in the presence of killer whales	Trustee Middleton has had contact with the Southern Resident Killer Whale working group. In 2020, the Saturna LTC passed a motion to write for a chair to the appropriate agencies/people regarding the LTCs resolution supporting interim sanctuary zones for the recovery of Southern Resident Killer Whales (SKRWs) with Trustee Middleton to provide draft wording for letter	As requested by federal agencies, Islands Trust may assist with education efforts by posting on social media.

LEGISLATION IN EFFECT	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS-PAST	ISLANDS TRUST ACTIONS – FUTURE
		NEW: Engagement for Input on the recovery of Southern Resident killer whale potential management measures for 2023 is open until February 19, 2023- see discussion section.		

COURT DECISIONS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Wilson v. Cowichan Valley (Regional District) 2023 BCCA 25	Judgement on January 18, 2023	The respondents applied to the Cowichan Valley Regional District (“CVRD”) for a Development Permit with Variance to authorize construction of a single-family dwelling on their property on Cowichan Lake. A permit was required because the development would be within a Riparian Assessment Area (“RAA”). The CVRD’s Official Community Plan Bylaw has a policy that gives the CVRD the authority to not allow any development to occur within the portion of the RAA known as a streamside protection enhancement area (“SPEA”) even where a qualified environmental professional (“QEP”) has opined that the proposed development will not result in the harmful alteration, disruption, or destruction of the conditions that support fish habitat. The Board of the CVRD refused to issue the development permit. On judicial review of the refusal, the chambers judge found the legislative framework did not authorize a local government to prohibit any development in a SPEA and that the impugned policy in the Bylaw was invalid. The chambers judge found the decision to deny the development permit was unreasonable and granted an order for mandamus compelling the CVRD to issue the development permit. An analysis of this decision by Bill Buholzer of Young Anderson Lawers can be found **here.**		
North Saanich (District) v. Rawlins -	Judgement on December 14, 2022	The District of North Saanich successfully obtained an injunction against a property owner who rented multiple unauthorized		

COURT DECISIONS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Supreme Court Of British Columbia		dwellings under the guise of helping solve the housing crisis. The Honourable Justice Walkem agreed with the District's position. In consideration of the impact this decision will have on the occupants who were renting, the Justice delayed the implementation of the injunction for eight months to allow the renters time to find alternative housing. This case is important to local governments/Islands Trust as it upholds their zoning bylaws against property owners despite sympathy about the housing crisis.		
City of Abbotsford v. Cindy Crawford, Rusty Crawford and Northside Transport Ltd.	Judgement December 2022	The court found the accused guilty of illegally parking commercial trucks in the Agricultural Land Reserve. The Crawfords had been running a commercial trucking business in the ALR since July of 2016, contrary to the Zoning Bylaws. Despite a complicated legal and constitutional argument made by the Defence Counsel, Judge Gunnell found that they had blatantly ignored the law and convicted them. This is precedent-setting for the City as other companies continue to run commercial trucking operations illegally in Abbotsford.		
Annapolis Group Inc. v. Halifax Regional Municipality – Supreme Court of Canada	Judgment of October 21, 2022	The Supreme Court ruled that a private Halifax land developer can take the regional municipality to court for its decision to not allow residential development on a property The decision centred on the concept of constructive taking in which the government or municipality does not become the formal or legal owner of the subject property, but instead imposes regulation that has the *practical effect* of depriving an owner of the use and enjoyment of its property in a substantial and unreasonable way.Analyses of the decision can be found **here** and **here**.		

COURT DECISIONS	STATUS	BACKGROUND/ KEY IMPLICATIONS TO TRUST AREA	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS – FUTURE
Mark Lee Wilson and Dorothy Kelly Wilson vs Cowichan Valley Regional District	BC Court of Appeal.	Mark and Dorothy Wilson, owners of 10119 South Shore Rd., were denied a development permit in 2019 by the CVRD because their plan didn't meet the district's criteria in a number of ways, with the most important being the couple's intent to build within the property's stream-side protection and enhancement area. Justice Veronica Jackson, from the Supreme Court of B.C., ruled that the regulation the CVRD used to deny the development permit is invalid as it goes beyond the district's grant of statutory authority to regulate development permit areas. On January 18, 2023, the BC Court of Appeal released its judgement for CVRD v. Wilson, upholding a CVRD decision to refuse a development permit with variances for an over height dwelling in the riparian area of Cowichan Lake. The Court of Appeal found it was not unreasonable for the CVRD to refuse the development permit due to the flawed Qualified Environmental Professional report, and set aside the Supreme Court order requiring the CVRD to issue the development permit. CVRD January 30 ,2023 news release		

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Wild Species Report 2020	Released in 2022	This is a thorough report on the status of species richness and species at risk in Canada. This report is published every five years. Of interest for the Islands Trust Area: • 22, 528 different species in BC • 249 Critically imperiled; 648 imperilled; 2,198 Vulnerable; 3,171 Secure; 4,702 Apparently Secure; • There is currently both a climate and extinction crisis • This report found a little over 700 species in BC saw an increase in their risk of extinction within this report. • Almost 900 species are ranked in this report as being at risk of extinction in BC • 10 presumed extirpated; 43 possibly extirpated; PRESUMED EXTINCT FROM OUR REGION: gopher snake (catenifer subspecies) extinct 2016; Large Marble, (insulanus subspecies) – extinct 2021; Horned Lark, (strigata subspecies) • More than 300 species are listed as being at risk of extinction in the Islands Trust Area, representing almost a quarter of the rare species found in BC. • Within BC the coastal regions are where the majority of biodiversity is found. • Protecting habitat is one of the best ways to prevent species from becoming extinct and aids in the recovery of those species currently at risk.		

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Delivering Nature Based Solutions – Webinar Series	March 08, 2023 – April 18 2023	The focus of this webinar series from the Coastal Douglas-fir Conservation Partnership will be to demonstrate what nature based solutions for climate resilience and biodiversity conservation look like delivered on the ground and how land managers and planners can take this into consideration in their strategies.		
Canada Marine Planning Atlas	Released January 31, 2023	Canada's Marine Planning Atlas (the atlas) is a key component of marine spatial planning in Canada. It is an interactive mapping tool for decision-makers and other end users to access information about ecological processes, bioregion features and human activities in Canada's marine spatial planning areas. The atlas allows users to discover, view, interact with and download geospatial data relevant to marine spatial planning.		
Local Government Fact Sheets - updated	Announced December 14, 2022	UBCM has updated a set of fact sheets that provide foundational information on local government operations in an easy-to-read format. Subjects include the role and powers of elected officials, taxation, planning process, policing, and bylaws. Fact Sheets are updated after each local government election cycle.		
Resources for developing & improving codes of conduct	Announced December 07, 2022	Local governments in British Columbia are required by legislation to consider implementing or upgrading a Code of Conduct within the first six months of the first regular council/board meeting following a general local election. The Working Group on Responsible Conduct (WGRC) has developed a set of resources to assist local governments with the development and updating Codes of Conduct, including necessary considerations for dealing with complaints, resolving conduct issues informally and establishing enforcement procedures. The resources include the guide ***Forging the Path to Responsible Conduct***.	Islands Trust Council has adopted Standards of Conduct.	Bowen Island Municipality will be required to consider implementing or upgrading a Code of Conduct within the first six months of the first regular council/board meeting following a general local election.
Priority Places for Species at Risk –	Announced December 06, 2022	There are now 11 priority places identified under the Pan-Canadian Approach to Transforming Species at Risk Conservation in Canada. This new approach shifts from a single-species approach to		

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Interactive website		conservation to one that focuses on multiple species and ecosystems. The Southwest British Columbia Priority Place is made up of the Fraser Valley, southeast Vancouver Island and Gulf Islands.		
2023 Elected Officials Seminars	Announced November 22, 2022	The Local Government Leadership Academy is hosting the 2023 Elected Officials Seminar Series (EOS) in the early spring of 2023. The seminars held every four years, following the BC local government elections. These seminars are designed for both newly elected and returning elected officials, as well as senior staff.		
Interim Approach To Implementing The Requirements Of Section 3 Of The Declaration on the Rights of Indigenous Peoples Act	Announced October 24, 2022	Section 3 of The Declaration on the Rights of Indigenous Peoples Act (DRIPA) requires that the Province must ensure that the laws of British Columbia are consistent with the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP). To date, there has been a patchwork of legislative amendments aimed at alignment with UNDRIP but no comprehensive process. The Interim Approach provides clarity to the Province as well as Indigenous Nations as to the high-level process for the co-development of laws and policies going forward. An analysis on the approach can be found in this article.		Staff will continue to monitor.
Comox Valley Regional District Regional Growth Strategy Performance Monitoring Dashboard	Announced January 12, 2023	The Regional Growth Strategy (RGS) dashboard will be updated on an ongoing basis as new data becomes available such as the 2021 census. The data and information on the site help to support municipal and regional decision-making, and document the state the region. The dashboard provides the ability to see progress on various initiatives within the region.		

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
ReTooling for Climate Change website-updated	Updated December 21, 2022	ReTooling for Climate Change is a first-stop website focused on strengthening social, economic, and environmental resilience to climate change.		
Agriculture resources for local governments	Announced November 09, 2022	The Ministry of Agriculture and Food has provided a list of resources to support farmers and local governments with agricultural land.		
Census of Environment: Protected and conserved ocean and coastal ecosystems	Released: November 07, 2022	Statistics Canada's Census of Environment program reports on ecosystems in Canada, providing information to help Canadians make evidence-based decisions to protect and enhance the environment. It follows the internationally accepted environmental economic standard for producing information on ecosystems' extent, their condition and the services they provide.		
Principles for local elected leadership- Online Course	Announced November 02, 2022	A new online education course will help local elected officials explore responsible conduct principles. The resource, developed jointly by UBCM, the Local Government Management Association (LGMA) and the Ministry of Municipal Affairs, explores the themes of integrity, respect, accountability, leadership and collaboration, and how each of these is essential to effective governance by B.C.'s Councils and Boards. Local government elected officials can access the course by contacting their Chief Corporate Officer or Chief Administrative Officer for the access code.		
Calls to Action Accountability: A 2022 Status	Released December 16, 2022	2022 marks seven years after the Truth and Reconciliation Commission of Canada (TRC) released 94 Calls to Action, and the fourth Yellowhead Institute Status Update: Calls to Action		

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Update on Reconciliation		Accountability report. The Yellowhead Institute, based at Toronto Metropolitan University, said two of the report's 94 calls to action were completed this year — bringing the total of completed calls so far to 13. The group says at this rate it will take 42 years, or until 2065, to complete all the calls to action. The report notes that as of Dec. 1, 38 per cent of calls to action were either "not started" or "stalled."		
Environment and Climate Change Canada's Indigenous Science Division	Created in January 2022	The mandate of this new team is to bridge, braid, and weave Indigenous science with western science approaches to inform and enhance decision-making. These efforts are guided by the importance of Indigenous science indicators and perspectives such as Repatriation, Reconciliation, Renewal, Respect, Reciprocity, Responsibility and Relationships. The specific objective of the division is to develop and apply an Indigenous lens to ECCC's science, policy, and program activities via Dr. Ballard's new Three-Eyed Seeing Framework. Three-Eyed Seeing draws on the importance of Indigenous science and governance systems including Natural Law, Mother Earth Law, Language Law and Traditional Law.		
National Framework for Assessing the Cumulative Effects of Marine Shipping	Updates announced September 26, 2022	Indigenous Peoples, coastal communities, and stakeholders across Canada are key partners in the Cumulative Effects of Marine Shipping (CEMS) initiative. Over the past few years, Transport Canada, alongside their partners have been undertaking 6 regional cumulative effects assessments on all three coasts. The steps taken and lessons learned from each assessment were the building blocks of this Framework, which was developed with the purpose of providing guidance on how regional cumulative effects of marine shipping can be assessed.		

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Canada's Oceans Now: Pacific Ecosystems, 2021	Available – Announced June 09, 2022	The report gives an overview of the health of Canada's Pacific Ocean and shares knowledge of the many influences that affect it. It highlights the key challenges facing ocean ecosystems, coastal communities, fisheries and other ocean economies, such as the effects of extreme warming events on species distribution and habitat, and how changes to the marine food web may impact the livelihoods and well-being of coastal communities.		
Southern Gulf Islands Housing Strategy	Endorsed June 2022.	The basis of the recommendations in the Housing Strategy reflect the information learned through the 2018 CRD Housing Needs Assessment and the updated SGI Market analysis conducted in 2022, combined with years of community input and engagement accumulated through land use planning processes. The Housing Strategy includes an objective to advance a whole government approach utilizing multiple stakeholders working together. Identified as a shared responsibility, partnerships should include the non-profit sector and residents working together with the federal, provincial, and local governments to advance the goals of the Housing Strategy, with seven objectives and 22 actions identified.	On Aug. 24, 2022, the RPC requested the Chair of RPC to work with staff to develop an RFD to TC recommending that TC write to the Province outlining issues and requesting exploration of solutions related to affordable housing.As well, the RFD will request EC to develop communications, host panel sessions, and to coordinate a round table with key stakeholders early in the new political term as part of an orientation. A letter was sent to the Attorney General and Minister responsible for Housing on November 15, 2022.	

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Canadian Census 2021 Data	Release dates announced May 12, 2022	There will be seven major 'themed' release dates for the dissemination of data from the 2021 Census of Population. Each major release of data by theme will be highlighted in *The Daily*, Statistics Canada's official release bulletin, and each major release will offer data, analytical, and reference products for our users to access and consume. • February 9, 2022, for population and dwelling counts; • April 27, 2022, for age, sex at birth, and gender, type of dwelling; • July 13, 2022, for families, households, and marital status, Canadian military experience, and income; • August 17, 2022, for language; • September 21, 2022, for indigenous peoples, and housing; • October 26, 2022, for immigration, place of birth, and citizenship, ethnocultural and religious diversity, and mobility and migration; • November 30, 2022, for education, labour, language of work, commuting and instruction in the official minority language.		Trust Area Services has ordered custom Trust Area specific Census data and infographics from Statistics Canada.
Declaration On The Rights Of Indigenous Peoples Act Action Plan 2022-2027	Released on March 30, 2022	The *Declaration on the Rights of Indigenous Peoples Act* (Declaration Act) establishes the United Nations Declaration on the Rights of Indigenous Peoples (UN Declaration) as the Province's framework for reconciliation, as called for by the Truth and Reconciliation Commission's Calls to Action. The *Declaration Act Action Plan* outlines how BC will bring the UN Declaration into harmony with its work over the next five years. Sections of particular interest to Islands Trust include:	Islands Trust staff met with Ministry of Municipal Affairs staff in December 2022 to discuss matters relating to First Nations relations and reconciliation.	Islands Trust staff will continue to liaise with provincial staff regarding First Nations engagement and opportunities to advance reconciliation.

NEW RESOURCES	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		1.11 *Support inclusive regional governance by advancing First Nations participation in regional district boards. (Ministry of Municipal Affairs)* ***3.2*** *Establish an operational approach to set and achieve targets for equitable recruitment and retention of Indigenous Peoples across the public sector, including at senior levels. (Public Service Agency, Public Sector Employers' Council Secretariat)* ***4.27*** *Review the principles and processes that guide the naming of municipalities and regional districts, and evolve practices to foster reconciliation in local processes. (Ministry of Municipal Affairs)*		

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
2023 Marine Protected Area (MPA) Protection Standard	Announced February 08, 2023	The 2023 federal protection standard builds on and clarifies the original 2019 policy, which was based on recommendations from the National Advisory Panel on MPA Standards and applies to federal MPAs established since April 25, 2019. MPAs are an essential part of achieving marine conservation goals, and the protection standard will help safeguard new federal MPAs from the potentially harmful effects of some industrial activities. It will also provide greater consistency and clarity for industry on activities subject to the standard in federal MPAs. These standards would apply to any MPA established in the Islands Trust Area.		
Engagement: Proposed Regional Park at Cape Roger Curtis on Bowen Island	Consultation open until March 20, 2023	Metro Vancouver is seeking feedback to shape the long-term vision and concept for a proposed regional park at Cape Roger Curtis on Bowen Island. This is the first of three phases of public engagement. Metro Vancouver is beginning the planning process to preserve a piece of forested and waterfront property at Cape Roger Curtis on Bowen Island as a regional park. The park would preserve a large area of ecologically important and sensitive dry coastal bluff ecosystem and provide opportunities for residents of the region and the Bowen Island community to connect with nature. A preliminary program for the proposed 97-hectare park consists of day-use and overnight uses with opportunities for tent camping, picnic areas, trails, viewpoints, and waterfront access. Metro Vancouver has an agreement to purchase the land from a private developer, and has submitted a rezoning and Official Community Plan (OCP) amendment application to Bowen Island Municipality.		

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		The land use is currently **rural residential** with a minimum lot size of 4.0 hectares. The rezoning and OCP amendment proposes a **park, with a variance to allow for supervised tent camping**.		
Engagement: Clean Transportation Action Plan - Request for Input	Consultation open until April 05, 2023 (4pm, PST)	In Fall 2021, the Province released the CleanBC Roadmap to 2030 (Roadmap): a climate plan to reduce climate pollution and build a cleaner, stronger economy for people throughout British Columbia (BC). In the Roadmap, the Province committed to developing a comprehensive Clean Transportation Action Plan (CTAP) and releasing it in 2023. The purpose of the CTAP is to identify the next set of actions to reduce greenhouse gas emissions in the transportation sector by 27-32% by 2030, and increase economic opportunities in clean transportation in BC. The Province is engaging with various stakeholders as part of the development of the CTAP. The CTAP Consultation Paper is available on the Provincial Clean Transportation Policies & Program webpage here.		
STAUTW (Tsawout) First Nation Marine Use Law No 2022-01	In force	On the 16th of June 2021, the elected leadership of the Tsawout First Nation amended a Marine Use Law. The amended Marine Use Law was signed in May 2022. The Law states that “No Person shall carry on Marine Use Operations, within or on STAUTW Territory without a valid Licence issued pursuant to this law”	Salt Spring Island planning staff met with representative of Tsawout First Nation in January 2023 regarding this Law.	Staff will be assessing implications for Islands Trust

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
Policy on the Establishment and Management of National Marine Conservation Areas	Policy in effect December 14, 2022	Announced at the Fifth International Marine Protected Areas Congress (IMPAC5) on February 03, 2023 the new policy to guide the establishment and management of national marine conservation areas (NMCAs) will help to advance the Government of Canada's goal to create ten new National Marine Conservation Areas (NMCAs). The new NMCA Policy Framework emphasizes the importance of collaboration and co-management with Indigenous peoples. This policy sets direction for all current and future NMCAs. This policy may have some impact on the proposed Southern Strait of Georgia NMCA.	Dec. 2003 – Trust Council hosted a session on the NMCA by Parks Canada staff and requested the Chair write to Parks Canada recommending that the entire Islands Trust Area be included in the feasibility study. In 2010 Islands Trust submitted a successful resolution to UBCM regarding support for NMCA. EC raised the NMCA during Sept 2010 meeting with Minister Penner and during Jan 2011 meeting with Minister Coell. June 2012: Council received a briefing on implications of asking for broadening of study area.	

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			December 2012: Council reaffirmed support for the NMCA with current perimeter, requested to be included in joint mgm't, and requested that LTC zoning be used as basis of NMCA zoning. Spring 2013: Affected LTCs received a briefing and some offered comment on proposed NMCA exemption areas. In December 2019 and June 2022, Trust Council received an presentation from Parks Canada.	
Blueberry River First Nations Implementation Agreement	Announced January 18, 2023	The Blueberry River First Nations Implementation Agreement responds to a B.C. Supreme Court decision on June 29, 2021, that found the Province had infringed upon Blueberry River's Treaty 8 rights due to the cumulative impacts of decades of industrial development. The court prohibited the provincial government from authorizing further activities, which unjustifiably infringe Blueberry River's rights and directed the parties to negotiate a collaborative approach to land management and natural resource development that protects the Nations' treaty rights.		

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		The agreement address cumulative effects in Blueberry River's Claim Area through restoration to heal the land, new areas protected from industrial development and constraint on development activities while a long-term cumulative effects management regime is implemented. The Agreement between BRFN and British Columbia may serve as a template for other First Nations and provincial governments to resolve cumulative effects claims by negotiation rather than through the courts.		
Engagement: Woodfibre LNG Project — Public Comments Invited on Proposed Changes to Conditions	Consultation closed - Comments on proposed changes were accepted until January 30, 2023	When the Woodfibre LNG project in Howe Sound was approved in 2016, it became subject to legally-binding conditions the proponent, Woodfibre LNG Limited, must comply with throughout the life of the project. After considering concerns raised by the proponent relating to the technical feasibility of several requirements, the Impact Assessment Agency of Canada is proposing changes to certain conditions listed in the Decision Statement for the project. This includes revising the underwater noise thresholds and exclusion boundaries for the protection of marine mammals during construction, and clarifying requirements for mitigating and monitoring the project's adverse effects on water quality. The Agency conducted an analysis of the environmental effects associated with these proposed changes and concluded that the changes would not increase the extent to which the effects of the project, as assessed during the environmental assessment, are adverse because marine mammals and human health would remain protected.		

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Engagement: Input on recovery of Southern Resident killer whale potential management measures for 2023	Consultation closed February 19, 2023	Since 2019, the Government of Canada has implemented a suite of measures to protect and further support the recovery of Southern Resident Killer Whales. These measures address key threats to the recovery of this population, including reduced quantity and access to their prey, and increased noise and disturbance in their habitat. Ideas and input are sought around potential 2023 Southern Resident killer whale recovery management measures within the Southern Resident killer whale Critical Habitat. This includes the key areas of the Juan de Fuca Strait, Swiftsure Bank, the Gulf Islands, and at the mouth of the Fraser River. The information and advice received from these forums, lessons learned from previous years' measures, recovery efforts underway in the US, science information, and other Government of Canada processes (such as the southern BC salmon Integrated Fisheries Management Plan process) are all used to help inform development of annual management measures.		
Ship scrubber discharge research	Ongoing	A European Union-funded project studying shipping emissions tested the impact of scrubber discharges on organisms that live in the ocean; they found harmful effects even if the tiniest amount of the pollutants were present. The EMERGE research adds new insight to the discussions around exhaust gas cleaning systems — the kits known as scrubbers that allow ships to continue to burn cheaper heavy fuel oil while still complying with the 2020 sulphur cap, as they face continued scrutiny over their discharges into the sea.	On March 30, 2022 the Chair wrote a letter to the Federal Minister of Transport requesting that Transport Canada take further action on air pollution and dumping from marine vessels, including stopping the use of exhaust gas cleaning systems (scrubbers) and	

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		Among their findings, the scientists learned that the fertilisation process that allows some organisms to reproduce is sensitive to exposure to scrubber discharge, even at very low concentrations. Clear Seas released a report in August 2022: Assessing Pollutants in Scrubber Discharge Water from Ships	mandating a stricter fuel standard in Canadian waters.	
Permitting Strategy for Housing	Announced January 16, 2023	Currently, authorizations related to homebuilding in B.C. can require multiple provincial permit applications spanning different ministries with different processes. This includes permits related to riparian area approvals, water licences, transportation approvals, road rezonings, contaminated sites, and requirements for heritage inspections. The Province's new Permitting Strategy for Housing aims to streamline the process and create a single, co-ordinated approach to housing-related permits and authorization. The intent is to speed up the process and eliminate the need for multiple applications across ministries. While the single application window is being established over the coming months, permit and authorization decisions will be expedited through a cross-ministry team focused solely on processing housing permits. The provincial staff that advise on Islands Trust bylaws and the Conservancy Plan have been transferred to the Ministry of Housing from the Ministry of Municipal Affairs to support housing policy initiatives. They continue to provide recommendations to the Ministry of Municipal Affairs and advice to Island Trust staff until a long-term solution is determined.		

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Engagement: [Coastal Marine Strategy]	Consultation open until April 14, 2023 at 4:00pm	The Coastal Marine Strategy will concentrate on activities, uses and values that the Province is accountable for while recognizing that the Province needs strong collaboration and cooperation with other orders of government. B.C. is responsible for managing and authorizing activities and uses that require access to structures fixed or over the seabed, such as aquaculture, docks, clean energy, marinas, and underwater utilities. The Province also has accountability for tourism operator licensing, land use planning (e.g., marine parks and protected areas), climate change mitigation and adaptation (including ocean acidification and sea level rise) and environmental assessments for large projects.	The Executive Committee met with the Minister of Land, Water, and Resource Stewardship in September seek the Minister's support and advice in determining how Islands Trust can collaborate with the Ministry, First Nations, and other parties on the development of a B.C. Coastal Marine Strategy. Staff have attended various engagement events. In February 2023, Staff are seeking Executive Committee direction regarding a special session for trustees from provincial staff regarding the strategy.	Staff will monitor and organize a session for Trust Council if requested by Executive Committee. If staff resources are available, Staff will support development of a response to the consultation if requested by Trust Council or Executive Committee.
Engagement: Fisheries and Oceans Canada	Closed - For information only	**Proposed protections: [rockfish] & [glass sponge] reefs** DFO held an in-person workshop on Jan 10, 2023 to discuss proposed protections and alignment of rockfish conservation areas		

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(DFO) workshop on Howe Sound		and glass sponge reef protected areas in Howe Sound and nearby adjacent inlets.		
WJOȽEȽP (Tsartlip First Nation) Relationship Protocol Agreement with BC Ferries	Announced December 09, 2022	The agreement is based on a recognition of W̱JOȽEȽP (Tsartlip)'s inherent aboriginal and treaty rights protected under section 35 of the Constitution Act, 1982, including the North Saanich Douglas Treaty of 1852. The agreement also affirms the United Nations Declaration on the Rights of Indigenous Peoples (UNDRIP) as the framework for reconciliation between the two parties. Currently, BC Ferries operates 11 terminals within W̱JOȽEȽP (Tsartlip)'s territory, and the agreement outlines shared goals, including the following initial topics for discussion: • Impacts of ferry operations on W̱JOȽEȽP (Tsartlip)'s aboriginal and treaty rights • Cultural recognition, employment, and economic opportunities • The process for securing Tsartlip's free, prior and informed consent for BC Ferries' projects within W̱JOȽEȽP territory • Fostering a sustainable, long term and respectful relationship		
Canada's National Adaptation Strategy	Launched November 24, 2022	With the release of Canada's National Adaptation Strategy: Building Resilient Communities and a Strong Economy for engagement and final consultations, the Government of Canada commits to a whole-of-society approach to climate adaptation. With the announcement of the Strategy comes $1.6 billion in new federal funding commitments to help protect communities from coast to coast to		Staff will monitor for related grant opportunities.

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		coast. Funding will help municipalities and townships build public infrastructures of the future, such as roads and bridges, that can withstand flooding, make sure Canadians have access to the information they need to stay safe during wildfires, and enable engagement and work with Indigenous communities on the development of region-specific health initiatives linked to changing climate conditions.		
2022 Climate Change Accountability Report	Released November 23, 2022	The report provides progress updates on a wide range of CleanBC programs to reduce emissions, build a cleaner economy and prepare for the impacts of climate change over the 2021-22 fiscal period.		
Watershed Security Strategy and Fund What We Heard Report	Released November 23, 2022	British Columbians' feedback about the watershed security strategy and fund being developed in partnership between the Province and Indigenous Peoples is now available. In January 2022, British Columbians were asked to comment on a discussion paper about the strategy and that feedback is online in a "what we heard" report. This report is the latest step in the ongoing development of the strategy, which will help guide enhanced management and protection of B.C.'s water resources and watersheds through collaboration with First Nations, local communities and individual British Columbians.	In March 2022, the Islands Trust Chair wrote to the Ministry of Environment and Climate Change Strategy to provide feedback on the Watershed Security Strategy and Fund Discussion Paper and to offer general support.	
Standalone ministry to tackle housing crisis	Announced November 22, 2022	Housing became its own standalone ministry as part of Premier David Eby's plan to address the housing crisis in British Columbia. The new Minister of Housing is the Honourable Ravi Kahlon announced on December 7, 2022	In November 2022, the Islands Trust Chair wrote to the Attorney General and Minister responsible for Housing to request that the Province of	Staff will advise Executive Committee on creation of a communications strategy once staff resources are available.

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			British Columbia explore what can be done to create housing solutions specific to rural islands in the Islands Trust Area, including ways to provide stable, secure, and ongoing funding. In September 2022, Trust Council requested the Executive Committee to develop a communications strategy and materials to support awareness of the housing affordability advocacy request and rationale. (not done although staff have ordered housing infographics from Statistics Canada to support communications).	
Repeal and replacement of the Emergency Program Act (EPA)	Last updated: November 7, 2022	Emergency Management BC has **advised** that it's re-engaging its partners on the modernization of BC's emergency management legislation. This follows a year in which efforts were paused as a result of various extreme weather events, including wildfires, floods and a summer heat wave. Local governments with questions about the legislative process, or that did not receive the March 23 EMBC		

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		email update are asked to **contact** EMBC. Having completed its collection and analysis of stakeholder feedback, EMBC is using this next stage of engagement to inform partners about the legislative framework being developed, including co-development with Indigenous partners. EMBC also intends to discuss upcoming regulation development and implementation planning. UPDATE: November 7, 2022 - Work on regulations, including the modernization of existing regulations and the development of new ones, has commenced. Regulations will be co-developed with Indigenous partners and will be informed by engagement with local authorities, critical infrastructure sectors, service providers, and the public.		
Government of Canada and K'ómoks First Nation collaboration on Area-Based Aquaculture Management Pilot Program	Announced October 28, 2022	Baynes Sound and Lambert Channel is the location of a new, two-year collaborative initiative called Area-Based Aquaculture Management (ABAM). This pilot program will support new, sustainable aquaculture opportunities for both the K'ómoks First Nation and partners within the region. It was co-developed in collaboration with the K'ómoks First Nation along with other partners and members of the Baynes Sound and Lambert Channel region. This area is a significant shellfish aquaculture growing region in the province, and this ABAM pilot project – selected following a call for Expressions of Interest – will focus on shellfish production. This area-based management approach will consider the unique social, cultural, environmental, and economic priorities and characteristics of the Baynes Sound and Lambert Channel region	Island Trust is part of the Baynes Sound-Lambert Channel Forum. We also have a seat on the Fisheries and Oceans Canada Shellfish Aquaculture Management Advisory Committee	

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		and provide opportunities for increased use of local Indigenous knowledge.		
Engagement: Developing updated design guidance for inclusive bus stops adjacent to cycling infrastructure	Closed - For information only	Translink launched a study to look at developing updated design guidance for inclusive bus stops adjacent to cycling infrastructure, including floating bus stops, to ensure they meet the needs of all road users, including people with accessibility challenges. This study will be developed in partnership with the BC Ministry of Transportation & Infrastructure. To help inform this study, TransLink conducted a survey of municipalities across British Columbia to learn about their experience (if any) with inclusive bus stops adjacent to cycling infrastructure. This survey closed on November 7, 2022.		
New guidance on legislation supports Indigenous rights	Announced October 24, 2022	New guidance for the B.C. government from the Declaration Act Secretariat provides best practices for working with Indigenous Peoples on the development of provincial laws and policies, which advance Indigenous rights. The Interim Approach to Implement the Requirements of Section 3 of the Declaration on the Rights of Indigenous Peoples Act (Interim Approach) is a world-leading project released by the Province's new Indigenous-led Declaration Act Secretariat.		
Engagement: Proposed Flood Strategy	Closed - For information only	The Province of British Columbia is gathering feedback through an Intentions Paper on a proposed Flood Strategy that will manage flood safety risks in B.C. The purpose of this work is to: • Re-engage First Nations, Indigenous organizations, and local governments on the Intentions Paper, and identify policy direction for actions related to implementation planning		

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		• Engage new audiences – the public, industry, business, non-governmental organizations, professional associations, and academia – on the Intentions Paper.		
Subdivision and plans that cause subdivision in the ALR	Information Bulletin issued on October 18, 2022	The ALC issued an information bulletin about subdivision in the ALR. There has been no change to the Agricultural Land Commission Act (ALCA) or its regulations, however, the ALC is providing this information bulletin to assist in interpreting the ALCA, the ALR General Regulation and the ALR Use Regulation as it relates to subdivision in the ALR. Information Bulletin 09 covers: • Parcels less than two acres subject to subdivision restrictions • Statutory rights of way that may or may not cause subdivision • Lease of a portion of ALR land that causes subdivision • Strata plans that cause subdivision • Permitted subdivisions • Subdivision application process • Role of approving officers and Registrars of Land Titles		
Funding for the Atl'ka7tsem / Howe Sound Biosphere Region to protect nature and help meet Canada's conservation goals	Announced September 01, 2022	The funding of $926,000, from Canada's Enhanced Nature Legacy program, will support management and biodiversity conservation activities in the biosphere region, which is abundant with nature and wildlife, including rare and fragile glass sponge reefs, and home to the rich culture of the Sḵwx̱wú7mesh Úxwumixw (Squamish Nation) and other Coast Salish peoples. It encompasses more than 200,000 hectares of land and sea and is home to at least 39 species listed under the *Species at Risk Act*.	Islands Trust is part of the Howe Sound Forum.	

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
		In collaboration with conservation partners, including local First Nations groups, the funding will be used to help increase local understanding of biodiversity, of other effective conservation measures, and of Indigenous Protected and Conserved Areas. It will also be used to identify and prioritize areas with high biodiversity for protection, and to support projects within the target areas for habitat restoration, wildlife connectivity, and monitoring of species at risk.		
S'ólh Téméxw Stewardship Alliance heritage sites receive new legal protections	Announced August 30, 2022	The agreement, which is the first of its kind in B.C., was collaboratively developed by the S'ólh Téméxw Stewardship Alliance (the STSA) and the provincial government under the Heritage Conservation Act. It provides protection for 45 heritage sites and outlines a consensus-seeking, shared decision-making process between the STSA and the Province for ongoing heritage-site management. Similar agreements could be made in the Island Trust Area		
B.C., shíshálh Nation will negotiate joint decision-making agreement	Announced August 02, 2022	The shíshálh Nation and the Province of British Columbia are starting negotiations on the first joint decision-making agreement to be negotiated under Section 7 of the Declaration on the Rights of Indigenous Peoples Act (Declaration Act). The agreement, when negotiated, will apply to decisions on dock tenures in the shíshálh swiya (territory/birthplace/world) and builds upon the current model for making shared decisions on dock tenures created in 2018.		
Stz'uminus First Nation, B.C.	Updated September 7, 2022	The reconciliation agreement between Stz'uminus First Nation and British Columbia establishes commitments to work together on community priorities and future land transfers, provides support for		

DISCUSSION, PLANNING, CONSERVANCY, ADVOCACY TOPICS	STATUS	SUMMARY	ISLANDS TRUST ACTIONS – PAST	ISLANDS TRUST ACTIONS - FUTURE
reconciliation agreement		economic development, and establishes funding for future environmental remediation activities in Ladysmith Harbour.		
Engagement: Shellfish Aquaculture Management Advisory Committee	Islands Trust's nomination to this committee has been approved – Notified August 08, 2022. .	The shellfish Aquaculture Management Advisory Committee (AMAC) was established by Fisheries and Oceans Canada (DFO) Pacific Region to provide advice to the Department and make recommendations related to planning, policy and operational decisions for aquaculture management in British Columbia. This process is designed to be stream-lined, representative, and cross-sectoral. Within BC, the Aquaculture Management Division manages, administers and regulates aquaculture, and governs the activities of the aquaculture industry, including finfish, shellfish and freshwater/land-based operations. The BC Aquaculture Regulatory Program relies on the expertise provided through the aquaculture advisory bodies.	Island Trust has regularly engaged in advocacy around shellfish aquaculture issues. Most recently Trust Council provided a submission to the Federal Aquaculture Act Consultation in January 2021. Trust Council postponed a decision on this appointment in December. Staff have added it to the March Trust Council agenda	Staff will advise DFO staff of Trust Council's appointment.

New measures on old growth, innovation, forest stewardship		The B.C. government is launching new measures to protect more old growth by fast-tracking innovation and co-developing new local plans with First Nations to better care for B.C.'s forests. At the centre of the plan is $25 million for new Forest Landscape Planning tables that will drive improved old-growth management. Additional actions to accelerate implementation of the Old Growth Strategic Review during the next year include: • developing and implementing alternatives to clear-cutting practices, such as selective harvesting techniques, that better support forest resiliency, ecosystem health and climate adaptation, through a new $10-million silviculture innovation program; • repealing outdated wording in the Forest and Range Practices Act regulations that prioritizes timber supply over all other forest objectives, like water quality, wildlife habitat and biodiversity; • by leveraging hundreds of millions of dollars of philanthropic donations to fund conservation measures through a new conservation financing mechanism • enabling local communities and First Nations to finance old-growth protection by selling verified carbon offsets that represent long-term emission reductions through the new Forest Carbon Offset Protocol 2.0, which will be finalized this year; and • completing the Old Growth Strategic Action Plan by the end of 2023, to be developed in collaboration with First Nations and in consultation with stakeholders.		Staff will monitor

Trust Council Requests to the Province of BC
for Changes to the Islands Trust Legislation/Regulation and Related Legislation
2007 - present

ISLANDS TRUST COUNCIL REQUEST	WHEN	ADVOCACY METHOD	RESPONSE
1. Amendments to the *Islands Trust Act* that would cause four local trustees to be elected to sit on the Salt Spring Island Local Trust Committee and Trust Council.	July 20, 2007	Letter to Hon. Ida Chong, Minister of Community Services	May 2008 Minister Chong suggested Islands Trust hold a referendum in the Salt Spring Island LTA. If the referendum was successful, Minister Chong was willing to approve four local trustees for the SSILTC, but not to increase Salt Spring Island representation on Trust Council. Turned down by Salt Spring Island LTA referendum November 15, 2008.
2. Changes to the *Islands Trust Act* that would enable the Islands Trust Council to determine the size of its Executive Committee.	July 20, 2007	Letter to Hon. Ida Chong, Minister of Community Services	Not advanced by the Ministry. Never formally turned down.
	June 2008	Trust Council later requested a simpler amendment - that S. 20(3) of the Islands Trust Act be amended to increase the number of vice chairs from three to four.	
	June 2011	Raised during a meeting between the Executive Committee and the Hon. Ida Chong, Minister of Community Services	
3. The necessary changes to provincial / legislation and regulations to permit Islands Trust bodies to hold meetings through electronic or other communication facilities.	July 20, 2007	Letter to Hon. Ida Chong, Minister of Community Services	Achieved in 2009 through provincial creation of a new Islands Trust Regulation.

ISLANDS TRUST COUNCIL REQUEST	WHEN	ADVOCACY METHOD	RESPONSE
4. Changes to provincial/legislation and regulations be made, if necessary, to confirm that Islands Trust bodies may perform their duties and functions while outside of the Islands Trust Area.	July 20, 2007	Letter to Hon. Ida Chong, Minister of Community Services	This topic originally arose in response to a court case, where a bylaw was quashed because the public hearing was held outside the jurisdiction. Further evaluation determined that the relevant legislation had been amended and did not apply to local trust committees.
5. Natural Area Protection Tax Exemption Program (NAPTEP) – extension to Bowen Island Municipality	October 27, 2009	Meeting with Hon. Bill Bennett, Minister of Community and Rural Development	Achieved June 2010 through minor amendment to legislation.
6. Bylaw dispute adjudication system	October 27, 2009	Meeting with Hon. Bill Bennett, Minister of Community and Rural Development	Achieved in 2011
7. Trust Fund Board corporate status and name change	May 31, 2018	Name change achieved via *Miscellaneous Statues Bill*	Hurray!
	January 23, 2018	Executive Committee raised the name change request as number one Trust priority during meeting with the Hon. Selina Robinson, Minister of Municipal Affairs and Housing	Advised by Minister she would investigate further.
	June 2011	Name change raised during a meeting with the Hon. Ida Chong, Minister of Community Services	Advised by Minister to explore other solutions first to determine if can resolve challenges in other ways. Trust Fund Board has asked Trust Council Chair to seek this change in writing. Several requests have been made
	June 2011	Staff met with Ministry staff	
	November 20, 2012	Letter to Hon. Bill Bennett, Minister of Community, Sport and Cultural Development	Response received Feb 2013. Minister Bennett stated that changing the corporate structure of the Trust Fund Board has broad implications that require careful consideration. He further noted that government often requires a compelling reason, such as a legislative barrier to operations, prior to considering such a

ISLANDS TRUST COUNCIL REQUEST	WHEN	ADVOCACY METHOD	RESPONSE
			legislative request. He suggested that Islands Trust staff contact the Assistant Deputy Minister to arrange for further evaluation of the proposal.
	Sept 2013 and Feb 2014	Letters to Hon. Coralee Oakes, Minister of Community, Sport and Cultural Development	Several contacts with Ministry staff have been made, most recently in May 2015. The Assistant Deputy Minister repeated earlier advice that that the ministry does not currently have the capacity to undertake this complex a legislative change, given other provincial priorities.
	May 12, 2015	Executive Committee and senior staff met with new Assistant Deputy Minister Jay Schlosar, who has since left government	
	September 2015	Letter to Hon. Peter Fassbender, Minister of Community, Sport and Cultural Development	Minister Fassbender was not responsive to Trust Council's request for legislative changes. Conversation during the meeting focused on Salt Spring governance and his request that Executive Committee meet with the Aboriginal Aquaculture Association.
	November 2015	Executive Committee and CAO met with Hon. Peter Fassbender, Minister of Community, Sport and Cultural Development	
8. **Support in principle amending the Islands Trust Act to add "First Nations" to the list of those with whom we work "in co-operation."**	September 2015	Trust Council requested the Executive Committee to consider asking the Minister of Community, Sport and Cultural Development to make this amendment, at an appropriate time, with respect to available resources and the potential for the amendment to be achieved.	Achieved in 2021 (see below)

TRUST COUNCIL DIRECTION	WHEN	ADVOCACY METHOD	RESPONSE
THAT the Islands Trust write to the Minister requesting amendments to the Islands Trust Act, specifically[1]: 1. Allowance for entry warrants by bylaw officers; 2. Development permit area enforcement via municipal ticketing; 3. Adoption of development approval information bylaws by LTCs; 4. Amending the Act to add "First Nations" to the list of those with whom we work "in co-operation."; 5. The ability to delegate to staff the granting of development permits; 6. Seeking clarification of foreshore zoning authority; 7. Broadening of Islands Trust entities under the Local Government Act, relative to s. 294, allowing for "incidental or conducive powers."; 8. Ability to provide an affordable housing agreement with a third party and to create a Housing Service. 9. Include reference to the ecosystem in section 8.2 of the Islands Trust Act. 10. And enact the ability to charge fees for telecommunication applications.	Sept 2018	Letter to Hon. Selina Robinson, Minister of Municipal Affairs and Housing	In 2021 The Province amended the Islands Trust Act to: • Include a specific reference to First Nations in the Trust's Object statement to recognize its ongoing relationship and reconciliation efforts with First Nations. (#4) • Enable Islands Trust to give financial support to third parties for activities that provide education about or preserve the environment and unique amenities of the Trust Area. This is an optional new power that Trust Council can use if desired. (#9) • Streamline the Islands Trust development approvals processes by transferring from Trust Council the ability to adopt and amend development approval information bylaws to local trust committees providing greater local autonomy. (#3) In 2021, the Province also amended BC Regulation 275/2021 deposited under the Islands Trust Act to enable local trust committees to delegate, by bylaw, issuance of development permits to staff with allowance for re-consideration of staff decisions by the local trust committee if warranted. (#5) Foreshore authority – on-going meetings between Islands Trust Staff, Ministry and CwVRD staff on foreshore jurisdiction in that RD.

TRUST COUNCIL DIRECTION	WHEN	ADVOCACY METHOD	RESPONSE
That Trust Council request the Minister of Municipal Affairs and Housing to add the Islands Trust to the Auditor General Act, allowing for review of the Trust by the Auditor General for Local Government.	Sept. 2019	Letter to Hon. Selina Robinson, Minister of Municipal Affairs and Housing	In February 2020 the Ministry announced that the Auditor General for Local Governments would be closed down. The office was accepting no new files and finishing the ones it had.
That the Islands Trust Council request the Chair write to the Honourable Doug Donaldson, Minister of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD), and the Honourable Selina Robinson, Minister of Municipal Affairs and Housing (MAH), and the Honourable Scott Fraser, Minister of Minister of Indigenous Relations and Reconciliation, requesting amendments to the Private Managed Forest Land Act that would enable local trust committees to regulate, but not prohibit, forest activities on land within the Islands Trust Area.	June 2020	Letter to Hon.Doug Donaldson, Minister of Forests, Lands, Natural Resource Operations and Rural Development (FLNRORD), and the Hon.Selina Robinson, Minister of Municipal Affairs and Housing (MAH), and the Hon. Scott Fraser, Minister of Minister of Indigenous Relations and Reconciliation, March 4, 2021 meeting	April 2021 response from Director Doug Kelly commuting to work collaboratively with Islands Trust to continue to address issues as they evolve.
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.	September 2020	Letter to Hon. Josie Osborne Minister of Municipal Affairs In May 2022, discussed status of request for some forest authority, discussed the letters to his office re the Policy Statement process and the forest issue.	Indication from Ministry that this is a significant request, has Province implications from regional governance perspective. Explanation from Ministry that "the Trusts authority in relation to trees is longstanding and complex, a review of the request will require a consideration of policy choices made when the municipal authority was created, noting that this authority is primarily aimed at trees in urban environments."

[1] Note: On March 14, 2018, Trust Council received a staff report that summarized the relevant strengths and weaknesses for each of 20 potential amendments, including some not listed below.

TRUST COUNCIL DIRECTION	WHEN	ADVOCACY METHOD	RESPONSE
That Trust Council request the Lieutenant Governor in Council for the Province of British Columbia to conduct a review of the Islands Trust's mandate, governance and structure. That the Islands Trust Chair, on behalf of Council, submit a letter to the Lieutenant Governor in Council making the review request under Section 8(2)(e) of the Islands Trust Act that outlines the potential scope of a review, including, but not limited to: a. An assessment of the optimum governance model to preserve and protect the Trust area pursuant to the Province’s vision for the future of the Trust area. b. The object of the Islands Trust Act and clarification of the mandate of the organization. c. The governance structure of the organization. d. The alignment of decision-making processes and structures with the Declaration on the Rights of Indigenous Peoples Act. e. The geographic scope of the organization and in particular authority over marine areas. f. The funding mechanisms provided to the organization in light of a clarified mandate.	June 2022	Letter to Hon. Nathan Cullen Minister of Municipal Affairs Meeting of Executive Committee and Minister Cullen with follow-up letter in June 2022	The Minister replied on September 23, 2022 stating that he looks forward to learning of the measures being taken by the Trust in response to the governance and management review and in relation to the broader issues that are raised in the context of this request for a review of the Islands Trust governance, mandate and opportunities for alignment with the principles of the Declaration Act.
That Trust Council call on the Province of British Columbia, in partnership with Indigenous leadership, to develop and communicate in a timely way the process and timelines through which they will develop new legislation to protect and restore biological diversity and ecosystem health, in a manner consistent with the United Nations Declaration on the Rights of Indigenous Peoples, and with the involvement of local	June 2022	Letter to The Hon. Katrine Conroy Minister of Forests and The Hon. Josie Osborne Minister of Land, Water, and Resource Stewardship	In February 2023, the B.C. government launched new measures to protect more old growth by fast-tracking innovation and co-developing new local plans with First Nations to better care for B.C.’s forests.

TRUST COUNCIL DIRECTION	WHEN	ADVOCACY METHOD	RESPONSE
governments, civil society groups, Indigenous and scientific experts, and the concerned public.			
That Trust Council request the Chair to submit a resolution to Union of British Columbia Municipalities September 2022 convention concerning a request to the Province for new legislation to protect and restore biological diversity and ecosystem health.	June 2022	AVICC/UBCM resolution	Provincial responses to UBCM not yet published.

REQUEST FOR DECISION

To:	Executive Committee	**For the Meeting of:**	February 22, 2023
From:	Trust Area Services	**Date Prepared:**	February 13, 2023
SUBJECT	**Draft Revised Policy Statement Amendment Project Charter v6**		

RECOMMENDATION: That Executive Committee recommend Policy Statement Amendment Project Charter v6, Option 1 to Trust Council.

A/CAO COMMENTS: A significant amount of public and First Nations engagement and a full referral process have already been undertaken. As Executive Committee considers next steps for the project, there are two options presented for seeking public feedback:

1. Staff recommend that Trust Council undertake First Reading, after making any desired changes, and then refer the document to all referral agencies/First Nations for three months. During this time, local trust committees and Bowen Island Municipality could undertake local public engagement, with some Trust Area Services staff support, at regular or special meetings to inform their referral responses.
2. Trust Programs Committee recommends that Trust Council first give approval in principle to the draft revised Policy Statement, after making any desired changes, and refer the document to local trust committees and Bowen Island Municipality for a six-month period. During this time, local trust committees and Bowen Island Municipality could undertake local public engagement, with some Trust Area Services staff support, at regular or special meetings to inform their referral responses. After incorporating feedback from the LTC/IM referral responses, Trust Council would undertake First Reading and then refer the document to other agencies/First Nations for three months. This option could add up to a year to the project timeline.

1 **PURPOSE:** To seek Executive Committee's approval of a revised Project Charter v6 for the Policy Statement Amendment Project.

BACKGROUND

<u>Project History:</u>

Trust Council's Policy Statement Amendment Policy (1.2.1) states that each term Trust Council will identify Policy Statement review and/or amendment tasks. Early on in the 2018-2022 term, Trust Council requested Executive Committee (EC), with involvement from Trust Programs Committee (TPC) as appropriate, to review the Islands Trust Policy Statement and develop recommendations for amendments. The 2018-2022 Strategic Plan specified Trust Council's priorities for amendments in the areas of reconciliation, climate change, and affordable housing. Trust Council further requested that the amendments be informed by engagement with First Nations and the public. The project began in 2019 with a first phase of early engagement with First Nation governments and a first phase of public engagement. TPC then developed three working groups to develop preliminary policy directions for amendments. These were summarized in a Policy Directions Report that was the subject of a second phase of public engagement held from January to March 2021. Following these phases of engagement, amendment drafting began in April 2021.

In May 2021, TPC and EC began revising the first draft of the new Policy Statement in an attempt to prepare it for Trust Council's consideration of first reading in July 2021 and subsequent engagement with the public, First Nations, and referral agencies. Although the project was not in a formal public engagement phase at that time, members of the public began following the committee's early deliberations through public meeting broadcasts and circulating the early drafts in their communities, along with inaccurate information and assumptions about both the policy content and the project itself. Due to high levels of public concern with the project, Trust Council paused consideration of first reading in July 2021, and requested enhanced levels of engagement on the draft that was to have been considered for first reading.

After the additional three streams of engagement and referrals that were requested by Trust Council concluded in spring 2022, the outgoing Trust Council reviewed all feedback received from the public, First Nation governments, and referral agencies in June and September 2022 and passed a series of 32 resolutions requesting staff to undertake further work on the project and further revisions to the draft Policy Statement, to be reviewed by the 2022-2026 Trust Council. More detailed project information is available on the Islands 2050 webpage.

Current Project Status:
Staff are currently working on the rewrite of the draft Policy Statement, as per Trust Council's 32 resolutions, and are engaging with internal and external staff partners and seeking legal counsel in the process. Draft 2 of the new Policy Statement is expected to be presented to Executive Committee and Trust Programs Committee in May 2023 and to Trust Council in June 2023.

Draft Communications Strategy for EC/TC Review:
At Trust Council's request, a draft communications strategy has been developed to guide the next phases of the project. Building on lessons learned from last term, the communications strategy highlights the need for proactive, consistent, and coordinated communications when the draft revised Policy will begin to appear publicly in Trust Council/committee agenda packages. Preparation of communications and engagement materials will be required to ensure broad understanding of the decision-making and engagement process, context and rationale for updating the Policy Statement, and specific amendments within the Policy Statement itself. Staff have recommended $25,000 be budgeted for this work to be undertaken in FY 2023-24, regardless of when formal engagement may occur.

Draft Revised Project Charter for EC/TC Review:
At Trust Council's request, staff have also developed a revised project charter for EC's consideration (see **Option 1** attached). The timeline proposed envisions Trust Council receiving the draft revised Policy Statement in June, asking TPC/EC to develop recommendations for further refinements in July/August, and passing resolutions in September to prepare the document for first reading and the next round of referrals to local trust committees/island municipalities (LTCs/IMs)

At its February 6, 2023 meeting, Trust Programs Committee passed the following resolution:

> ***that Trust Programs Committee recommend to Executive Committee that local trust committees and Bowen Island Municipality be given six months to provide their communities an opportunity to review and deliver feedback on the revised draft Policy Statement through their Advisory Planning Commissions or Regular or Special Meetings, as appropriate, prior to First Reading.***

Staff have developed an alternate draft project charter that believed aligned with this TPC recommendation (**Option 2** attached), for consideration.

At its February 13, 2023 meeting, the Executive Committee passed the following resolution:

> ***That Executive Committee recommend further analysis and implications regarding Policy Statement Amendment Project Charter v6, as presented in the February 7th request for decision, be provided in terms of the relevant benefits of option 1 and option 2.***

After further discussion with the TPC Chair following the Executive Committee February 13, 2023 meeting staff received more clarity regarding the TPC resolution. Staff now understand the intent to be that Trust Council would receive recommendations from TPC/EC and amend as needed, and then approve the document in principle for the purpose of engagement, but not give First Reading. Given this revised understanding, staff have revised the Option 2 project charter and timeline.

Analysis of Two Options:

With the amendments to the Option 2 (TPC recommendation) project charter, the key differences between the two options are the timing of the referral to LTCs/IMs (before or after First Reading of the draft revised Policy Statement) and the length of the referral (three or six months).

Option 1:

- Referrals go out at once after First Reading for three-months (any associated public engagement by LTCs/BIM occurs in this period)
- Fourth Reading by June 2025 (assumes Trust Council does not schedule special meetings and 2nd/3rd reading happen at the same meeting)

Option 2:

- Referral to LTCs/BIM go out after Trust Council has approved the draft in principle for six months (any associated public engagement by LTCs/BIM occurs in this period)
- A second referral to First Nation governments, ITC Board, regional districts, other agencies as desired after First Reading (Islands Trust Act requires referral to regional districts after First Reading)
- Fourth reading by June 2026 (assumes Trust Council does not schedule special meetings and 2nd/3rd reading happen at the same meeting)

Neither Option 1 nor 2 allows for Trust-wide public engagement. Both options support public engagement at the discretion of local trust committees/Bowen Island Municipality that is locally administered using Planning Services staff/contactors for engagement meetings as needed, with some support from Trust Area Services. Engagement costs would be funded by $20,000 in proposed funding (public notice, meeting hall rental, note takers, staff travel/overtime).

2 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: This policy amendment project requires a significant investment of organizational resources. In FY 2023-24, the project will occupy the majority of the Senior Policy Advisor's time and may require support from other staff across the organization. Without additional staff resources, Trust Area Service's regular workload will need to be reduced. During critical periods, a certain amount of overtime is expected to fulfill project needs.

FINANCIAL: Since 2019, over $250,000 has been spent on public engagement, First Nations engagement, and other project related expenses, in addition to considerable staff hours. The project budget and allocation of staff resources, while significant, are comparably lower than similar exercises conducted by regional districts and municipalities, many of which relate to a smaller geographical area and a smaller number of engagement partners.

POLICY: The Policy Statement Amendment Project aims to strengthen Trust Council's ability to adapt to current and future challenges facing the Islands Trust Area and to develop policy guidance in areas that were previously not contemplated in the Policy Statement, including reconciliation, climate change, and affordable housing.

IMPLEMENTATION/COMMUNICATIONS: Staff will prepare an RFD to Trust Council from Executive Committee reflecting Executive Committee's recommendation and requested changes to a project charter.

The Islands 2050 webpage has been the primary web portal for Policy Statement Amendment Project communications since 2019 and continues to be the main source of accurate project information. Project correspondence is channelled to a dedicated islands2050@islandstrust.bc.ca email account and posted to the Islands 2050 webpage at regular intervals. News updates have been distributed via Islands Trust news releases, social media posts, print advertisements, flyers and mail outs, and an Islands 2050 email subscriber list.

Without a dedicated communications and engagement department at Islands Trust, and possible change of personnel in the organization's sole Communications Specialist position, internal capacity for strategic, proactive communications related to this project is very low. Meanwhile, communities in the Trust Area are often far more engaged and interested in projects of this nature than is typically experienced in other jurisdictional areas. In Phase 3 of public engagement, external engagement and communications consultants added extra capacity to the project team which enabled a number of project fact sheets, discussion guides, and other proactive communications materials to be produced around key areas of concern. These materials proved helpful in dispelling some myths about the project and facilitating more meaningful dialogue with the public.

FIRST NATIONS: There have been two phases of early engagement and associated capacity funding with First Nation governments on the Policy Statement Amendment Project thus far and a third phase is taking place from February to April 2023. Early engagement to date has facilitated important relationship building opportunities with First Nation government staff, and has provided Trust Council with valuable feedback on how Policy Statement amendments can assist Trust Council to better recognize and respect Indigenous rights and preserve and protect culturally significant sites, areas, and species for Indigenous Peoples, consistent with its commitments to reconciliation. Early First Nations engagement and policy amendments have also been guided by reconciliation principles set out by the Truth and Reconciliation Commission and the UN Declaration on the Rights of Indigenous Peoples that fall within Trust Council's jurisdiction.

OTHER: None.

3 RELEVANT POLICY(S): Policy Statement Amendment Policy

4 ATTACHMENT(S):

1. **Option 1 -** Draft Policy Statement Amendment Project Charter v6
2. **Option 2 -** Draft Policy Statement Amendment Project Charter v6
3. Option 1 and 2 Timeline Slides
4. Islands 2050 Communications Strategy (April 2023 – March 2024)

RESPONSE OPTIONS

Recommendation: That Executive Committee recommend Policy Statement Amendment Project Charter v6, Option 1 to Trust Council.

Alternatives:

1. That Executive Committee recommend the revised Policy Statement Amendment Project Charter v6, Option 2 to Trust Council.
2. That Executive Committee recommend Policy Statement Amendment Project Charter v6, Option 1 to Trust Council as amended.
3. That Executive Committee recommend Policy Statement Amendment Project Charter v6, Option 1 to Trust Council as amended.

Prepared By: Dilani Hippola, Senior Policy Advisor, Trust Area Services with edits by Clare Frater

Reviewed By/Date: Clare Frater, A/CAO, Trust Area Services / February 17, 2023

OPTION 1: Policy Statement Amendment Project - DRAFT Project Charter v6 b

Purpose To support Trust Council's update of the Islands Trust Policy Statement bylaw, incorporating feedback from First Nations, the public, and referral agencies, and approval by the Minister of Municipal Affairs.

Background Trust Council has assigned Executive Committee, with involvement from Trust Programs Committee as appropriate, the task of updating the Islands Trust Policy Statement through the lenses of reconciliation, climate change, and affordable housing, and to undertake early engagement with First Nations and the public in the process.

Objectives

- To adopt an updated Policy Statement bylaw that supports Trust Council's commitments to reconciliation, climate change, and affordable housing, and reflects feedback from the public, First Nations, and partner agencies.

In Scope

- Policy analysis, amendment drafting, communications, legal review, and implementation planning
- First Nations engagement, public engagement, and agency referrals
- Four readings by Trust Council

Out of Scope

- Treaty or territorial negotiations or accommodation
- Consequential amendments to official community plans and land use bylaws

Workplan Overview

Major Deliverable/Milestone	Dates
Past Years (FY 2019-20, 2021-22, 2022-23) -First Nations early engagement Phases 1 (2019-2021), 2 (2021-2022), and 3 (2023) -Public engagement Phases 1 (2019-2020), 2 (2021), and 3 (2022) -Policy review and analysis by Trust Council's committees/working groups and staff (2020-22) -Amendment drafting and legal review Phase 1 (Apr-Jun 2021), Phase 2 (Dec 2022-Mar 2023)	2019-2023
Present (FY 2023-24) -Amendment drafting; EC/TPC and Trust Council receive revised draft Policy Statement -As requested by TC, EC and TPC develop recommendations for further revisions -Trust Council considers TPC/EC recommendations and passes resolutions on further revisions required **-First Reading by Trust Council** -3-month referrals period (LTCs/IMs, ITC Board, First Nations, Regional Districts)	 Apr-Jun 2023 Jul-Aug 2023 Sept 2023 **Dec 2023** Jan-Mar2024
Next Steps (FY 2024-25) -Collation and consideration of all feedback and preparation of document for Second / Third Reading -**Second / Third Reading** (incorporate any desired revisions during same meeting) -Refer proposed bylaw to Minister with final FN engagement report; allow six months for review	 Apr—June 2024 **Sept 2024** Oct 2024 +6 months
Final Adoption (FY 2025-26) -Receive approval from Minister **-Fourth Reading/Adoption** -Final graphic design and distribution, celebration event, implementation planning	 Apr 2025 **Jun 2025** July-Sep 2025

Project Team

Executive Committee Trust Programs Committee Clare Frater (Director, TAS)	Project Champion Policy Content Advisors Project Director
Dilani Hippola, Sr. Policy Advisor	Project Manager & Policy Writer
Gillian Nicol, Program Coordinator	Public Engagement Coordinator
Morgana van Niekerk, Comms Sp.	Communications Coordinator
Sr. Intergovtl Policy Advisor	First Nations Engagement Coordinator

Budget

Item	FY 23-24	FY 24-25	FY25-26
Communications	$25,000	0	$8,000
Public Engagement	$20,000	0	0
Legal Review	$5,000	$2,500	0
Total Activity Costs:	**$50,000**	**$2,500**	**$8,000**

Approved by:	**Endorsement:**
Clare Frater, Director, TAS	Date:

OPTION 2: Policy Statement Amendment Project - DRAFT Project Charter v6b

Purpose To support Trust Council's update of the Islands Trust Policy Statement bylaw, incorporating feedback from First Nations, the public, and referral agencies, and approval by the Minister of Municipal Affairs.

Background Trust Council has assigned Executive Committee, with involvement from Trust Programs Committee as appropriate, the task of updating the Islands Trust Policy Statement through the lenses of reconciliation, climate change, and affordable housing, and to undertake early engagement with First Nations and the public in the process.

Objectives

- To adopt an updated Policy Statement bylaw that supports Trust Council's commitments to reconciliation, climate change, and affordable housing, and reflects feedback from the public, First Nations, and partner agencies.

In Scope

- Policy analysis, amendment drafting, communications, legal review, and implementation planning
- First Nations engagement, public engagement, and agency referrals
- Four readings by Trust Council

Out of Scope

- Treaty or territorial negotiations or accommodation
- Consequential amendments to official community plans and land use bylaws

Workplan Overview

Major Deliverable/Milestone	Dates
Past Years (FY 2019-20, 2021-22, 2022-23) -First Nations early engagement Phases 1 (2019-2021), 2 (2021-2022), and 3 (2023) -Public engagement Phases 1 (2019-2020), 2 (2021), and 3 (2022) -Policy review and analysis by Trust Council's committees/working groups and staff (2020-22) -Amendment drafting and legal review Phase 1 (Apr-Jun 2021), Phase 2 (Dec 2022-Mar 2023)	2019-2023
Present (FY 2023-24) -Amendment drafting; EC/TPC and Trust Council receive revised draft Policy Statement -As requested by TC...EC and TPC develop recommendations for further revisions -Trust Council considers TC/EC recommendations and passes resolutions on further revisions required **-Approval in principle by Trust Council** -6 -month referrals period (LTCs/IMs, ITC Board, First Nations, Regional Districts)	 Apr-Jun 2023 Jul-Aug 2023 Sept 2023 **Dec 2023** Jan-May 2024
Next Steps (FY 2024-25) -Amendment drafting and **First Reading by Trust Council** -3-month referral to First Nation governments, ITC Board, regional districts, other agencies as desired -Collation and consideration of feedback and preparation of document for Second / Third Reading -**Second / Third Reading** (incorporate any desired revisions during same meeting)	 **Jun—Dec 2024** Jan-March 2025 Apr 2025 –Aug 2025 **Sept 2025**
Final Adoption (FY 2025-26) -Refer proposed bylaw to Minister with final FN engagement report; allow six months for review -Receive approval from Minister **-Fourth Reading / Adoption** -Final graphic design and distribution, celebration event, implementation planning	 Oct 2025 + 6 months Apr 2025 **Jun 2026** July-Sept 2026

Project Team

Executive Committee Trust Programs Committee Clare Frater (Director, TAS)	Project Champion Policy Content Advisors Project Director
Dilani Hippola, Sr. Policy Advisor	Project Manager & Policy Writer
Gillian Nicol, Program Coordinator	Public Engagement Coordinator
Morgana van Niekerk, Comms Sp.	Communications Coordinator

Budget

Item	FY 23-24	FY 24-25	FY25-26
Communications	$25,000	0	$8,000
Public Engagement	$20,000	0	0
Legal Review	$5,000	$2,500	0
Total Activity Costs:	**$50,000**	**$2,500**	**$8,000**

Approved by:

Clare Frater, Director, TAS

Endorsement:

Date:

Policy Statement Amendment Project

DRAFT OPTION 1 - Possible Next Steps

May 2023 - Trust Programs Committee (TPC) and Executive Committee (EC) receive revised draft Policy Statement and could make early recommendations to Trust Council (TC) for further revisions, if desired

June 2023 - Trust Council receives revised draft Policy Statement (and any early committee recommendations), discusses the new draft, and passes resolutions on next steps… possibly requesting EC/TPC to undertake a more detailed review and develop further recommendations for TC's consideration at its September meeting

July (special meeting) **or August** (regular meeting) **2023**
Trust Programs Committee could develop recommendations to TC for further revisions

September 2023
EC review/recommendations and Trust Council could review TPC & EC recommendations and pass resolutions requesting staff to make Trust Council's desired changes and to bring next revised draft to December TC meeting

First Reading

December 5-7, 2023
Trust Council could receive the next revised draft incorporating its September 2023 resolutions and consider First Reading of the document

Engagement & Referrals

January - March 2024
90-Day Engagement & Referral Period (Local Trust Committees/Island Municipalities; First Nations; Regional Districts; Islands Trust Conservancy Board; and other parties as desired)

April – August 2024
Trust Counci/committees review feedback and request further changes

Second and Third Reading — **Sept 2024**

Ministerial Approval — **Apr 2025**

Fourth Reading & Adoption — **June 2025**

Policy Statement Amendment Project

DRAFT OPTION 2 revised - Possible Next Steps

May 2023 - Trust Programs Committee (TPC) and Executive Committee (EC) receive revised draft Policy Statement and could make early recommendations to Trust Council (TC) for further revisions, if desired

June 2023 - Trust Council receives revised draft Policy Statement (and any early committee recommendations), discusses the new draft, and passes resolutions on next steps… possibly requesting EC/TPC to undertake a more detailed review and develop further recommendations for TC's consideration at its September meeting

July (special meeting) **or August** (regular meeting) **2023**
Trust Programs Committee could develop recommendations to TC for further revisions

September 2023
EC review/recommendations and Trust Council could review TPC & EC recommendations and pass resolutions requesting staff to make Trust Council's desired changes and to bring next revised draft to December TC meeting

Approval in principle

December 5-7, 2023
Trust Council could receive the next revised draft incorporating its September 2023 resolutions and considers approving the document in principle for referral to LTCs/BIM

LTC/IM referrals/ engagement

January - June 2024
6 month Engagement & Referral Period (Local Trust Committees/Bowen Island Municipality)

First Reading

December 2024
Committee review of feedback/Trust Council reviews feedback and considers First Reading

External Referrals

January – March 2025
90-Day Engagement & Referral Period (First Nations; Regional Districts; Islands Trust Conservancy Board; and other parties as desired)

Apr 2025– August 2025
Trust Council/committees review feedback and request further changes

Second and Third Reading — Sept 2025

Ministerial Approval — Apr 2026

Fourth Reading & Adoption — June 2026

ISLANDS 2050 COMMUNICATIONS STRATEGY (April 2023 – March 2024)
POLICY STATEMENT AMENDMENTS

Prepared by Tavola Strategy Group, for Islands Trust - February 2023

PURPOSE

To guide the sharing of the revised draft Policy Statement and outline the next steps in the engagement and decision-making process.

EXECUTIVE SUMMARY:

Proactive, accurate and effective communications efforts are essential to keeping the public informed and to appropriately anticipating and responding to the public's needs as they relate to the Policy Statement Amendment Project. Consistent and coordinated communications efforts are foundational to meaningful engagement, ensuring that the public is informed and can participate in a meaningful way.

After considering feedback from the latest phases of Islands 2050 engagement with the public, First Nation governments, and referral agencies, Islands Trust is preparing to present the revised draft Policy Statement to Trust Council and its committees in spring 2023 to start preparing the draft document for first reading and further engagement. Lessons learned through the earlier phases of the project have identified the need for proactive, consistent, and coordinated communication efforts to ensure broad understanding of the decision-making and engagement process, context, and rationale for updating the Policy Statement, and specific amendments within the Policy Statement itself.

Thoughtful planning, on-going monitoring, and organizational responsiveness are critical to fostering understanding of the relationship between governance and public engagement.

Communications approaches are tailored to the unique needs of each community. In the case of Islands Trust, the breadth of the Islands Trust Area geographically, the blend of full-time and part-time residents, and the complexity and three-year history of this project present a compelling case for employing multi-channel communications (blend of in-person, media, and digital methods) to ensure those affected or interested are aware of opportunities to learn more, to follow the process and deliberations, and to provide feedback.

The revised Policy Statement is expected to be presented to Trust Council and its committees for consideration in Spring 2023. There are two distinct phases of the Policy Statement amendment project that require early and proactive communications. The first phase focusses on keeping the public informed as trustees consider the draft document, while the second phase will help effectively communicate the public engagement process.

COMMUNICATIONS OBJECTIVES:

1. Increase understanding of the need to update the Policy Statement, proposed amendments to the Islands 2050 Policy Statement, and next steps in the process using plain language, compelling context, and visuals
2. Demonstrate Islands Trust leadership in preserving and protecting the Islands Trust Area for the benefit of residents and all British Columbians
3. Clearly demonstrate responsiveness to interests and concerns heard during previous stages of engagement
4. Engage the public with direct, proactive, and complete information about the amendments and process

STRATEGIC CONSIDERATIONS:

- There is a lot of appreciation by Trust Area communities for protection of the natural environment and the unique amenities of the region, and actions that support climate action, reconciliation, and affordable housing. There may be less awareness of the Trust mandate amongst those who are new to the Islands Trust Area or who have not engaged with the Trust before.
- The Policy Statement Amendment Project has occurred over the past three years, during the COVID-19 pandemic, so there may be varying levels of understanding and involvement by Trust Area residents.
    - Quality, consistent information that is easy to understand will help reduce barriers to understanding and further engagement.
- The Trust Area has experienced a lot of resident mobility over the past few years, meaning some people may be new to the process and require context around the Trust mandate the need for updating the Policy Statement, and the process to date. At the same time, there are many that are very vested in the process and may have strong opinions about topics and process.
- The geography of the Trust Area spanning 5,200 square kilometres and 13+ diverse island communities, combined with the fact that many property owners are part-time residents, means that multi-channel communications to reach all interested or affected individuals are required.
- The thoughtful pause in the project and election of a new Trust Council has allowed for some of the discourse to subside and presents an opportunity to reset the process in 2023.
    - This will require detailed key messaging, and acknowledgment of what has been heard to date and how it has been addressed, and clearly articulating the next steps for Trust consideration and public engagement.
- The multi-year process, the volume of information, and the public discourse can be barriers to engaging those who are less familiar or who are intimidated by the topic.
    - Plain language context, compelling visuals and streamlined content on the website are needed to provide improved context and make the process more accessible.
- It can be difficult for community members to differentiate what is being discussed at the Trust Council table and when/where they can provide input through established engagement processes.
    - After three phases of public engagement and a moment of pause, this may continue to prove challenging.
    - Clearly outlining the process to indicate what is Trust Council deliberation and where public feedback is invited and how it will be used, will be needed.
    - It is common for local governments to deliberate on a topic and then give first reading to a bylaw signalling it is now ready for public feedback.
- It is important that the Islands Trust Area population can directly and easily access the information directly from Islands Trust.
    - Promotional materials such as mailers, posters, social media, handbills, and advertising must focus on more than just the fact that the Policy Statement is being updated.
    - Where possible, communications tools should provide important context about what the Policy Statement is, why it's being updated and what the proposed changes are.
    - The use of images, key messaging, and streamlined materials can assist in providing much needed context.
- Policy, frameworks, governance, and Council decision-making can sound like bureaucracy when they are not grounded in tangible examples and context. These terms and structures can also be intimidating to those who are less familiar or interested, alienating those who may be affected or have valuable input to share.
- It will be important for Islands Trust to clearly outline how the amended Policy Statement is different from the existing statement.

- It also must clearly outline how the Policy Statement responds to public feedback.
    - A clear rationale for why specific amendments are proposed will be beneficial.
    - Demonstrating responsiveness to what has been heard to date is critical to instilling transparency in the process and honours the time and engagement of participants to date.
- Clearly acknowledging concerns and key topics in public communications, and the benefit of diversity of perspectives, can help shift focus to finding balance and common ground amongst differing views.
- Visuals can aid in understanding what the Policy Statement is about or what changes are being proposed.
    - For example, there is a lot of focus on marine and natural environments and climate change in previous communications, but it is not visually evident in the communications materials.
- Political leadership about the need to update the Policy Statement, and the importance of public engagement within the decision-making process, are key to raising awareness and understanding.
    - The role of elected officials in consistently communicating the process is also key to fostering public understanding and mitigating misinformation.
- There are a variety of communications tools that should be considered to reach those interested and affected.
    - Some require varying levels of skills, expertise, capacity, or cost.
    - Effective communications require time and budget.
- A proactive and fulsome communications strategy is the most effective way of mitigating misinformation and is foundational to meaningful public engagement.

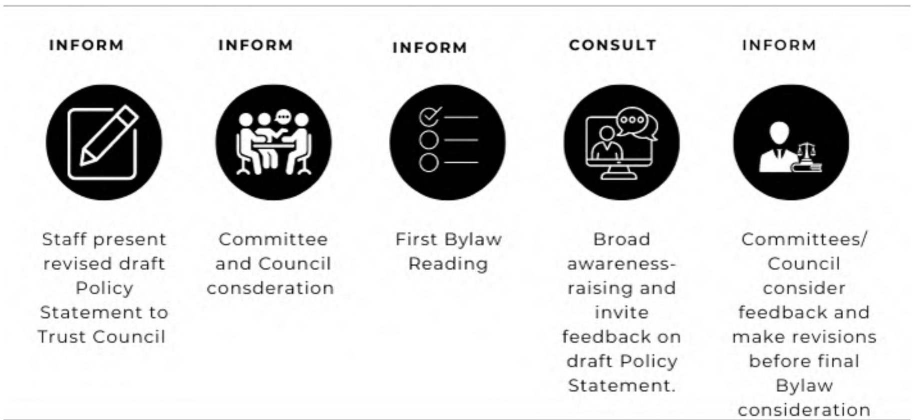
PROMISE TO THE PUBLIC

The project team is preparing to bring forward the revised draft Policy Statement to Trust Council and its committees for consideration in Spring 2023. There are two distinct phases that require communications support. The first phase focusses on informing the public while elected officials consider the draft document, while the second phase will help effectively communicate the public engagement process. A detailed communications plan has been provided to Islands Trust staff.

The first phase of communications commits to engaging the broad public primarily to inform, provide information, listen, and acknowledge concerns, recognizing that increasing levels of public engagement will occur later and effective communications will be required to support the engagement process.

Once Trust Council has deliberated the draft Policy Statement and determines they are ready for public feedback on the Policy Statement and how they would like to receive that feedback, the level of public participation will increase. A detailed communications and public engagement strategy will be needed to ensure broad awareness of the revised draft Policy Statement and opportunities for input.

COMMUNICATIONS TACTICS:



INFORM STAGE: Council/Council committees consider draft Policy Statement

Revised Draft Policy Statement presented to Trust Council and Committees
The revised draft Policy Statement will be presented to Trust Council and its committees for deliberation prior to the next phase of public engagement. During this period, it is important that the public understand the process and be able to follow along through the public meetings/broadcasts should they wish, prior to the active public engagement period.

Key messages may include:

- Policy Statement has been revised based on Trust Council's directions after consideration of input from the public, First Nation governments, and referral agencies
- Outline how public input informed the revised draft Policy Statement
- Draft Policy Statement is currently being considered by Trust Council/Committees
- Public engagement is expected to follow First Reading (subject to project timeline approval)
- Process to date / Timeline for next steps

Communication Tactics During Council/Committee Consideration of a Draft

1. *What We Have Heard* and *What We Have Done to Respond* matrix.
2. Detailed key messaging for all topics of interest related to the revised draft Policy Statement and FAQs.
3. Media release(s) and media outreach, project email updates, website, and social media
4. Updates to community groups
5. Briefing notes and updates for Islands Trust trustees and staff
6. Continue utilizing islands2050@islandstrust.bc.ca for accepting on-going passive queries or feedback (e.g., correspondence on draft Policy Statement during this period).
7. Continue to proactively communicate the process as deliberations continue and the revised draft Policy Statement bylaw proceeds to first reading.

CONSULT STAGE: Draft Policy Statement ready for public feedback
Once the Trust Council and/or Committees have determined that the revised draft Policy Statement is ready for public feedback, it will be essential to have quality, proactive and accessible communications to raise broad awareness of the opportunity to engage and ensure consistent and coordinated information is readily available to all audiences. It's important to the integrity of a public engagement process that information is presented consistently across all audiences. Further refinement of the key messaging and communications approach will be required once the process is confirmed.

Communication Tactics During Active Consultation

1. Determine level of public participation and tailor engagement strategy to meet engagement objectives.
2. Media technical briefing or pre-planned background interviews for first reading of the revised draft Policy Statement to provide dedicated time for journalists.
3. Detailed key messaging for all topics of interest related to the revised draft Policy Statement, as well as FAQs.
4. Collateral materials (digital and print materials) that provide accessible and plain language context about the Policy Statement, the Islands 2050 amendment project, and next steps.
5. Revise Islands 2050 webpage to provide more context about changes and streamline the many links and background documents.
6. Briefing notes and updates for Islands Trust trustees and staff

7. Prepare an information package for local trust committees, island municipalities, and community groups to accompany the revised Policy Statement that clearly outlines the process to date, what was heard and how the Policy Statement responds to the input received.
8. Advertise public engagement opportunities in local papers and social media.
9. Proactively address misinformation or misunderstanding directly if needed.
    a. Timely, factual responses to misinformation can assist in ensuring balanced and accurate information.
    b. Although staff capacity to monitor or respond to every comment is unrealistic, some capacity should be dedicated to connecting residents with accurate information where required.
    c.

AUDIENCES

There are a variety of audiences for public communications and engagement with differing interests that need to be considered. First Nation governments are consulted through a separate, parallel process.

Audience	Interests
Local trustees, including non-elected and elected officials	Updating the Policy Statement informed by public engagement, First Nations government engagement, and agency referrals Clear information and process to respond to constituents' enquiries and concerns
Residents and property owners living across Trust Area and afar.	Understanding potential impacts of the revised Policy Statement Clear information and process Some may have specific desired outcomes Some may have barriers to participation (e.g working families, lack of computer access, etc.) How to engage in the process
Indigenous people living on the islands	Understanding potential impacts of the revised Policy Statement Clear information and process Some may have specific desired outcomes Some may have barriers to participation How to engage in the process Some may wish to have a separate engagement process
Islands Trust employees	Awareness of the project and understanding potential impacts of the revised Policy Statement Key messages for consistency
Local businesses and business associations	Understanding potentials impacts of the revised Policy Statement Clear information and process How to engage in the process
News Media, especially community news organizations	Understanding potential impacts of the revised Policy Statement on local communities What the public is interested in Clear information and process
MLA's Ministry staff	Understanding potentials impacts of the revised Policy Statement on local communities Clear information and process Provincial and municipal mandates met
Community groups with an interest in Islands 2050 process or specific topics within Policy Statement amendments	Understanding potential impacts of the revised Policy Statement on local communities or specific topics Clear information and process Some may have desired outcomes or interests – related or unrelated to Policy Statement itself May want to share information through email subscriber lists.

BUDGET:

The estimated budget for communications tactics outlined in this strategy is $25,000. A detailed cost estimate for each tactic can be refined as the process and timeline is confirmed.

EVALUATION:

Communications efforts should be measured and evaluated continually through the process and reported on upon conclusion of the process. Established measures will help determine and demonstrate the breadth of communications and inform on-going efforts.

Administrative Services Report
Prepared on: February 10, 2023

1. GENERAL & FPC

In support of the Financial Planning Committee (FPC) we have completed work on the following standard annual areas of work:

- **Second and Third Quarter Financial Report**: We have completed the third quarter financial report, which tracks our actual financial performance against budget. This report showed that Island Trusts is not outside of approved budget as at the end of quarter three.
- **Second and Third Quarter Financial Forecast**: The forecasted spending for the current fiscal year has been completed which shows that the Islands Trust is not expected to spend its full budget by March 31, 2023, thereby reducing the expected draw from surplus and reserves in the current year.
- **Draft 2023/24 Budget**: The final draft of the budget has been reviewed by FPC and is now heading to Trust Council for their final review, with approval in mind.
- **Audit Planning**: The Audit Committee met in February 2023 to discuss the audit plan with the financial statement auditors, KPMG LLP, who have once again been appointed by Executive Committee to conduct the fiscal audits of Islands Trust and Islands Trust Conservancy. Staff are looking ahead to year-end close and preparing the audit package in advance of the audit in May 2023.
- **Budget Public Consultation**: FPC elected not to hold public consultation on the draft 2023/24 budget this cycle, with the exception of consultation on the Salt Spring Island (SSI) Local Trust Committee proposed special tax requisition to support the ongoing work of the SSI Watershed Protection Alliance. Results of this feedback will be revised by Trust Council as part of their decision-making around whether or not to approve

Additional work currently underway with FPC:

- A review of standard timelines for the annual budget public consultation period will be undertaken in coming months, in response to feedback that the comment period may be more useful earlier in the budget cycle.
- A review of cost recovery options for time spent by Trust staff reviewing building permits will continue in coming months. FPC has reviewed an initial report from staff and directed them to connect with regional districts to explore possible arrangements. FPC will review identified options at an upcoming meeting.
- Upcoming planned review of Trust Council financial policies by FPC will include: Policy 6.5.1 – *Reserves and Surplus* and Policy 7.2.1 *Trustee Remuneration*.
- The Governance Committee has requested assistance from FPC and staff in developing a process for corporate planning, in support of the recommendation received as part of the 2022 Trust governance review.

2. FINANCE

The Finance team remains busy facilitating the day-to-day accounts payable and accounts receivable functions, providing contract administration services, and updating internal financial reports for management’s review. They have contributed to the 2023/24 budget development and consolidation exercise that is an ongoing process throughout the budget cycle from August – March. They continue to orient and train new staff on financial processes relevant to their work at the Trust, such as submission of electronic expense claims, travel policies, and procurement practices.

In addition to regular duties, the team has provided coverage for specific human resource tasks in the face of capacity pressures in that area. Most recently, this includes providing assistance in the preparation and review of T4s for circulation in February and liaising with the Public Service Agency on matters related to staff salary payments.

Since our last report, the Province in conjunction with Islands Trust staff has undertaken the following public procurement processes:

- Request for Proposal: Climate Change in Conservation Decision Making: Data Tools Assessment - closed January 12, 2023
- Invitation to Quote: Nature Reserve Baseline Inventory Reports & Management Plans - closed January 10, 2023

3. EMPLOYEE SERVICES/HUMAN RESOURCES (HR)

We have completed several hiring actions and internal position updates over the last two quarters, resulting in the following changes to the Islands Trust team:

- On September 6, 2022, Nicole Miller, Employee Services Coordinator (ESC) returned from her maternity leave. At the same time, Amanda Eddy, who came to Islands Trust to fill the position during Nicole's absence, returned to her primary position at the BC Corrections Branch.

- Chris Hutton joined the Salt Spring Island office as the new Regional Planning Manager (RPM) on September 20, 2022. Chris has 13 years of experience in professional planning and governance leadership in local governments in BC. He has a Bachelor's Degree in Urban and Regional Planning from Toronto Metropolitan University and a deep commitment to ongoing learning.

- Renee Jamurat joined the Gabriola office team on January 9, 2023 as the new RPM for the northern trust area. Renee brings over 15 years of experience in land use planning, with eight of these years spent working in a management capacity. She has a Bachelor of Environmental Studies from York University and a Bachelor of Urban and Regional Planning from Toronto Metropolitan University. Renee steps into the role formerly held by Heather Kauer who departed from the Trust on September 29, 2022 after accepting a Director position with the City of Abbotsford. In the period between Heather's departure and Renee's hiring, Sonja Zupanec, Island Planner, acted as the RPM for the northern Trust area.

- With the return of Julia Mobbs from leave on September 6, 2022, Wanda Boden who was backfilling the role of Director, Administrative Services moved on to her new position with the Ministry of Citizen Services as Director of Finance.

- Bruno Novais joined the Trust on December 8, 2022 as Bylaw Enforcement Officer. Bruno is headquartered in the Victoria office, but focuses primarily on Salt Spring Island bylaw enforcement files. Bruno holds a law degree from the University of Candido Mendes in Rio de Janeiro, Brazil and a Bylaw Compliance, Enforcement and Investigative Skills certificate from the Justice Institute of BC.

- ~ Carla Funk and Carmen Smith have both been extended in their temporary Communications and Fundraising Specialist roles to March 31, 2023.

- ~ Morgana van Niekerk started with Islands Trust as the Acting Communications Specialist on February 1, 2023, backfilling for Vicki Swan whose temporary assignment with Emergency Management BC as been extended to May 12, 2023. Morgana has a Bachelor of Information Science in Publishing from the University of Pretoria in South Africa. She most recently worked as a Marketing and Communications Specialist for the Saskatchewan Chamber of Commerce.

- ~ Peter Dougan, temporary Planning Technician for the Salt Spring team finished up his term with us on November 23, 2022.

- ~ Marnie Eggen, Island Planner for the northern Trust Area accepted a permanent position with the Ministry of Environment as of December 1, 2022. She was previously on temporary assignment with this same Ministry and has decided to stay on. We are thankful for the many years of service that Marnie gave to Islands Trust and wish her well in her role!

- ~ Aislyn King completed her co-op term as the Conservation and GIS Technician with the Islands Trust Conservancy as of December 23, 2022.

- ~ Phil Testemale, Planner 2 for the southern Trust Area has departed for his planned year of leave effective January 1, 2023. This leave was approved as part of the deferred salary leave program offered to all provincial employees. Phil has plans to cycle through both Canada and Europe during his time away from work.

- ~ Charly Caproff has accepted a temporary assignment to a Planner 1 position for the duration of Phil Testemale's leave, to provide coverage for his absence. Charly has been with Islands Trust since May 2022 working as our Planning Technician. She holds a Master's Degree of Community and Regional Planning from the University of British Columbia and a Bachelor's Degree in Environmental Resource Management from Simon Fraser University.

- ~ Bruce Belcher has joined the Islands Trust as of February 1, 2023 to fill the vacancy in Charly Caproff's base position of Planning Technician. Bruce holds a Bachelor of Arts Degree in Regional and Urban Planning.

- ~ Chris Buchan joined the Salt Spring Island team as a Planner 1 on January 9, 2023. Chris has a Bachelor of Arts degree from the University of Victoria with a Major in Geography and a Minor in Public Administration, and comes to us from the City of Vernon, where he worked as a Planning Technician.

- ~ Becky McErlean, Legislative Clerk for the northern office is retiring on March 10, 2023 after 16 years of service to Islands Trust. Becky will be greatly missed but has more than earned her retirement!

- ~ Penny Hawley, Planning Team Assistant for the northern office is retiring on March 30, 2022 after nine years of service to Islands Trust. Penny too has more than earned her retirement. We are grateful for all she has done for the Trust in her time here. We will miss you Penny!

- ~ Daniela Murphy, Legislative Clerk for the Salt Spring Island office has accepted a position as Information and Privacy Analyst with the District of Saanich. Her last working day with Islands Trust was February 10, 2023.

- ~ Wendy Tyrrell, Species at Risk Coordinator for the Islands Trust Conservancy has been extended in her role until March 31, 2026.

We are currently in the process of hiring for seven vacant or soon-to-be-vacant positions:

1. Island Planner for the northern team: This hiring process is in the applicant-screening phase. We hope to have the position filled by the end of March 2023.
2. ITC Communications Specialist: This hiring process is in the applicant-screening phase. We hope to have the position filled by the end of March 2023.
3. ITC Co-op Student: This hiring process is in the applicant-screening phase. We hope to have this student begin their 16-week co-op term in June 2023.
4. Legislative Clerk, SSI: This hiring competition is being prepared for posting.
5. Planning Team Assistant, northern team: This hiring process is in the final stages of completion. We anticipate new hires to begin in March 2023.
6. Legislative Clerk, northern team: This hiring process is in the final stages of completion. We anticipate new hires to begin in March 2023.
7. Senior Intergovernmental Policy Advisor: This position is posted. We anticipate a new hire in April 2023.

Since our last update we've held two quarterly All Staff Meetings. Our September meeting took place on September 28, 2022 via Zoom. Russ Hotsenpiller, CAO provided staff with an update on Trust Council activities and presented quarterly awards and recognition to staff. Staff were updated on timelines and processes regarding the 2022 Trustee elections and were also provided with training on working more efficiently in FoxIt software.

Our December All Staff Meeting was also a virtual meeting. Russ Hotsenpiller, CAO provided an update on Trust Council activities and presented the quarterly and annual staff recognition awards. Training and information on the new Territorial Acknowledgement Guide and the updated Signature Block guidelines were also provided to staff. All were in good cheer, with many sporting holiday sweaters and festive hats to the meeting, with votes collected and a winner declared for the most outrageous holiday get-up. As is now Trust holiday tradition, Robert Barlow, Legislative Services Clerk, hosted a 'Trust Trivia' game for staff's participation.

INFORMATION SERVICES (IS)

Information Services continues to support a hybrid workforce, building in continuous service improvements as identified in the workforce. Specific project milestones completed with the help of third party technical support over the last two quarters includes:

~ Successful transition from Cisco phones to Zoom phones, including system integration and staff training.
~ Successful deployment of equipment for newly elected trustees, including deployment of Windows 11, re-allocations of legacy equipment, and training to new trustees on Trust's systems and policies.
~ Successful completion of server upgrades from Windows 2016 to 2019/2022
~ Successful preparation of the Trust server environment for CityView software deployment a part of the LGDAP grant project.

Continued focus is directed towards the following:

~ Succession planning for the Information Systems Coordinator position, with the retirement of Dave Beeston scheduled for September 2023.
~ Ongoing development and support of Islands Trust web applications, focusing primarily on reporting and feature enhancements of existing programs.
~ Ongoing development of internal and external web map replacements for end of life Mapit and TAPIS Map.
~ Ongoing upgrade of Exchange server

Active Projects Report

Financial Planning Committee

1. *Finalize 2023/24 budget and 5-year financial plan bylaw*	Responsible	Dates
Prepare report to accompany Trust Council's 5-year financial plan bylaw submission to the Minister of Municipal Affairs for approval.		Rec'd: 08-Mar-2023 Target: 31-Mar-2023

2. *Annual Financial Statements & Audits: Islands Trust and Islands Trust Conservancy*	Responsible	Dates
Underway: ·Audit planning with the appointed auditors, KPMG LLP. ·Audit Committee meeting with KPMG on February 14, 2023. Upcoming: ·Preparation of Islands Trust and Islands Trust Conservancy financial statements and audit packages. ·Audit fieldwork scheduled for May 2023. ·Audit Committee meeting on May 31, 2023 with KPMG LLP to present audit findings.		Rec'd: 08-Mar-2023 Target: 31-May-2023

3. *Financial Policy Review*	Responsible	Dates
Continued review of select Trust Council financial policies based on feedback from initial reviews performed by the outgoing FPC : ·6.5.2 Budget Control and Adjustment Authority (EC directed) ·6.3.2 Special Property Tax Requisitions (TC directed) ·7.2.1 Trustee Remuneration (FPC directed)	Julia Mobbs	Rec'd: 16-Feb-2022 Target: 06-Sep-2023

Islands Trust

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 9, 2023
From:	Financial Planning Committee	**Date Prepared:**	January 30, 2023

SUBJECT: **Q3 FINANCIAL REPORT TO DECEMBER 31, 2022**

RECOMMENDATION:
That Trust Council approve the December 31, 2022 financial report.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The third quarter financial report indicates that Islands Trust is generally following the financial plan for 2022/23.

1 PURPOSE:
To summarize the findings of the December 31, 2022 third quarter financial report.

2 BACKGROUND:
Islands Trust *Policy 2.3.3 Financial Planning Committee Terms of Reference* requires the Financial Planning Committee (FPC) to report to Trust Council on the organization's financial management practices. Quarterly financial reports are prepared by staff, reviewed by FPC, and forwarded to Trust Council as part of this requirement.

Financial Report Findings
The benchmark for non-tax revenue sources and operational expenditures after nine months of operations is estimated at 75% of the annual budget.

As at December 31, 2022 Islands Trust has consumed a net 70% of the annual approved budget, which is slightly below benchmark for this time of year. Individual areas may experience minor overspending or underspending based on activities in the year to date. Individual revenue and expense items that vary significantly from the 75% benchmark set (where significance is determined as more or less than 10% and more or less than $5,000) are discussed in this report.

Revenues
Total revenue is approximately 97% of budget as the Islands Trust's primary source of revenue, property taxes and levies, are received in full in the second quarter of the year. Individual sources of revenue are performing as follows:

- Fees & Sales revenue is reported at 53% of budget received, which is 22% lower than expected for quarter three. This is primarily due to a slowing of application volumes such that fewer applications have been received in the year than expected.

- Unrestricted Provincial Grant revenues have been received in full with an additional amount of $48,000 received as a one-time additional contribution to local governments and Islands Trust by the Provincial government.

- Restricted Provincial Grant revenue is reported at 43% of budget received to December 31, 2022, below expected by approximately 32%. This is due primarily to revised project timelines associated with the Local Government Development Applications project, whereby the supply and installation of the software has been delayed. This delay is a result of limited availability of the third party contractor engaged with Islands Trust to complete the work, as this contractor is the primary contact for all BC municipalities that have received funding under this program.

- The General property tax levy, Special property tax levy, and Municipal property tax levy were all fully received in quarter two as per historical and usual timelines.

- Investment Income was higher than expected by $103,000 due to rising interest rates to levels not expected when the current year budget was drafted and approved.

Expenses by Service Area

Council Services

Council Services includes costs related to three main areas: Trust Council; Executive Committee; and Trust Area Services; plus an allocation of general administrative expenses. These expenses are reported at 74% of budget spent, lower than expected by $10,000 (1%). Individual expense lines within Council services that deviate significant from expected are as follows:

- Trust Area Services (TAS) – This areas is comprised of costs for History and Heritage grants in aid, communications, legal services related to TAS projects, subscriptions, TAS team memberships, TAS projects such as the policy statement review, secretariat function, stewardship education, and reconciliation action plan, mobile devices, salaries and benefits, training, and travel costs associated with TAS staff. Total TAS spending to December 31, 2022 is $381,000 (61% of budget), lower than expected by approximately $85,000 (14%). This is due primarily to staff vacancies (Communications Specialist & Senior Intergovernmental Policy Advisor) resulting in unspent salaries dollars, delays in communications and reconciliation projects due to these same staff vacancies, and no work proceeding on stewardship education work due to new Trust Programs Committee still in orientation mode.

Local Trust Committee (LTC) Services

LTC Services includes costs related to five main areas: Local Trust Committees (LTCs); planning services projects; planning services staff; facilities; and bylaw enforcement; as well as an allocation of general administrative expenses. Inclusive of the general admin allocation, these expenses report at $4.5M (68% of budget) which is lower than the 75% benchmark by $463,000 (7%). Individual expense lines within LTC services that deviate significant from expected are as follows:

- Planning projects costs are comprised of all LTC projects, housing initiatives, groundwater recharge mapping, heritage overlap mapping, work associated with the Local Government Development Approvals program as well as the work of the SSI LTC project related to Watershed Protection Alliances (SSIWPA). Planning projects report at $366,000 (45% of budget), which is less than expected by $237,000 (30%). This underspending is due primarily to a combination of financial performance on the following projects:

1. Weston Lake: Work on this project was completed in quarter one, with final spending coming in at 91% of budget.
2. Housing Initiatives: These project funds ($5,000) are planned to be used in quarter four.
3. Heritage Overlay Mapping: The $74,000 budget for this project remains unspent. This project will not advance during this fiscal year due to vacancy in the Senior Intergovernmental Policy Advisor position which oversees this work.
4. Projects for Local Trust Committees: Overall, projects for Local Trust Committees are underspent against benchmark by $68,000 (22%) primarily due to staffing vacancies and the pause on LTC projects during the election and orientation of new Trustees.
5. Local Government Development Approvals Program: This project is 41% complete at the end of the third quarter, resulting in underspending against the 75% benchmark of $124,000 (34%). This project has experienced delays due to contractor delays where the chosen contractor is the primary contractor for all BC municipalities that have received funding under this program.

Islands Trust Conservancy (ITC) Services

ITC Service includes costs related to three main areas: Board expenses; Operations expenses; and Property management expenses; as well as an allocation of administrative expenses. Inclusive of the general admin allocation, these expenses were higher than expected by $23,000 (2%). Individual expense lines within ITC services that deviate from expected are as follows:

- Property Management costs include ITC property management expenses, ITC conservation planning and land securement expenses. Property management expenses are reported at $67,000 (41% of budget), which is lower than expected by $56,000 (34%). This is due primarily to very wet weather in November and December which prohibited planned work on planting projects and trail maintenance on nature reserves. This work has been delayed to the fourth quarter. In addition, there were lower than anticipated requests from First Nations for capacity funding to review the ITC Plan.

General Administration

General Administrative includes 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 service areas of the Trust (Council, LTC, and ITC) based on their relative dollar magnitudes for the period. In aggregate these expenses are reported at $1.62M (79% of budget), which is higher than expected by $79,000 (4%). Individual expense lines within general administration that deviate significantly from expected are as follows:

- Office Operations costs include costs for audit fees, bank charges, internet, payroll processing, insurance, portion of office rent and services contributed to the general admin area, postage and courier, recruitment costs, stationery and supplies, telephone, mobile devices, organization-wide training, and all staff meetings and recognition. Office operations costs are reported at $195,000 (60% of budget) which is less than expected by $50,000 (15%). This underspending is due primarily to unspent budget for contracted human resources and audit fees which will be incurred in the fourth quarter.

- Information Systems (IS) costs include all software support and licensing, technical support, meeting streaming services, mobile devices, IS salaries, benefits, training, and travel costs associated with information systems staff. These costs are higher than expected by $66,000 (12%) due to staff not using their vacation time in the year. Purchases of computer supplies have also been high for items such as headsets, mice, cables etc. to accommodate staff requests and new trustees.

- Computer/Furniture and Equipment costs include all hardware, furniture, and equipment. These costs are reported at $83,000 (107% of budget) which is $25,000 (32%) higher than the expected. This is due to additional purchases of new trustee laptops over and above what was planned for in the approved budget.

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, December 31, 2022 expenses by object are shown as follows:

Object	2022/23 Approved Budget	Actuals to December 31, 2022	*% of Budget Consumed*
Staff Salaries and benefits	5,461,756	3,920,661	*72%*
Office Operations	1,090,150	836,275	*77%*
Council and trustee costs	823,054	608,856	*74%*
Elections	141,000	157,335	*112%*
Programs	1,244,230	533,820	*43%*
Legal - General	48,784	55,859	*115%*
Legal - Bylaw Enforcement	80,795	46,361	*57%*
Legal - Litigation	85,551	120,498	*141%*
Legal - Statutory Notices	17,850	9,120	*51%*
Travel/training and recruitment	141,187	119,503	*85%*
Subtotal	9,134,357	6,408,289	*70%*
Amortization	168,000	117,627	*70%*
Total Expenses	9,302,357	6,525,916	*70%*

Staff salaries and benefits costs are less than expected due to staff vacancies for the Senior Intergovernmental Policy Advisor for all three quarters, the Director of Planning Services in quarter two, the Regional Planning Manager for the northern office in quarter three, vacancies in Bylaw Enforcement throughout the first three quarters, and Planner 1 and Planner 2 positions in the Salt Spring Island office for all three quarters.

Office Operations costs are slightly higher than expected due to higher costs associated with the purchase of laptops for newly elected officials. Additional spending in this area was reported to and approved by Executive Committee when identified as a need.

Council and trustee costs are tracking as expected at 74% of budget spent.

Elections costs are higher than the expected as activities associated with elections were fully complete by the end of the third quarter. Overspending seem for elections is a result of additional unplanned activities undertaken during the process, including unofficial elections advertising and nomination/voter information mail outs to non-resident property owners. Costs to all elections activities were more expensive than anticipated in the budget due to high inflation rates as well.

Programs costs are less than the expected due to delays in strategic plan projects and LTC projects due to the elections, and due to staffing shortages. The heritage overlay mapping project with a budget of $74,000 in the current year budget will not be advanced in the year due to vacancy in the Senior Intergovernmental Policy Advisor position.

Net Legal expenses overall for general, bylaw, litigation and statutory notices are tracking at a cumulative total of $58,000 higher than benchmark, almost 100% of budget due to higher than anticipated legal costs associated with the trustee orientation, meeting procedure questions, ITC covenant management, ITC Plan legal opinions, and for bylaw enforcement and defense court actions.

Traveling/training and recruitment costs are above expected due to increased staff travel for ITC property management activities, increased planning staff travel for public hearings and community information meetings where meetings were pushed forward for completion prior to trustee elections and for increased travel by bylaw enforcement staff. Additional costs have been incurred for staff training as catch-up takes place after three years of reduced training due to the ongoing pandemic.

Amortization expense is tracking as expected.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL: None.

FINANCIAL: None. Expenditures to December 31, 2022 are within the overall Islands Trust annual approved budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None. Managing 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. 185, Islands Trust Financial Plan Bylaw, 2022-2023

5 ATTACHMENT(S):

December 31, 2022 Financial Report

RESPONSE OPTIONS

Recommendation:
That Trust Council approve the December 31, 2022 financial report.

Alternative: None.

Prepared By: Nancy Roggers, Finance Officer
Reviewed By: Director, Administrative Services/February 9, 2023
CAO/February 9, 2023
FPC/February 14, 2023

Islands Trust
Detailed Statement of Operations
For The 9 Months Ending December 31, 2022

Expected % of Budget Received/Used as at Report date = 75%
Exceptions: Grant revenue, property tax levies, other revenues, project spending
Variances > +/- 10% include explanations

	Description	Approved Budget	Year to Date Actual	*% of budget received/ spent*
Revenue				
	Fees & Sales	264,724	**140,894**	53%
	Provincial Grant - Unrestricted	180,000	**228,000**	127%
	Provincial Grants - Restricted	367,000	**158,471**	43%
	General Property Tax Levy - All LTAs	7,309,863	**7,309,863**	100%
	Special Property Tax Requisition - SSI LTA	60,000	**60,000**	100%
	Municipal Property Tax Levy - Bowen Island Municipality	323,769	**323,769**	100%
	Investment Income + Other Income	20,001	**118,087**	590%
	Total Revenue	8,738,857	8,511,957	97%
Trust Council Services				
	Trust Council	461,562	**386,012**	84%
	Executive Committee	107,872	**86,784**	80%
	Trust Area Services	621,118	**380,941**	61%
	General Admin Allocation - 17%	339,254	**283,253**	83%
	Total Trust Council Services Expenses	1,529,806	**1,136,990**	74%
Local Trust Committee Services				
	Local Trust Committees	767,575	**610,290**	80%
	Projects **(Note 1)**	804,800	**366,169**	45%
	Planning Staff	2,858,258	**1,878,160**	66%
	LPS Facilities	361,889	**282,560**	78%
	Bylaw Enforcement	371,410	**251,896**	68%
	General Admin Allocation - 69%	1,471,492	**1,124,426**	76%
	Total Local Trust Committee Services Expenses	6,635,424	**4,513,501**	68%
Islands Trust Conservancy Services				
	Board	9,625	**7,347**	76%
	Conservancy Staff and Associated Costs	710,999	**582,913**	82%
	Property Management	164,330	**67,075**	41%
	General Admin Allocation - 13%	252,173	**218,090**	86%
	Total Trust Conservancy Expenses	1,137,127	**875,425**	77%
General Administration				
	Senior Management	432,337	**332,122**	77%
	Administrative Services	493,394	**408,168**	83%
	Office Operations	326,855	**194,871**	60%
	Information Systems	564,634	**489,654**	87%
	Computer/Furniture & Equipment	77,700	**83,328**	107%
	Amortization Expense	168,000	**117,627**	70%
	General Admin Recovery	(2,062,920)	**(1,625,769)**	79%
	Net General Administration Expenses	-	**-**	

Description	Approved Budget	Year to Date Actual	*% of budget received/ spent*
Total Expenses	9,302,357	**6,525,916**	70%
YTD Surplus (Shortfall)	(563,500)	**1,986,040**	
Changes to Amounts Invested in Tangible Capital Assets	168,000	45,549	
Transfer from (to) General Revenue Surplus Fund	183,500	(2,140,673)	
Transfer from (to) LTC Project Reserve Fund	143,600	76,015	
Transfer from (to) Special Tax Requisition Fund	68,400	33,068	
Net Balance	-	0	

	Approved Budget	Year to Date Actual	*% of budget received/ spent*
Note 1: LTC & Planning Services Project Spending			
LTC Projects funded by Reserve Fund	(8,214)	**-**	0%
Denman Farm Plan	7,314	**12,948**	177%
Denman Housing Review	13,500	**495**	4%
Gabriola Housing Options & Impacts	1,500	**-**	0%
Gabriola Ecological Protection Zone	1,500	**1,008**	67%
Galiano Groundwater Strategy Implementation	2,000	**156**	8%
Galiano Crown Lot Rezoning	1,000	**2,141**	214%
Gambier OCP/LUB	17,000	**18,420**	108%
Gambier Keats Island Shoreline Protection Review	3,500	**264**	8%
Hornby OCP Amendment Review	15,000	**8,080**	54%
Lasqueti OCP/LUB	3,000	**-**	0%
Mayne OCP/LUB	1,000	**2,146**	215%
Mayne Island Housing	1,500	**1,396**	93%
North Pender OCP/LUB	2,000	**639**	32%
North Pender Groundwater Strategy Implementation	2,000	**-**	0%
Salt Spring Ganges Village Area Planning	19,000	**15,424**	81%
Salt Spring Protect CDF Ecosystem	32,000	**-**	0%
Salt Spring Housing Challenges & Solutions	25,000	**3,570**	14%
SSIWPA - Coordination	60,000	**41,512**	69%
SSIWPA - Weston Lake	30,000	**27,294**	91%
SSIWPA - Water Protection Plan	38,400	**24,263**	63%
Saturna OCP/LUB	1,000	**1,284**	128%
South Pender OCP Minor Amendments	1,500	**3,946**	263%
South Pender LUB Minor Amendments	1,500	**4,099**	273%
Housing Initiatives	5,000	**-**	0%
Groundwater Recharge Mapping	86,800	**45,929**	53%
Heritage Overlay Mapping	74,000	**-**	0%
LG Development Approvals Program	367,000	**151,157**	41%
Total LTC Project Spending	804,800	**366,169**	45%

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 9, 2023
From:	Financial Planning Committee	**Date Prepared:**	February 2, 2023
SUBJECT:	**FINANCIAL FORECAST AS AT DECEMBER 31, 2022**		

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, 2023 have been prepared based on actual financial performance to December 31, 2022 plus estimates of forecasted spending for the remainder of the fiscal year.

DESCRIPTION	ANNUAL BUDGET	ACTUALS to December 31, 2022	FORECAST TO MARCH 31, 2023	*FORECAST OVER (UNDER) BUDGET*
TOTAL REVENUE	8,738,857	8,511,957	8,765,000	*26,143*
OPERATING EXPENSES	8,303,357	6,022,043	8,177,800	*(125,557)*
CAPITAL	77,700	83,328	87,000	*9,300*
PROJECTS	921,300	420,545	673,000	*(248,300)*
TOTAL EXPENDITURES	9,302,357	6,525,916	8,937,800	*(364,557)*
SURPLUS (SHORTFALL)	**(563,500)**	**1,986,041**	**(172,800)**	**390,700**
Funded by:				
Changes in amounts invested in TCA	168,000	45,549	170,500	*2,500*
Transfer from (to) Gen Rev Surplus Fund	183,500	(2,140,673)	(185,700)	*(369,200)*
Transfer from (to) LTC Project Reserve Fund	143,600	76,015	122,000	*(21,600)*
Transfer from (to) Special Property Tax Reserve Fund	68,400	33,068	66,000	*(2,400)*
Net unfunded	-	-	-	-

The forecast to March 31, 2023 reflects a projected shortfall of $172,800 which is less than the shortfall of $563,500 approved in the budget.

Total revenue is forecasted higher than budget due to additional provincial grants and increased interest income associated with higher interest rates than anticipated at budget time.

Operating expenses are forecasted lower than budgeted due primarily to underspending on salaries as a result of significant staff vacancies in the year. Underspending on salaries are partially offset by higher than budgeted BC Government Employees Union (BCGEU) agreement increases for union staff as well as higher than budgeted increases for excluded staff (management and CAO).

Capital spending is forecasted higher than budget due to the purchase of additional laptops for new trustees, above what was budgeted. This extra purchase was approved by Executive Committee earlier in the year.

Project spending is forecasted lower than budget due to specific project delays, or projects not moving forward at all in the year. Much of this is a result of vacancies in staff positions where that staff person would normally take on the project work or oversight.

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

Total revenues are forecasted to land at $26,000 higher than budgeted due to:

- Fees & Sales – forecasted to be $76,700 (29%) under budget due to lower than anticipated application volumes estimated to be received in the year, as well as a few LTCs who adopted new fees later than anticipated.

- Federal Grant Income – forecasted to be $27,500 (13%) higher than budget due to $25,000 in additional grant funds received as part of the ITC's Species at Risk programming and $2,500 in Community Participation Funding from Transport Canada to cover costs associated with attending the Winter 2023 Oceans Protection Plan Forum.

- Provincial Grant Income, Non Restricted Annual Grant – forecasted to be $48,000 (27%) higher than budget due to additional funding received from the Provincial Government in April 2022.

- Provincial Grant Income Restricted on LTC projects – forecasted to be $7,000 (100%) higher than budget for grant funds received for the Denman Island LTC Farm Plan project. These grant funds are recorded as revenue as eligible spending on the project is incurred. This grant income was not included in the budget as it was not reported that the project would move ahead in fiscal 2022/23.

- Provincial Grant Income Restricted, LGDAP – forecasted to be $147,000 (-40%) below budget to due to delays in project work anticipated in the fiscal year. These grant funds are recorded as revenue as eligible spending on the project is incurred. With delayed spending on the project, corresponding delays in recognising the revenue stream is seen. The $147,000 will be seen in the F2024 budget and expenditures.

- Provincial Grant Income Restricted, Healthy Watersheds – forecasted to be $16,000 (100%) higher than budget for grant funds received for the Xetthecum Eco-cultural Mapping Project. These grant funds are recorded as revenue as eligible spending on the project is incurred. This grant income was not included in the budget as it was not reported that the project would move ahead in fiscal 2022/23.

- Interest Income – forecasted to be $151,000 (755%) higher than budget due to increased interest rates in our operating bank account. Budget estimate was based on very low interest rates that were in place in the previous fiscal year, which have now rebounded significantly.

EXPENDITURES:
Total expenditures are forecasted to be $365,000 under budget. Significant areas of underspending and overspending by expense type include:

- Software Support and Licensing – forecasted overspending of $10,600 (13%) due to Zoom costs of approximately $11,000 for annual licensing not included in budget numbers.

- Meeting Streaming Services – forecasted overspending of $14,000 (100%) due to a renewed service contract for streaming public meetings of Islands Trust and the Islands Trust conservancy. In previous years this was treated as a trial product, but as the function has been embraced, this is now a standing operational item.

- Contract Services – forecasted underspending of $40,600 (-29%) due to delays in initiating projects to be paid for with these dollars including the creation of consists processes across the organisation, file management cleanup, and implementation of a new contact management database.

- Elections – forecasted overspending of $16,000 (11%) due to additional activities undertaken that were not included in the original budget for unofficial advertising and for nomination and voter information mail outs to non-resident property owners. In addition, the actual inflation rate is higher than the anticipated inflation rates used for budget calculations.

- ITC Ecosystem Mapping – forecasted underspending of $18,000 (-100%). This work was performed in-house by staff therefore an equal offsetting overspending in ITC staff salaries occurred where a co-op student undertook this work.

- Legal - the forecasted overspending of $63,900 (29%) overall is for general, bylaw, litigation and statutory notices and is due to higher than anticipated legal costs for legal issues relating to the new trust council for elections and meeting procedures, for ITC covenant management and ITC Plan legal opinions, and for bylaw enforcement and defense court actions.

- Meeting Expense – forecasted overspending of $8,400 (13%) due to higher costs for Trust Council and Executive Committee meetings based on expenditures for meetings to December 31/22. The location of Executive Committee members and increases in inflation have affected these costs.

- Office Services – forecasted underspending of $11,000 (18%) due to lower costs for offsite storage where offsite files were reviewed and destroyed based on required retention periods.

- Salaries and Benefits – forecasted underspending totaling $272,000 (-12%) due to the following factors:

    - Staff vacancies:
        - Salt Spring Island Regional Planning Manager – vacant 4.5 months
        - Gabriola Island Regional Planning Manager – vacant 3 months
        - Director of Planning Services – vacant 4.5 months
        - Senior Intergovernmental Policy Advisor – forecasted vacant 12 months
        - Bylaw Enforcement Officer Positions – vacant 12 months
        - Island Planner – vacant 7 months
        - Planner 1, SSI – vacant 9 months
        - Planner 1, GAB and Planner 2, SSI & GAB – shorter term vacancies throughout the year

    - Forecasted overspending due to a BC General Employee Union (BCGEU) increase budgeted at 2% and included in this forecast as actual increases of approximately 4%.

    - Forecasted overspending due to Excluded staff increases, budgeted at 2% and included in this forecast as actual increases of approximately 4%.

    - Overspending in information systems due to overtime and large balances for leave liability.

    - Overspending in administrative services due to overtime and extended paid staff leaves, where temporary full-time staff were backfilling for absences.

- Stationery & Supplies – forecasted overspending of $10,600 (34%) due to higher than anticipated costs for computer supplies for new Trustees and office supplies for new staff.

- Mobile Devices – forecasted overspending totaling $9,500 (58%) due to the expiration of mobile plan discounts that were not captured in the budget.

- Training and Conferences – forecasted overspending of $6,575 (15%) due to increased staff training where training was reduced over the prior three years due to COVID-19 and increase in conference costs due to inflation.

- Travel – forecasted overspending totalling $9800 (17%) due to an increase in travel costs for Islands Trust Conservancy staff where water taxi costs have increased substantially since the budget was approved, as well as increased volumes of travel for bylaw enforcement staff during the summer months to enforce bylaws.

- Computer Hardware & Software – forecasted overspending totalling $9,500 (13%) due to higher costs for Trustee laptops that were approved by Executive Committee

- Projects - forecasted underspending of $248,300 (-27%) due to the following factors where underspending has been offset by some overspending :

    - Underspending of $74,000 for the Heritage Overlay Mapping project which will not proceed this year due to a staff vacancy in the position scheduled to oversee the project.

    - Underspending of $147,000 for the Local Government Development Approvals Program grant where the work has been delayed and will take place next fiscal year.

    - Underspending of $15,000 for the Governance Management & Operations Review project where advancement on work has been delayed due to the end of the term and timing of forming the new Governance Committee.

    - Underspending of $7,000 for the Stewardship Education project where mailing costs for the 'Living in the Trust Area' mailing program were lower than anticipated due to more house sales in the region than anticipated at the time of budgeting.

Other variances are not considered significant for the purposes of reporting.

CONCLUSIONS:
The approved spending budget for fiscal year ending March 31, 2023 is $9.3M. Current forecasted spending for the year is $8.9M, which is less than planned by approximately $365,000 (-3.9%).

The budget planned for a transfer from the surplus fund of $183,500. The current forecast estimates a contribution to the surplus fund of approximately $185,700, representative of underspending against budget.

The forecast expects a reduced transfer from the LTC Project specific reserve fund of $122,000 and a reduced transfer from the SSI special property tax reserve fund of $66,000.

ATTACHMENT(S):

Q3 December 31, 2022 Financial Forecast

FOLLOW-UP: As Directed by Trust Council.

Prepared By: Nancy Roggers, Finance Officer
Reviewed By: Director, Administrative Services
Financial Planning Committee/February 14, 2023

ISLANDS TRUST
Q3 Forecast to March 31, 2023

Acct #	Description	Annual Budget	YTD Actuals at December 31, 2022	FORECAST TO MARCH 31, 2023	Forecast Over (Under) budget $	Over (Under) budget %
REVENUES						
40300	Fees & Sales	264,724	140,894	188,000	*(76,724)*	*-29%*
44001	Federal Grant Income R	213,500	172,873	241,000	*27,500*	*13%*
45000	Provincial Grant Income Non R	180,000	228,000	228,000	*48,000*	*27%*
45001	Provincial Grant Income R on LTC projects	-	7,314	7,000	*7,000*	*100%*
45003	Provincial Grant Income R LGDAP	367,000	151,157	220,000	*(147,000)*	*-40%*
	Provincial Grant Income R Healthy Watersheds	-	-	16,000	*16,000*	*100%*
46000	Property Tax Levy General	7,309,863	7,309,863	7,310,000	*137*	*0%*
	Property Tax Levy - BIM	323,769	323,769	324,000	*231*	*0%*
46200	Special Levy Property Tax Requisition	60,000	60,000	60,000	*-*	*0%*
48000	Interest Income and Other Income	20,001	118,087	171,000	*150,999*	*755%*
	Total Revenue	8,738,857	8,511,957	8,765,000	*26,143*	*0%*
EXPENSES						
50500	Admin Cost Recovery	(2,062,920)	(1,625,769)	(2,063,000)	*(80)*	*0%*
50700	Admin Support Services	2,062,919	1,625,769	2,063,000	*81*	*0%*
50900	Amortization Expense	168,000	117,627	184,000	*16,000*	*10%*
50950	Applications Sponsored by EC	4,000	1,900	3,000	*(1,000)*	*-25%*
50951	NAPTEP Applications Sponsored by EC	1,000	-	-	*(1,000)*	*-100%*
50960	History and Heritage Funding Grants in Aid	4,000	6,000	8,000	*4,000*	*100%*
51000	Audit	20,000	330	20,000	*0*	*0%*
51500	Bank Charges & Interest	4,000	1,498	2,000	*(2,000)*	*-50%*
52500	Board of Variance	1,200	1,332	1,500	*300*	*25%*
54000	Committee Expense FPC	800	-	-	*(800)*	*-100%*
54100	Committee Expense RPC	800	295	300	*(500)*	*-63%*
54200	Committee Expense TPC	800	3,759	4,000	*3,200*	*400%*
54500	Communications	61,291	24,043	57,000	*(4,291)*	*-7%*
54580	FN Protocol Funds	5,004	-	2,000	*(3,004)*	*-60%*
55105	SW Support and Licensing	80,400	69,534	91,000	*10,600*	*13%*
55200	Internet	47,800	34,834	48,000	*200*	*0%*
55500	Technical Support	94,715	64,363	95,000	*285*	*0%*
55510	Meeting Streaming Services	-	11,934	14,000	*14,000*	*100%*
56500	Contract Services	140,600	43,739	100,000	*(40,600)*	*-29%*
57000	Elections	141,000	157,335	157,000	*16,000*	*11%*
60000	Insurance	192,000	146,624	199,000	*7,000*	*4%*
61100	ITC "Board Honoraria"	6,600	4,800	7,000	*400*	*6%*
61200	ITC "Board Meeting Expense"	1,425	1,044	2,000	*575*	*40%*
61210	ITC "Board Training & Conferences"	1,600	1,484	1,000	*(600)*	*-38%*
61300	ITC "Property Management"	137,780	55,150	138,000	*220*	*0%*
61500	Conservation Planning & Land Securement	26,550	11,925	25,000	*(1,550)*	*-6%*
61600	ITC "Ecosystem Mapping"	18,000	-	-	*(18,000)*	*-100%*
62000	Land Title Registrations	-	2,461	4,000	*4,000*	*100%*
63000	Legal "General"	48,784	55,859	72,000	*23,216*	*48%*
63100	Legal "Bylaw Enforcement Litigation"	80,795	46,361	55,000	*(25,795)*	*-32%*
63200	Legal "Litigation Defence"	85,551	120,498	152,000	*66,449*	*78%*
65000	LTC - Trustee Expense	4,501	1,455	4,000	*(501)*	*-11%*
65050	LTC "Executive Expense on LTC's"	12,000	9,504	12,000	*0*	*0%*
65200	LTC Local Exp LTC Meeting Expenses	32,399	20,849	34,000	*1,601*	*5%*
65210	LTC Local Exp APC Meeting Expenses	4,860	2,785	3,000	*(1,860)*	*-38%*
65220	LTC Local Exp Communications	5,000	3,930	6,000	*1,000*	*20%*
65230	LTC Local Exp Special Projects	4,749	242	3,000	*(1,749)*	*-37%*
67000	Meeting Expense	66,600	41,257	75,000	*8,400*	*13%*
67500	Memberships	13,899	11,904	16,000	*2,101*	*15%*
68100	Notices Statutory & Non Statutory	17,850	9,120	20,000	*2,150*	*12%*
69000	Office Rent	394,500	314,478	424,000	*29,500*	*7%*
69005	Office Services	61,000	37,564	50,000	*(11,000)*	*-18%*

70000	Postage & Courier	9,595	5,614	9,000	(595)	-6%
74000	Recruitment	6,000	8,011	11,000	5,000	83%
74900	Safety	5,000	3,232	5,000	0	0%
75100	Salaries - Admin Staff	2,232,803	1,689,572	1,936,000	(296,803)	-13%
75110	Benefits - Admin Staff	567,132	428,748	492,000	(75,132)	-13%
76100	Salaries - Planners & RPMs	1,409,006	931,433	1,529,000	119,994	9%
76110	Benefits Planners & RPMs	357,887	235,517	385,000	27,113	8%
77100	Salaries Planning Support	433,987	320,435	442,000	8,013	2%
77110	Benefits Planning Support	110,232	81,019	112,000	1,768	2%
78100	Salaries Bylaw	279,673	186,711	234,000	(45,673)	-16%
78110	Benefits Bylaw	71,037	47,226	60,000	(11,037)	-16%
79000	Stationary & Supplies	31,400	31,753	42,000	10,600	34%
79500	Subscriptions	6,660	4,683	6,000	(660)	-10%
80100	Telephone	12,100	10,731	14,000	1,900	16%
80300	Mobile Devices	16,490	19,288	26,000	9,510	58%
81100	Training "Organization Wide"	5,000	2,386	3,000	(2,000)	-40%
81200	Staff Meetings and Recognition	13,600	7,256	14,000	400	3%
81300	Training & Conferences	43,425	27,474	50,000	6,575	15%
81305	Travel for Training	16,035	18,146	21,000	4,965	31%
82300	Travel	57,127	56,231	67,000	9,873	17%
84100	Trustee Remuneration	554,424	414,433	556,000	1,576	0%
84110	Trustee Remuneration "CPP Expense"	20,177	15,598	20,000	(177)	-1%
84120	Trustee Remuneration Health/Dental Benefits	40,885	29,920	41,000	115	0%
84140	Trustee Remuneration Pay In Lieu of Benefits	1,000	667	1,000	0	0%
84150	Trustee Remuneration "Employer Health Tax"	9,141	8,146	11,000	1,859	20%
84500	Trustee Remuneration "Executive on LTC's"	1,689	-	2,000	311	18%
	Operating Expenses Subtotal	8,303,357	6,022,043	8,177,800	(125,557)	-2%
CAPITAL				-		
55101	Computer H/W & S/W	74,500	81,417	84,000	9,500	13%
69100/101	Furniture and Equipment	3,200	1,910	3,000	(200)	-6%
	Capital Subtotal	77,700	83,328	87,000	9,300	12%
PROJECTS						
	LTC Projects Funded by LTC Reserve Fund	143,600	76,015	122,000	(21,600)	-15%
	LTC Projects Funded by Special Requisition Surplus	68,400	51,556	66,000	(2,400)	-4%
	LTA Work Funded by Special Requisition (SSIWPA)	60,000	41,512	60,000	0	0%
	Strategic Plan Projects	275,800	100,305	198,000	(77,800)	-28%
	Operational Projects	373,500	151,157	227,000	(146,500)	-39%
	Projects Subtotal	921,300	420,545	673,000	(248,300)	-27%
	Total Expenditures	9,302,357	6,525,916	8,937,800	(364,557)	-3.9%
	Surplus (shortfall)	**(563,500)**	**1,986,041**	**(172,800)**	**390,700**	-69%
	Funded by:					
	Changes in amounts invested in TCA	168,000	45,549	170,500	2,500	1%
	Transfer (to) from General Revenue Surplus Fund	183,500	(2,140,673)	(185,700)	(369,200)	-201%
	Transfer (to) from LTC Project Specific Reserve Fund	143,600	76,015	122,000	(21,600)	-15%
	Transfer (to) from Special Tax Requisition Fund	68,400	33,068	66,000	(2,400)	-4%
	Net Surplus (Shortfall)	-	0	-	-	

March 2023 Islands Trust Council
2023/24 Proposed Budget

Purpose:

- To provide Trust Council with an overview of the Financial Planning Committee's recommended 2023/24 budget;
- To discuss the proposed revenues, expenses, and resulting surplus balances with Trust Council and receive direction for amendments as needed;
- To provide an opportunity for questions, comments and debate amongst Trustees in advance of Trust Council's budget approval on Thursday, March 9, 2023.

Resources: **Financial Planning Committee**
Julia Mobbs, Director, Administrative Services (DAS)
Russ Hotsenpiller, Chief Administrative Officer (CAO)
Stefan Cermak, Director, Planning Services (DPS)
Clare Frater, Director, Trust Area Services (DTAS)
David Marlor, Director, Legislative Services (DLS)

WHAT	WHO
Introduction *(4 minutes)*	Chair, FPC
Comments *(1 minutes)*	Chief Administrative Officer

1. **2023/24 Proposed Budget Overview** *(up to 25 minutes)*
<u>Document References</u>
• Budget Assumptions and Principles (BAP)
• Draft Budget Overview
• Draft Budget Detail
• Funding Requests Summary
  ○ Strategic Plan Initiatives
  ○ Committee Projects
  ○ Operational Initiatives
	Director, Administrative Services – general overview
	
	Senior Management Team – specific funding requests

Questions, Comments, Debate, Direction for Change *(remainder, up to 2.25 hours)*	Trustees
2. **Special Property Tax Requisition** *(15 minutes)* • Review SSI LTC request for special property tax requisition	Director, Planning Services/ Chair, SSI LTC

NEXT STEPS:

- Trust Council will approve a budget and direct staff to prepare the 5-year financial plan bylaw (March TC meeting)
- Trust Council will approve the 5-year financial plan bylaw (March TC meeting)
- Staff will forward the financial plan bylaw with an accompanying report to the Minister of Municipal Affairs by March 31.
- The Director, Administrative Services will take a vacation.
- Upon receipt of Ministerial approval of the financial plan bylaw, Trust Council will adopt bylaw by RWM.

ISLANDS TRUST
2023/24 Draft Budget Assumptions and Principles
March 2023

Draft Budget Development Process:

During the budget cycle, each line of the detailed draft budget is reviewed by the responsible manager and Director, 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 and senior staff review project recommendations with Trust Council's committees and Executive Committee. 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, policy requirements and operational needs to ensure activities are appropriately funded. The Director of Administrative Services reviews the consolidated spending 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 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.

Changes to information in this table since it was last reviewed by Trust Council have been made in blue font and/or strikethrough font for ease of identification and review.

REVENUES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
1	**Fees and Sales**	Budgeted fees revenue has historically been based on an average of previous years' actual revenues, adjusted for trends identified by the Director, Planning Services. In June 2021, Trust Council amended their Application Processing Services Policy 5.6.1 which includes a revised Model Fees Bylaw for consideration by LTCs. . LTCs have adopted new fees bylaws based on the revised model fees. Budgeted fees revenue for 2023/24 will be based on the following: ~~- Estimated application volumes, by type and by local trust area based on fiscal 2022/23 volumes~~ - ~~Estimated application fees by type and by local trust area, as determined by Trust Council's revised model bylaw approved in June 2021.~~ - Forecasted fees revenue for the current 2022/23 fiscal year, plus 2%. The 2% increase aligns with LTC fees bylaws which indicate fees will increase by this amount annually on April 1.	Historical application volume levels seen in the ~~two~~ most recent fiscal year~~s~~. Model Fees Bylaw as approved in Trust Council's Application Processing Services Policy 5.6.1. All LTCs except North Pender and Saturna have adopted new fees bylaws as of the date of budget drafting.

2	**Provincial Grant Funding - Unrestricted**	Unrestricted grants are given without restrictions dictating how the funds must be spent. The Provincial grant funds received by Islands Trust annually are unrestricted. These grants are recorded as revenue when they are received. Assumed that unrestricted grant funding from the Province will be received, and that the value 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 progress is unlikely in the short term. As such, no increase in funds is anticipated at this time.	Prior year funding levels.
3	**Provincial Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. 1. Local Government Development Approvals Program: In fiscal 2021/22, Island Trust was awarded a grant of $367,795 under the 2021 Local Government Development Approvals Program. Assume the following spending schedule associated with this grant: F2021/22 - $183,900 received, nil spent F2022/23 – Planned spending $~~243,000~~ $220,000 F2023/24 – Planned spending $~~125,000~~ $147,795 2. Indigenous Watersheds Initiative (IWI): $38,000 received, assumed full amount to be spent in fiscal 2023/24. The planned spending in F2023/24 will be reflected as revenue in the draft budget, along with the related expenses the grant will pay for.	Signed grant agreements between: 1. Islands Trust and Province of BC: Local Government Development Approvals Program (LGDAP) 2. Islands Trust and Province of BC: Indigenous Watersheds Initiative (IWI) Other grants as identified and approved.
4	**Federal Grant Funding – Restricted**	Restricted grants have restrictions dictating how the grant funds must be spent by the receiver. These grants are recorded as revenue only when eligible expenses have been incurred. In May 2022, Environment and Climate Change Canada (ECCC) extended their funding agreement with the ITC for their continued work related to protection of Species at Risk in the Trust Area. The new agreement totals $668,000 in funding over the next 3 fiscal years to March 31, 2026. Of the total funding awarded, $220,000 relates to work to be performed in fiscal 2023/24. This amount is recognised as revenue in the draft budget, along with the related expenses paid for by the grant. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.	The extended grant agreement between Islands Trust Conservancy (ITC) Board and Environment and Climate Change Canada is still in negotiations. The ITC Board has passed a resolution to accept the funding and extend the program until March 31, 2026 (resolution ITC-2022-026).

5	**Property Taxes - General**	Assumed property tax revenue will be required to balance the Islands Trust budget. Assumed the full balance requisitioned will be received by Islands Trust under normal timelines. It is assumed that there will be increased pressures on taxation in the coming budget year as a result of: - Reduced minimum balance surplus levels, meaning less funds available to draw from to balance the budget as has been historical practice of the Trust. - Anticipated increases in the operating budget - Anticipated increases in project budgets	Draft budget expenditures less amortization expense (non-cash item), less other revenue sources.
6	**Property Taxes - Non-Market Change (NMC) in Tax Base**	The property tax base within the Islands Trust Area will grow due to new development activity and changes in use. Assumed that jurisdictions 763 and 764 remain an appropriate representation of the Non-Market Change (NMC) within the total Trust Area. Non-Market Change relates to things such as new construction, property class changes, exemption changes, zoning changes.	~~Draft 1 of the budget retains the previous budget's Non-Market Change (NMC) values.~~ BC Assessment report provided in January each year indicates non-market growth for the Trust Area and is updated in the draft budget at that time.
7	**Property Taxes – Special Requisitions**	Assumed Salt Spring Island Local Trust Committee (SSI LTC) will request by way of resolution, a special levy to continue the Salt Spring Island Watershed Protection Alliance (SSIWPA).	Trust Council *Policy 6.3.2 Special Property Tax Requisition* SSI LTC resolution #2022-124
8	**Property Taxes – Bowen Island Municipality (BIM)**	Assumed relevant policy regarding this requisition will remain unchanged.	Trust Council Policy *7.2.6 Municipal Tax Requisition Calculation*
9	**Investment Income**	Assumed interest income will be higher than recent historical levels due to rising 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.
10	**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.

EXPENSES			
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
11	**Inflation**	The cost of goods and services will rise in line with inflation. Application of this assumption is not always applied in a direct manner whereby all expenses are increased by a CPI. Rather, where real spending trends are analysed for purposes of generating a budget figure, historical averages are most frequently rounded upwards, with special considerations given to expenditure types experiencing higher than typical increases, including standard rates for contractors where work is most often completed by external parties (i.e.: strategic plan projects).	Consumer Price Index (CPI) for Victoria, as reported for the month of December by BC Statistics (based on Statistics Canada data), to assess if current inflation accommodations are appropriate. This assumption is updated when December CPI is available in January.
12	**Staffing Levels**	Assumed Island Trust management will bring forward funding requests for additional staff positions if desired, or revised staffing complements that result in budget increases. Decreased staffing levels may result in a reduced level of services, functions, or quality of work. New functions or services may require either additional staffing or the deletion of some existing functions or service levels.	Current staffing levels, plus: 1 FTE: LTC Meeting Administrator 1 FTE: Administrative Coordinator 1 FTE: Manager, Finance & Accounting 6 staff reclassification proposals
13	**Staff Salaries and Benefits**	Assumed that staff will continue to be appointed subject to the *Public Services Act* and the *Public Service Labour Relations Act*, in accordance with the *Islands Trust Act*. Assumed costs for staff salaries and benefits will rise in accordance with relevant legislation and union agreements.	*Public Service Labour Relations Act* (all staff). *Public Service Act* and Public Service Agency (PSA) policy on salary administration for management employees (exempt staff). BCGEU union agreement (union staff). Public Service Agency (benefits costs/rate, all staff) – based on prior year benefit rate in the absence of information from PSA whose timing is delayed due to provincial budget delays.
14	**First Nations Engagement**	First Nations engagement and reconciliation activities should be integrated into Islands Trust work and budget development. All business cases should include	Trust Council Policy 6.1.1 First Nations Engagement Principles

	and Reconciliation	consideration of First Nations engagement needs (e.g. capacity funding, relationship building opportunities) and opportunities Identification of staff/contractor time and other resource needs.to advance reconciliation and identify associated costs.	Trust Council and Islands Trust Conservancy Reconciliation Declarations Identification of ways to promote early and meaningful engagement with First Nations governments and undertake reconciliation activities and associated resource needs.
15	**Engagement and Communication**	Public engagement and communication needs should be considered for all projects. All business cases should include consideration of public engagement and communications needs (e.g. engagement tools, communication products, advertising, graphic design) and identify associated costs.	Identification of staff/contractor time and other resource needs.
16	**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 due to the addition of the Governance Committee, but that meetings requiring payment to trustees for the other three Trust Council Committees (FPC, TPC and RPC), and for the Islands Trust Conservancy Board will remain similar to fiscal 2022/23 figures. Also, assumed that the Trust Council and Islands Trust Conservancy will not form additional committees for 2023/24.	TC *Policy 7.2.1 Trustee Remuneration*. (census information ~~2016~~ 2021), stats Canada CPI information, Folio information from BC Assessment)
17	**Office Facilities**	Assumed that office locations for staff will remain in Victoria, on Salt Spring Island and on Gabriola Island. Islands Trust has signed a two- year lease with Gabriola Island office landlord. During this time management will continue to explore opportunities to share office space with other Provincial agencies in Nanaimo, BC. With the adoption of a more remote workforce at the Trust, real estate needs on Gabriola Island may shift, providing an opportunity to re-evaluate our needs in the current climate. Consideration of retaining a presence in Gabriola Island in a smaller capacity is part of the ongoing assessment. Early discussions with the landlord of the Salt Spring Island Office (BC Hydro) indicates likely shrinking the available office space which will disrupt work in the office and lead to changes in lease.	TC *Policy 7.4.4 On-Island Trustee Offices.* Existing multi-year office leases for Victoria, SSI, and Gabriola.

		At the direction of Trust Council office leases for space for trustees on the following islands were terminated during Fiscal 2022/23: Denman, Mayne, Pender and Saturna Islands. The Galiano trustee office remains in use, but release of the space is in the works as local trustees indicate they can work via alternative means. Planners and ITC staff who also use this space have determined they can also conduct work via other means as and when needed.	
18	**Planning Services**	Assumed that Islands Trust Council will continue to provide sufficient funding for local trust committees to carry out their primary function of land-use planning and regulatory activities within their local trust area, as permitted by the *Islands Trust Act.* LTC project budgets are distributed between LTCs as they seek funding for various projects. Smaller projects with estimated costs less than $5,000 continue to be funded by the lump sum budget for LTC project work which LTCs can draw from throughout the year. LTC projects with estimated costs greater than $5,000 will require a funding request from the LTC, for consideration by Trust Council.	Local Planning Services Review 2018 TC's Strategic Plan 2018-2022 TC Policy 5.9.1 *Best Management Practices for Delivery of Local Planning Services to Local Trust Committees*
19	**Planner Resource Allocation**	Amendments to Trust Council policies 6.2.1 (Priority Setting) and 6.7.1 (Work Programs, FUALs, and Priority Charts) direct budgeting for planning projects in next fiscal: Each LTC except Salt Spring Island LTC may only have one minor project. Salt Spring Island may have three minor projects. Major and extraordinary projects (>$5,000) must be presented to Trust Council by business cases for consideration, and only two new projects will receive funding annually.	LPS Review 2018 TC's Strategic Plan 2018-2022 Implementation TC Policy 6.2.1 Priority Setting/Review Guidelines TC Policy 6.7.1 Work Program, Follow-up Action List and Priorities Report
20	**Strategic Plan Projects**	Assumed projects underway as part of the current strategic plan will be seen through to completion.	TC's Strategic Plan 2018-2022
21	**Elections Cost**	No Election in Fiscal 2023/24. A contribution to surplus is included in the budget for possible by-elections, in accordance with TC policy.	Elections BC timelines. TC Policy 6.6.1 By-Election Funding
	ITEM	**ASSUMPTION/PRINCIPLE**	**DATA SOURCE**
2	**General Surplus**	Assumed that general surplus will be used to reduce tax burden leaving the general revenue surplus at the minimum level under Trust Council Policy.	TC *policy 6.5.1 Reserves and Surplus*, section D.6, amended, recommends a minimum level

			of General Revenue Surplus as *"2.4 months (or 20%) of expenses net of 2.4 months of revenue, excluding revenue from property taxes or the provincial grant"*.
23	**LTC-Specific Reserve Fund**	Assumed Trust Council will continue to make use of the LTC-Specific Reserve Fund.	Reserve fund balance/value of LTC projects in budget.
24	**Special Property Tax Surplus Fund**	Salt Spring Island Local Trust Committee has a special property tax fund for unspent special requisition monies collected in previous fiscal years. These funds can be used to offset proposed new special requisitions for the same work, or used for other local projects at the completion of the work related to the collected funds. No requests at this time from the Salt Spring Island Local Trust Committee to spend funds from the SSI special property tax reserve fund to offset the existing special requisition request, or use for other work.	Salt Spring Island Local Trust Committee (SSI LTC)
25	**Significant Unusual Circumstances**	The COVID-19 pandemic is ongoing. The ramifications of this are likely to continue in some capacity into fiscal 2023/24, impacting the way in which we do business. Many of the new processes that have been adopted during the pandemic will continue permanently in some capacity in the future. Significant processes expected to continue into fiscal 2023/24 include: - Hybrid meeting models for public meetings and some internal staff meetings - A more remote workforce, which may impact office real estate needs The impacts of these factors will be captured in the budget as much as is possible to estimate.	Provincial Health Officer restrictions, Islands Trust CAO and management team, Trust Council and Council Committee resolutions

Resolutions Referenced, in order of mention:

SSI 2022-124
That the Salt Spring Island Local Trust Committee endorse the SSIWPA special property tax requisition business case attached to the staff report of July 27, 2022 and forward it to Islands Trust Financial Planning Committee for inclusion in the draft 2023/24 Islands Trust budget.

ITC-2022-026

that the Islands Trust Conservancy Board direct staff to draft and sign an amended contribution agreement with Environment and Climate Change Canada (ECCC), extending the existing Species at Risk Program funding until March 31, 2026, including a budget increase for the 2022/23 fiscal year of $25,000 and the addition of $220,000/year in funding for the next three fiscal years (2023/24 through 2025/26).

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 8, 2023
From:	Financial Planning Committee	**Date Prepared:**	February 9, 2023
SUBJECT:	**Draft 2023/24 Budget Overview**		

PURPOSE:

To provide Trust Council with the recommended draft 2023/24 budget from Financial Planning Committee for their review, comment and direction, and ultimate approval.

BACKGROUND:

Financial Planning Committee reviewed the Budget Assumptions and Principles (BAP) for the fiscal 2023/24 budget cycle at their August 2022 meeting, where they directed amendments to include First Nations reconciliation and Engagement and Communications as specific Trust principles to incorporate into the draft budget.

In September 2022, Trust Council reviewed the amended BAP document and requested no changes to the planned budget approach. The document has been used a guide in putting together the draft 2023/24 budget.

Since Trust Council's approval of the budget assumptions and principals in September, the following activities have taken place:

- Council Committees (EC/TPC/RPC) have submitted business cases for their funding requests, including business cases for new initiatives.
- The Islands Trust Conservancy Board (ITCB) has submitted its budget request for the fiscal year, including business cases for new initiatives.
- All business units in Islands Trust have provided their departmental budget requests and submitted business cases for new operating initiatives requiring funding.
- Staff have prepared estimates for Trust-wide expenses with the input of the CAO and Directors.
- FPC has reviewed the initial budget draft and forwarded to Trust Council.
- Trust Council reviewed the budget draft in December and sent it back to FPC for further work.
- FPC requested Committees at the ITC Board to review their budget request to identify potential reductions. These bodies have performed their secondary review and any changes are reflected in the budget.
- FPC has put forward a recommended budget for Trust Council's consideration.

SUMMARY OF DRAFT BUDGET RESULTS

The updated draft 2023/24 budget contains the following:

- Total proposed planned spending of $9.7M:
    - Operating budget $8.9M
    - Projects budget $671,000
    - Capital budget $134,000
- A proposed 1.75% general tax increase to local trust areas, plus 8.01% expected to be collected on new development
- A proposed 1.2% general levy decrease to Bowen Island Municipality, plus 6.56% expected to be collected on new development.
- A proposed draw from the General Revenue Surplus Fund of $251,000, plus a transfer of $100,000 to the LTC Reserve Fund, maintaining the minimum surplus balance required by policy.
- A proposed draw from the LTC Project Reserve Fund of $183,900.

SUMMARY COMPARISON TO PREVIOUS FISCAL YEARS

Comparison to current year forecast – A comparison to current year forecasted spending is helpful to determine real trends in spending levels which can inform budget development for the immediately subsequent fiscal year.

The draft **operating budget** has increased by $0.94M (11%) over the current year forecast. The largest factors contributing to this increase are as follows:

- An increase in applications sponsored by EC of $12,000
- An increase in communications and ITC fundraising of $16,500
- An increase in software support and licensing of $59,000
- An increase in ITC property management of $22,000
- An increase in ITC ecosystem mapping of $18,000
- An increase in legal costs for bylaw enforcement of $25,000
- An increase in meeting expense of $20,475
- An increase in staff salaries and wages of $1.0M
- An increase in trustee remuneration of $34,000
- An increase in trustee benefits costs of $36,000

The draft **projects budget** has decreased by $30,000 (5%) over the current year forecast. Project budget comparatives year-over-year are potentially less helpful for future year decision making as projects vary from year to year based on Trust Council priorities and could have very different costs depending on the nature of work being completed. Of note however, the 5-year average actual spending on projects at the Trust is $469,000, versus the proposed $671,000 for fiscal 2023/24.

Broken down by project type, historical underspending trends are as follows:

Strategic Plan projects:

- 5-year average underspending against budget 25%
- 5-year mean underspending against budget 20%
- 5-year most significant underspending against budget 53% (election year)
- 5-year least significant underspending against budget 9% (Policy Statement engagement year)

LTC projects:

• 5-year average underspending against budget	44%
• 5-year mean underspending against budget	46%
• 5-year most significant underspending against budget	69% (COVID year 1)
• 5-year least significant underspending against budget	4% (current year forecast)

Operational projects:

• 5-year average underspending against budget	30%
• 5-year mean underspending against budget	39%
• 5-year most significant underspending against budget	81%
• 5-year least significant underspending against budget	31%

The draft **capital budget** has increased by $47,000 (54%) over the current year forecast primarily due to replacement of computers that are at end of life, new computers for newly proposed staff positions, server replacements and related licensing upgrade costs.

DRAFT 2023/24 BUDGET - OVERVIEW

Planned Revenues:

External sources of revenue include application fees, grant funding, property taxes, levies, and investment income. Internal sources of revenue, when used to balance the budget, comes from funds held in the Islands Trust surplus funds and reserve funds.

Local Trust Area (LTA) Taxes:

Local Trust Area taxes total $8.0M in the draft budget. The total increase in tax revenues from LTAs over last year's budget is 10.0% ($713,000). This amount is comprised of:

- A proposed average tax increase of 1.75% ($215,000) across Local Trust Areas (LTAs) to cover ongoing annual operational costs.
- An anticipated 8.0% ($585,000) average tax increase across Local Trust Areas (LTAs) to account for the Non-Market Change (NMC) factors, which is an increase to the tax base for new construction, developments, changes in land-use. This figure is based on NMC factor from December 2022 in line with policy.

Bowen Island Municipality (BIM) Taxes:

The BIM tax requisition is calculated at approximately $341,000 in the draft budget. This is a total increase over last year's budget of 5.4% ($17,000). This amount is expected to be collected from the existing property base as well as NMC factors, estimated as follows:

- An estimated decrease of 1.1% ($3,800) from the existing tax base; plus
- An estimated 6.6% ($21,000) generated from new tax base associated with NMC factors. This figure is based on NMC factor from December 2022, in line with policy.

Special Tax Requisitions:

The Salt Spring Island (SSI) LTC has requested that Trust Council approve a special property tax requisition to continue the work of SSIWPA. The requested amount is $43,500, a reduction over the previous year's requisition of $60,000. The LTC has submitted reports attached to this agenda to support their request, including results of the public consultation on the subject.

Grant Revenues:

Total grant revenues in the draft budget amount to $570,000, broken down as follows:

- The annual unrestricted provincial grant has been budgeted at historical levels of $180,000 (2022/23- $180,000). Executive Committee and Trust Council are tasked with strategizing an approach to request more funding from the province, however as this project has not moved forward, no new information is available to support amending the value of this revenue stream.
- A restricted multi-year federal grant has been awarded to ITC for work related to Species at Risk in the Trust Area. This grant was originally signed in October 2020, and extended in May 2022. Of the total funding awarded, $220,000 relates to work to be performed in fiscal 2023/24. This amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending.
- A restricted provincial grant from UBCM as part of the Local Government Development Applications Processing initiative has been awarded to the Trust totaling $367,000 to undertake work to improve existing processes associated with processing land use applications at the Trust. This grant was awarded in September 2021. Of the total funding awarded, staff expect to spend $148,000 in fiscal 2023/24. As such this amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.
- A restricted provincial grant from MakeWay Foundation as part of the Watersheds BC initiative was awarded to the Trust totaling $38,000 in October, 2022. This grant is to advance the Xetthecum eco-cultural mapping project. Of the total funding awarded, staff expect to spend $22,000 in fiscal 2023/24. As such this amount is recognised as revenue in the draft budget, along with the related expenses the grant will pay for. Related expenses are included in their appropriate area of spending and are not shown separately as their own line item.
- A line for contingent grant income is included in the budget with a nominal $1. This line serves as a placeholder to ensure unanticipated grants awarded in the year can be captured as required.

Other Revenue Sources:

- Fees and Sales from applications is set at $192,000 (2022/23 - $265,000) based on anticipated application volumes, by type and LTC, multiplied by application fees. Application volumes are trending downward from what was seen in earlier pandemic years, potentially as a result of the rising cost of goods, rising inflation, and higher application fees. Volumes are returning to levels more in line with non-pandemic years.
- Interest income is budgeted at $133,000 (2022/23- $20,000) based on estimated investment returns on the investment of 2023/24 property tax funds, and assumes interest rates will remain at levels higher than seen in recent history, though a dip in rates is expected from current levels.

Surplus Funding:

The proposed budget shortfall of $435,000 is proposed to be funded with draws from surplus and reserve funds:

- A draw from the general revenue surplus fund (GRSF) of $251,000 is included in the draft budget, all of which is allocated to strategic plan initiatives and a portion to staff salaries.
- A draw from the LTC project specific reserve fund (LTCPSRF) of $183,900 is included in the draft budget to offset total LTC project costs. A transfer to this account of $100,000 will be made from the GRSF to ensure the balance in this reserve fund is adequate to support the planned draw.

Staff have used third quarter forecasted figures to estimate the balance that may remain the GRSF and the LTCPSRF at the end of the current fiscal year to be $2.2M and $84,900 respectively. These balances have been taken into account when determining amounts to draw from surplus and reserve in the draft budget.

No draw from the SSI Special Property Tax reserve fund has been requested by the SSI LTC, as such no amounts are included in the budget.

Planned Expenditures:

The largest budgeted expense to Islands Trust remains staff salaries and benefits expense, at $6.3M (2022/23- $5.5M), representing 64% of the overall draft budget. Staffing levels, by department, expressed as Full-Time Equivalents (FTE), are broken down as follows:

** represents inclusion of a 0.3FTE co-op student*
^ represents inclusion of new staff position

- Executive and Legislative Services – 6.0 FTE^^
- Trust Area Services – 5.4 FTE
- Islands Trust Conservancy – 7.9 FTE*
- Local Planning Services – 29.6 FTE**
- Bylaw Enforcement – 5.0 FTE
- Administrative Services – 10.1 FTE^
  TOTAL = 64.0 FTE

Factors influencing this expenditure line item include:

- Changes to staffing levels and complements from the previous budget:
  - The addition of a 1.0FTE Manager, Finance and Accounting, budgeted at approximately $102,000 inclusive of base salaries and benefits, new staff equipment and training costs. A business case for this new position is included in the agenda package for review. This assumes the new staff person will be hired one to two months into the fiscal year, as such salaries and benefits costs have been prorated to reflect 11 months of expense.
  - The addition of a 1.0FTE LTC Meeting Administrator, budgeted at approximately $67,000 inclusive of base salaries and benefits, travel, new staff equipment and training costs. A business case for this new position is included in the agenda package for review. This assumes the new staff person will be hired two months into the fiscal year, as such salaries and benefits costs have been prorated to reflect 10 months of expense.
  - The addition of a 1.0FTE Administrative Coordinator, budgeted at approximately $87,000 inclusive of base salaries and benefits, travel, new staff equipment and training costs. A business case for this new position is included in the agenda package for review. This assumes

the new staff person will be hired two months into the fiscal year, as such salaries and benefits costs have been prorated to reflect 10 months of expense.
  - The reclassification of six administrative planning staff, which would result in higher level responsibilities and salaries for all six positions. If successful, this reclassification would increase salaries expense by approximately $30,000.

- Staff salaries and benefits have been adjusted from previous years for the following factors:
  - A 6.1% wage increase for all BCGEU staff members, effective April 1, 2023. This amount is based on the BCGEU agreement which indicates a possible increase between 5.5% and 6.75% for next fiscal year. Staff use the mid-point of possible increases for purposes of the budget.
  - An adjustment for 22 BCGEU staff who will move up 'steps' in their range in the fiscal year (3.0% per step per person).
  - An effective up-to 4.5% wage increase (i.e.: a 6.0% increase four months into the fiscal year) for excluded staff members to anticipate potential increases from PSA received in the fiscal year.
  - An analysis of historical staff overtime was performed in previous fiscal years and is used to budget for estimated overtime in fiscal 2023/24. Overtime costs are budgeted at approximately $55,000 (2022/23- $55,000) which is the grossed up value to include the cost of benefits associated with potential payouts of this expense.
  - Benefits expense on base salaries remains calculated at 25.4% of gross salaries, consistent with prior years, and is estimated at $1.3M (2022/23- $1.0M). This payment to PSA is made to pay for items such as: employer portions of CCP, EI, EHT, and pension contributions for staff; extended benefit plan premiums for staff; and other fringe benefits for staff. The actual rate for next fiscal year will be received by PSA later in the budget cycle and will updated in the budget draft when received.
  - A reduction to salaries expense of $160,000 (2022/23 – $170,000) to account for assumed staff turnover has been made in the 2023/24 draft budget. This reflects the Trust's reality of intermittent non-backfilled staff vacancies annually. The amount is based on average historical underspending of salaries of 2.5% against budget.

Trustee remuneration and related costs remains quantified by Trust Council *Policy 7.2.1 Trustee Remuneration* amounts to $699,000 in the 2023/24 draft budget (2022/23- $627,000). Factors influencing this figure include the following:

- An anticipated 7% increase to base remuneration to adjust for CPI changes, based on reported inflation figures for the Victoria area in December, 2022. This rate will be adjusted for to reflect final Statistics Canada inflation rates at the end of the calendar year, in line with policy.
- No change to population figures which are updated every five years in line with census reports issued by Statistics Canada.
- Adjustments for the number of folios by LTA as provided by BC Assessment as of December 2022.
- Inclusion of employer CPP contributions at the new rate of 5.95% at January 1, 2024.
- Extended benefit premiums have been increased to reflect the cost of enrolling trustees in the UBCM enhanced benefit plan.
- Employer Health Tax (EHT) remains at 1.95% of base salary.
- Inclusion of committee meeting remuneration for Council Committee members at a rate of $150/meeting for Committee Chairs and $100/meeting for Committee members. Six meetings for each of RPC, TPC, FPC and the Governance Committee have been budgeted for, reflecting historical meeting frequencies.

Trust Council meeting expenses have been budgeted under the assumption that three meetings of Trust Council will be held in-person, one meeting will be held electronically, and any additional special meetings will be held electronically. Current planned spending for Trust Council meetings in the draft budget is $82,500 (2022/23 – $54,000), which represents $27,500 per in-person meeting. This amount is an estimate based on historical pre-pandemic average costs plus an allowance for inflation.

Executive Committee meeting expenses are budgeted at $5,200 (2022/23- $5,000), which reflects a plan to meet in-person four times in the year with remaining meetings being conducted electronically.

Council Committees meeting expenses are budgeted at a total of $8,500 (2022/23 - $2,400) with the assumption that committees will primarily meet electronically, with one in-person meeting funded for each of Regional Planning Committee, two in-person meetings for Trust Programs Committee, and $3,000 for the Governance Committee, which is representative of approximately three meetings, though they have yet to set their meeting formats for the coming year. Funding for the newly legislated Accessibility Committee has been included at a nominal amount as no parameters have been determined for this new Committee at this stage.

LTC-direct expenses amount to $44,000 (2022/23- $63,500), which is lower than previous budget years. The reduction is due to the proposed new 1.0FTE LTC Meeting Administrator staff position, which would be responsible for the majority of LTC minute taking, thus reducing the contractor costs for minute-taking typically included in this line. These costs include travel costs for LTC chairs and trustees, venue rental costs, LTC communications, APC meeting costs.

LTC project expenses were capped in the budget at $250,000 (2022/23- $272,000), at the direction of Financial Planning Committee. The total cost of LTC project submissions is $249,500, a reduction of the amount submitted in previous versions of the budget ($422,500) due to the SSI LTC and the GAB LTC reducing funding requests for one project each.

A breakdown of LTC projects with specific funding requests is as follows:

Specific Projects >$5000:		
DE: Housing Project - current ongoing	$	18,000
GB: OCP/LUB Project - NEW		18,000
GM: OCP Project - current ongoing		16,000
HO: OCP Amendment - current ongoing		15,000
SS: Major OCP & LUB - ongoing Housing + CDF		96,000
SS: Ganges Village Plan - current ongoing		86,500
TOTAL	**$**	**249,500**

An allowance for upcoming, currently unknown LTC projects is included in the budget at $36,500 (2022/23 - $36,000).

In recent history, LTC projects have been funded from monies in the Special Purpose LTC Project Reserve fund (LTCPSRF). The amount estimated to be available in the LTCPSRF to fund these projects in the 2023/24 budget is approximately $183,900, after a transfer is made from the General Revenue Surplus fund. This amount has been included in the budget as a draw from reserve to partially pay for LTC projects.

Planning staff have completed an assessment of the feasibility of completing all planning projects in a single fiscal year. This report is included with the budget materials to in budget recommendations and decisions. This helps to assess if it is reasonable to fund all proposed projects based on available staff resources.

Islands Trust Conservancy expenses, (excluding ITC staff salaries and benefits of $735,000), amount to $297,000 in the 2023/24 draft budget (2022/23- $246,000). Significant changes in this amount include:

- An increase in property management costs representing increased property management work associated with species at risk. This increase is primarily funded by grants, with approximately $5,000 in new non-grant costs to pay for new land conservation.
- An increase to fund development of a First Nations engagement plan of $10,000.

Detail on the formal budget request from the ITCB is attached to the agenda for review. The ITCB meeting agenda and minutes where budget items were discussed can be viewed on the Trust website here.

Office leases and associated costs amount to $475,000 (2022/23- $456,000). Main staff office spaces remain in Victoria, and on Gabriola Island and on Salt Spring Island. The lease for the small trustee office on Galiano Island expires April 30, 2023, however Galiano Island trustees have expressed a desire to extend the lease for another year. The primary driver of increases in this areas of spending is increased lease costs associated with the three main office spaces, due to rising costs incurred by landlords and passed on to Islands Trust as tenants.

FOI & Records Management is a new budget line in 2023/24, containing budget for contracted help addressing Freedom of Information Requests at $10,000. This budget was formerly included in the contracted services line at the same amount.

Recruitment & Labour Relations has a budget of $21,000 (2022/23 – $6,000) to fund advertisements for job postings and contracted human resource assistance from the Public Service Agency. This budget line formerly included only costs for job posting advertisements, with contracted HR assistance recorded in the contracted services budget line. The increase in this budget line of $15,000 is entirely related to the reclassification of these costs to this budget line. No actual increases in costs are budgeted for.

Payroll Processing is budgeted at $19,500 reflecting expenses paid to the Public Service Agency for this activity. This is a new budget line in 2023/24. Costs for this activity were formerly contained in the contracted services line which is being done away with internally. No actual increases in costs are expected from this work.

Insurance costs have once again risen and are budgeted at $208,000 (2022/23- $192,000), based on renewal amounts with our existing insurer for the current fiscal year. Almost all of this increase relates to General Liability and Errors and Omissions insurance coverage, which provides professional liability coverage for staff and directors liability coverage for trustees. The premium for this insurance plan continues to increase due to continued hardened insurance markets and a history of ongoing and new legal claims at Islands Trust.

Legal Costs (General, Bylaw enforcement litigation, Litigation defense) have been budgeted at a total of $222,000 (2022/23 - $215,000). Legal General is budgeted at $70,000 which approximates forecasted spending on this line in the current year. This amount is slightly lower than historical spending norms in this area. Management intends to increase rigor around spending in this area, but acknowledges new trustees may bring forward new inquiries which could result in higher legal spending than planned. The legal general budget pays for legal opinions, interpretations and advice on various topics not associated with litigation or claims files.

Legal for Bylaw Enforcement has been budgeted at $80,000, above current year forecasted spending, reflecting future planned levels of enforcement on the islands. Increased or reduced enforcement directed by new LTCs may result in higher or lower legal fees in this areas.

Legal Litigation is budgeted at $72,000 (2022/23 - $85,600) which is an estimate of legal fees associated with existing legal claims. If new claims are incurred in the year, or existing claims see more activity than anticipated, this budget area may need to be increased. Actual average spending in this area over the most recent three years is $90,500. The current year forecast shows expected spending at $152,000. Legal litigation is a difficult item to budget for and while consideration for known claims can be made, there is no way to know what may come forward in the year. An alternative approach to an increased budget would be to budget for a lower expense in this area, and draw on additional surplus funds should more funds be required in the year for increased litigation. This puts extra pressures on the surplus fund however, and may put minimum surplus balances at risk.

Software Support and Licensing expenses are budgeted at $150,000 (2022/23- $80,400), which includes costs for the many software systems used by the Trust in their everyday work. Significant drivers of the increase to this budget line include:

- $41,000 in new costs for maintenance of the new CityView software being implemented in the current year. This will be an annual ongoing cost.
- $16,000 in Zoom meeting costs. This item was excluded in the current year budget, but has been corrected in the 2023/24 budget.
- $9,000 in software costs for a new Client Relationship Management system for use throughout the organization. This system will replace the expiring, Islands Trust Conservancy contact database. The new system will have added organization-wide use tracking external contacts, including First Nations correspondence and meeting information for purposes of greater relationship building.

Computer Hardware and Software expenses have been budgeted at $129,000 (2022/23- $67,000) which includes costs for three server replacements ($38,000), two software license upgrades for Microsoft and virtual servers ($28,500), the purchase of six new computers as part of the Trust rolling computer refresh cycle ($15,000), the cost of three new computers for proposed new staff positions, as well as support costs incurred for contracted support completing these projects ($30,100).

Contracted Temporary Staffing has a small budget of $2,500 for ITC administrative support. In previous years, this budget line included costs for things such as payroll processing and contracted assistance with Freedom of Information requests. Staff have moved these costs to other budget lines to better reflect the type of expense as opposed to the method under which it was procured. These moved items are discussed in the budget line they relate to.

Strategic Plan projects with budget funding requests reflect the initiatives approved by Trust Council as part of their strategic plan, and amount to $179,000 (2022/23- $275,800), broken down in the following list:

- Reconciliation Action Plan* $30,000
- ITC First Nations Engagement Plan $10,000
- Policy Statement Amendment $50,000
- Stewardship Education Program $15,000
- Secretariat Services $12,000
- Regional Planning Committee placeholder* $30,000
- Regional Planning Committee: Freshwater Strategy $10,000

- Indigenous Watersheds Initiative* $22,000

Business cases outlining rationale for each funding request is attached to the agenda, except for those containing an asterix (*) beside the project name. Of note: The Indigenous Watersheds Initiative is a project already underway in the current year. Funds in the 2023/24 budget reflect planned spending on this work next year. The work is fully funded by grants.

Operational projects reflect initiatives of staff as part of their assessment of operational needs and areas of continued improvement, and include the following:

- LG Development Approvals Program $148,000 (paid by grant funds)
- Expense Claim System Upgrades $ 15,000

No business case is included for the LG Development Approvals Program as this is a project approved in fiscal 2022/23 that will be carrying over to next fiscal year, paid for by grant funds. Review of the business case for this project can be found in the March 2022 Trust Council agenda package on the Islands Trust website.

A business case is included for the expense claim system upgrades.

Surplus funds in the General Revenue Surplus Fund at the end of 2023/24 after the budgeted draw of $251,000 and transfer to the transfer to the LTC reserve fund of $100,000 are estimated to be $1.86M versus the calculated policy minimum of $1.86M, indicating the minimum balance to be retained in the general surplus fund will be maintained. This assumes levels of forecasted underspending in the current year do not vary significantly from estimates.

ATTACHMENT(S):

1. 2023/24 Budget Detail, Numeric
2. Surplus Funds Allocation
3. Strategic Plan Projects: Summary + Business Cases
4. LTC Projects: Summary + Business Case +Feasibility Assessment
5. Operational Projects & Staffing Changes: Summary + Business Cases
6. Islands Trust Conservancy Board – Budget Request package
7. Business Cases Not Advanced

FOLLOW-UP: As directed.

Prepared By:	Director, Administrative Services
Reviewed By:	A/Chief Administrative Officer/February 17, 2023

BRIEFING

To:	Trust Council	**For the Meeting of:**	December 7, 2022
From:	Director, Administrative Services	**Date Prepared:**	November 25, 2022

SUBJECT: **Draft 2023/24 Budget Changes Directed by Financial Planning Committee**

PURPOSE:

To summarize the changes Financial Planning Committee (FPC) made to the draft 2023/24 budget at its January and February meetings.

BACKGROUND:

FPC has met twice since the Trust Council meeting in December, to review the draft 2023/24 budget, among other work.

During its draft budget review in January, FPC passed a motion requesting Trust Committees and the ITC Board to review their budget requests for potential reductions:

That Financial Planning Committee (FPC) request that Regional Planning Committee, Trust Programs Committee, Governance Committee, Executive Committee, [the] Islands Trust Conservancy Board and staff review the budget areas in the draft budget revision list proposed by a trustee on January 18, 2023, and not yet voted on by the FPC, and propose possible reductions for Financial Planning Committee's consideration and respond with their respective views by February 7, 2023.

Results of this exercise by Committees and the ITC Board generated a total of $31,000 in budget reductions, reducing local trust area (LTA) general taxation by approximately 0.5%.

During its draft budget review in February, FPC passed two motions to further reduce spending and increase draws from surplus funds to pay for planned spending:

1. *That Financial Planning Committee amend the draft 2023/24 budget that is being recommended to Trust Council by removing the following items:*
    1. *$27,500 [for] one Trust Council meeting[; and]*
    2. *$10,000 for the History and [Heritage Conservation] grants in aid [program].*

2. *That Financial Planning Committee include an additional draw from the General Revenue Surplus Fund of $100,000 in the draft 2023/24 budget that is being recommended to Trust Council and [that] the funds be allocated to Local Trust Committee projects.*

The above resolutions reduced the LTA tax increase by approximately 2.25%.

All FPC-directed reductions to the draft budget have been incorporated in the draft 2023/24 budget presented to Trust Council.

Other changes to the budget since it was reviewed by Trust Council in December include the following:

- A reduction to application fees revenue to reflect a change in application volume trends.
- Updates for December CPI of 7%
- Updates for BC Assessment data associated with:
    - Non-Market Change (determines how much of our tax revenue increase will be generated on new development);
    - Converted Assessment Values (primarily drives the rate at which Bowen Island Municipality contributes to the Islands Trust budget, as well as internal allocations of expenses between LTCs;, and,
    - folios per LTA (impacts trustee remuneration).
- Updates to meeting costs to reflect actual plans made by committees for in-person versus electronic meetings.
- Inclusion of $15,000 to upgrade the Trust's expense claim system (business case included with agenda materials)
- Updates to software and hardware costs based on new quotes received for existing software, identified new software requirements for operations, and budgets for computer purchases for the three newly-proposed staff positions.
- Updates to staff salaries to include:
    - A new staff request for a 1.0 FTE Manager, Finance & Accounting
    - Adjustments to excluded staff salaries to reflect current actual salaries and estimates for future increases per Public Sector Agency estimates
    - Adjustments to reflect actual salaries for newly hired staff positions.
    - An increase in amounts calculated for assumed staff turnover (reflected as a budget reduction)
    - Inclusion of special training amounts for the CAO, approved by the Executive Committee
- Updates to trustee remuneration to reflect December CPI rates and folio figures.

Salt Spring Island Local Trust Committee - Special Property Tax Requisition:

FPC took time to review the Salt Spring Island local trust committee (SSI LTC) request for a special property tax requisition to support the ongoing work associated with delegated powers under Bylaw 154 (the work of Salt Spring Island Watershed Protection Alliance). FPC expressed support for this special requisition and made the following resolution:

That Financial Planning Committee recommend to Trust Council that the Salt Spring Island Local Trust Committee's request for a 2023/24 special tax requisition to fund work associated with delegated powers under Bylaw No. 154 be approved in the amount of $43,500.

ATTACHMENT(S): None.

FOLLOW-UP: As directed by Trust Council.

Prepared By: Director, Administrative Services
Reviewed By/Date: Clare Frater, A/CAO, February 17, 2023

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2023/24

		2021/22	2022/23			2023/24	Budget-Budget Comparisons		Budget-Forecast Comparisons		Budget-Actual Comparisons	
						0						
		ACTUALS	**BUDGET**	Q3 Actuals	Q3 Forecast	**Draft BUDGET**	Budget Change $	Budget Change %	Change $	Change %	*Draft budget vs 2022 actuals*	*Draft Budget to 2022 actuals % change*
	REVENUE											
	Fees & Sales	117,488	264,724	140,894	188,000	**192,000**	(72,724)	-27%	*4,000*	2%	*74,512*	*63%*
	Provincial Grant - Unrestricted	180,000	180,000	228,000	228,000	**180,000**	-	0%	*(48,000)*	-21%	*-*	*0%*
	Provincial Grant - LG Development Applications		367,000	151,157	220,000	**147,795**	(219,205)	-60%	*(72,205)*	-33%	*147,795*	*#DIV/0!*
	Provincial Grant - Restricted (HWI/IWI)	199,432	-	-	16,000	**22,000**	(191,500)	-90%	*6,000*	38%	*(177,432)*	*-89%*
	Provincial Grant - Restricted (ITC Conserv. Stimulus)	38,500				**-**	-	#DIV/0!	*-*	#DIV/0!	*(38,500)*	*-100%*
	Federal Grant - Restricted (ITC SAR)	242,500	213,500	172,873	241,000	**220,000**	6,500	3%	*(21,000)*	-9%	*(22,500)*	*-9%*
	Contingent Grants - Projects	30,195	1	7,314	7,000	**1**	-	0%	*(6,999)*	-100%	*(30,194)*	*-100%*
	Property Tax Levy - LTA Base	7,079,772	7,309,863	7,309,863	7,310,000	**7,309,863**	713,443	10%	*(137)*	0%	*230,091*	*3%*
1.75%	Property Tax Levy - LTA General Increase					**127,923**			*127,923*	#DIV/0!	*127,923*	*#DIV/0!*
8.01%	Property Tax Levy - LTA NMC Increase					**585,520**			*585,520*	#DIV/0!	*585,520*	*#DIV/0!*
	Special Tax Requisition - SSI LTA (SSIWPA)	75,500	60,000	60,000	60,000	**43,500**	(16,500)	-28%	*(16,500)*	-28%	*(32,000)*	*-42%*
	Property Tax Levy - Bowen Base	311,188	323,769	323,769	324,000	**323,769**	17,439	5%	*(231)*	0%	*12,581*	*4%*
-1.17%	Property Tax Levy - Bowen General Increase					**(3,800)**			*(3,800)*	#DIV/0!	*(3,800)*	*#DIV/0!*
6.56%	Property Tax Levy - Bowen NMC Increase					**21,239**			*21,239*	#DIV/0!	*21,239*	*#DIV/0!*
	Interest Income	11,914	20,001	118,087	171,000	**133,000**	112,999	565%	*(38,000)*	-22%	*121,086*	*1016%*
	Other income	33,779				**-**	-	#DIV/0!	*-*	#DIV/0!	*(33,779)*	*-100%*
	Total Revenue	8,320,268	8,738,858	8,511,957	8,765,000	**9,302,810**	350,452	4%	*537,810*	6%	*982,543*	*11%*
	EXPENSES											
	Amortization expense	182,751	168,000	117,627	184,000	**178,000**	10,000	6%	*(6,000)*	-3%	*(4,751)*	*-3%*
	Applications sponsored by EC	7,150	4,000	1,900	3,000	**15,000**	11,000	275%	*12,000*	400%	*7,850*	*110%*
	NAPTEP Applications sponsored by EC	-	1,000	-	-	**1,000**	-	0%	*1,000*	#DIV/0!	*1,000*	*#DIV/0!*
	History and Heritage Funding Grants-in-Aid	-	4,000	6,000	8,000	**-**	(4,000)	-100%	*(8,000)*	-100%	*-*	*#DIV/0!*
	Audit	19,260	20,000	330	20,000	**21,000**	1,000	5%	*1,000*	5%	*1,740*	*9%*
	Bank Charges & Interest	3,643	4,000	1,498	2,000	**3,500**	(500)	-13%	*1,500*	75%	*(143)*	*-4%*
	Board of Variance	896	1,200	1,332	1,500	**1,200**	-	0%	*(300)*	-20%	*304*	*34%*
	Carbon Offset Purchases	-				**-**	-	#DIV/0!	*-*	#DIV/0!	*-*	*#DIV/0!*
	Committee Meeting Expense - FPC	14	800	-	-	**-**	(800)	-100%	*-*	#DIV/0!	*(14)*	*-100%*
	Committee Meeting Expense - RPC	-	800	295	300	**1,000**	200	25%	*700*	233%	*1,000*	*#DIV/0!*
	Committee Meeting Expense - TPC	-	800	3,759	4,000	**2,000**	1,200	150%	*(2,000)*	-50%	*2,000*	*#DIV/0!*
	Committee Meeting Expense - Governance*					**3,000**	3,000	#DIV/0!	*3,000*	#DIV/0!	*3,000*	*#DIV/0!*
	Committee Meeting Expense - Accessibility*					**2,500**	2,500	#DIV/0!	*2,500*	#DIV/0!	*2,500*	*#DIV/0!*
	Cultural Working Group	-				**-**	-	#DIV/0!	*-*	#DIV/0!	*-*	*#DIV/0!*
	Communications and ITC Fundraising	45,688	61,291	24,043	57,000	**73,500**	12,209	20%	*16,500*	29%	*27,812*	*61%*
	FN Protocol Funds	-	5,004	-	2,000	**-**	(5,004)	-100%	*(2,000)*	-100%	*-*	*#DIV/0!*
	Meeting Streaming Services		-	11,934	14,000	**15,000**	15,000	#DIV/0!	*1,000*	7%	*15,000*	*#DIV/0!*
	SW Support and Licensing	85,657	80,400	69,534	91,000	**150,200**	69,800	87%	*59,200*	65%	*64,543*	*75%*
	Internet	48,492	47,800	34,834	48,000	**46,300**	(1,500)	-3%	*(1,700)*	-4%	*(2,192)*	*-5%*
	Technical Support	97,702	94,715	64,363	95,000	**60,000**	(34,715)	-37%	*(35,000)*	-37%	*(37,702)*	*-39%*
	Contingency	-	-	-	-	**5,000**	5,000	#DIV/0!	*5,000*	#DIV/0!	*5,000*	*#DIV/0!*
	Contracted Temporary Staffing	64,184	140,600	43,739	100,000	**2,500**	(138,100)	-98%	*(97,500)*	-98%	*(61,684)*	*-96%*
	Elections - General	-	141,000	157,335	157,000	**-**	(141,000)	-100%	*(157,000)*	-100%	*-*	*#DIV/0!*
	Elections - By-elections	-	-	-	-	**7,000**	7,000	#DIV/0!	*7,000*	#DIV/0!	*7,000*	*#DIV/0!*
	Insurance	190,119	192,000	146,624	199,000	**208,150**	16,150	8%	*9,150*	5%	*18,031*	*9%*
	ITC - Board Honoraria	6,200	6,600	4,800	7,000	**7,000**	400	6%	*-*	0%	*800*	*13%*
	ITC - Board Meeting Expense	1,987	1,425	1,044	2,000	**1,425**	-	0%	*(575)*	-29%	*(562)*	*-28%*
	ITC - Board Training & Conferences	289	1,600	1,484	1,000	**1,600**	-	0%	*600*	60%	*1,311*	*453%*
	ITC - Property Management	168,727	137,780	55,150	138,000	**159,930**	22,150	16%	*21,930*	16%	*(8,797)*	*-5%*
	ITC - Conservation Planning & Land Securement	19,597	26,550	11,925	25,000	**26,550**	-	0%	*1,550*	6%	*6,953*	*35%*
	ITC - Ecosystem Mapping	4,948	18,000	-	-	**18,000**	-	0%	*18,000*	#DIV/0!	*13,052*	*264%*
	Land Title Registrations	4,772	-	2,461	4,000	**3,900**	3,900	#DIV/0!	*(100)*	-3%	*(872)*	*-18%*
	Legal - general	98,592	48,784	55,859	72,000	**69,998**	21,214	43%	*(2,002)*	-3%	*(28,593)*	*-29%*
	Legal - bylaw enforcement litigation	81,098	80,795	46,361	55,000	**80,000**	(795)	-1%	*25,000*	45%	*(1,099)*	*-1%*
	Legal - litigation defence	62,993	85,551	120,498	152,000	**72,356**	(13,195)	-15%	*(79,644)*	-52%	*9,363*	*15%*
	LTC "Trustee Expenses"	2,034	4,501	1,455	4,000	**4,500**	(1)	0%	*500*	13%	*2,466*	*121%*
	LTC "Executive Expense on LTC's"	5,681	12,000	9,504	12,000	**12,000**	-	0%	*-*	0%	*6,319*	*111%*
	LTC Meeting Expenses	33,343	32,399	20,849	34,000	**13,000**	(19,399)	-60%	*(21,000)*	-62%	*(20,343)*	*-61%*
	LTC Local Exp APC Meeting Expenses	7,095	4,860	2,785	3,000	**4,860**	-	0%	*1,860*	62%	*(2,235)*	*-32%*
	LTC Local Exp Communications	6,096	5,000	3,930	6,000	**5,000**	-	0%	*(1,000)*	-17%	*(1,096)*	*-18%*
	LTC Local Exp Special Projects	38	4,749	242	3,000	**4,750**	1	0%	*1,750*	58%	*4,713*	*12564%*
	Meeting Expense	57,149	66,600	41,257	75,000	**95,475**	28,875	43%	*20,475*	27%	*38,326*	*67%*
	Memberships	15,305	13,899	11,904	16,000	**16,440**	2,541	18%	*440*	3%	*1,135*	*7%*
	Notices - Statutory & Non-Statutory	13,004	17,850	9,120	20,000	**17,850**	-	0%	*(2,150)*	-11%	*4,846*	*37%*
	FOI & Records Management*					**10,000**	10,000	#DIV/0!	*10,000*	#DIV/0!	*10,000*	*#DIV/0!*
	Office - Lease costs	420,664	394,500	314,478	424,000	**421,800**	27,300	7%	*(2,200)*	-1%	*1,136*	*0%*
	Office - outside services	53,870	61,000	37,564	50,000	**53,500**	(7,500)	-12%	*3,500*	7%	*(370)*	*-1%*
	Postage, Courier & Delivery	8,991	9,595	5,614	9,000	**9,050**	(545)	-6%	*50*	1%	*60*	*1%*
	Recruitment & Labour Relations	6,932	6,000	8,011	11,000	**21,000**	15,000	250%	*10,000*	91%	*14,068*	*203%*
	Payroll Processing*					**19,500**	19,500	#DIV/0!	*19,500*	#DIV/0!	*19,500*	*#DIV/0!*
	Safety	5,489	5,000	3,232	5,000	**5,000**	-	0%	*-*	0%	*(489)*	*-9%*
	Sal & Ben - Salaries - Exec/TAS/ITC/FIN/HR/IS	2,261,369	2,232,803	1,689,572	1,936,000	**2,642,039**						
	Sal & Ben - Benefits - Exec/TAS/ITC/FIN/HR/IS	572,643	567,132	428,748	492,000	**671,078**						
	Sal & Ben - Salaries - Planners & RPMs	1,354,588	1,409,006	931,433	1,529,000	**1,519,311**						
	Sal & Ben - Benefits - Planners & RPMs	343,698	357,887	235,517	385,000	**385,905**	767,466	14%	*1,039,223*	20%	*887,131*	*17%*
	Sal & Ben - Salaries - Planning Support	397,674	433,987	320,435	442,000	**499,616**						
	Sal & Ben - Benefits - Planning Support	98,788	110,232	81,019	112,000	**126,902**						
	Sal & Ben - Salaries - Bylaw	250,286	279,673	186,711	234,000	**306,518**						
	Sal & Ben - Benefits - Bylaw	63,045	71,037	47,226	60,000	**77,855**						
	Stationery & Supplies	36,738	31,400	31,753	42,000	**29,020**	(2,380)	-8%	*(12,980)*	-31%	*(7,718)*	*-21%*

ISLANDS TRUST
BUDGET DRAFT:
Fiscal Year 2023/24

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	2021/22	2022/23			2023/24	Budget-Budget Comparisons		Budget-Forecast Comparisons		Budget-Actual Comparisons	
	ACTUALS	**BUDGET**	Q3 Actuals	Q3 Forecast	**Draft BUDGET**	Budget Change $	Budget Change %	Change $	Change %	*Draft budget vs 2022 actuals*	*Draft Budget to 2022 actuals % change*
Subscriptions	7,088	6,660	4,683	6,000	**5,360**	(1,300)	-20%	*(640)*	-11%	*(1,728)*	*-24%*
Telephone	12,315	12,100	10,731	14,000	**18,100**	6,000	50%	*4,100*	29%	*5,785*	*47%*
Mobile Devices	18,585	16,490	19,288	26,000	**29,240**	12,750	77%	*3,240*	12%	*10,655*	*57%*
Training - Organization-wide	2,898	5,000	2,386	3,000	**5,000**	-	0%	*2,000*	67%	*2,102*	*73%*
Training - staff recognition & meetings	4,447	13,600	7,256	14,000	**15,800**	2,200	16%	*1,800*	13%	*11,353*	*255%*
Training & Conferences	14,865	43,425	27,474	50,000	**47,800**	4,375	10%	*(2,200)*	-4%	*32,935*	*222%*
Travel for Training	849	16,035	18,146	21,000	**17,950**	1,915	12%	*(3,050)*	-15%	*17,101*	*2014%*
Travel	38,330	57,127	56,231	67,000	**63,475**	6,348	11%	*(3,525)*	-5%	*25,145*	*66%*
Trustee Remuneration	520,580	554,424	414,433	556,000	**589,978**	35,554	6%	*33,978*	6%	*69,399*	*13%*
Trustee Remuneration - CPP Expense	18,481	20,177	15,598	20,000	**20,778**	601	3%	*778*	4%	*2,298*	*12%*
Trustee Remuneration - Health/Dental benefits	39,534	40,885	29,920	41,000	**76,550**	35,665	87%	*35,550*	87%	*37,017*	*94%*
Trustee Remuneration - Pay in Lieu of benefits	1,000	1,000	667	1,000	**-**	(1,000)	-100%	*(1,000)*	-100%	*(1,000)*	*-100%*
Trustee Remuneration - Employer Health Tax	10,766	9,141	8,146	11,000	**11,505**	2,364	26%	*505*	5%	*739*	*7%*
Trustee Remuneration - Executive on LTCs	-	1,689	-	2,000	**-**	(1,689)	-100%	*(2,000)*	-100%	*-*	*#DIV/0!*
						-	#DIV/0!	*-*		*-*	*#DIV/0!*
Operating Budget Subtotal	**7,899,017**	**8,303,358**	**6,022,043**	**8,177,800**	**9,110,114**	**806,756**	**10%**	**932,314**	11%	*1,211,097*	*15%*
Amortization budget adjustment (not taxed for)		(168,000)			(178,000)	(10,000)	(0)	6,000		*(178,000)*	*#DIV/0!*
Net Operating Budget Subtotal	**7,899,017**	**8,135,358**	**6,022,043**	**8,177,800**	**8,932,114**	**796,756**	**0**	**938,314**	11%	*1,033,097*	*13%*
PROJECTS											
LTA Projects:											
LTC Projects, partially funded by LTC reserve fund	158,395	143,600	76,015	122,000	**286,000**	142,400	99%	*164,000*	134%	*127,605*	*81%*
LTC Projects Funded by Approved Grants (590) - HWI	3,146		-	16,000	**-**	-	#DIV/0!	*(16,000)*	-100%	*(3,146)*	*-100%*
LTC Projects Funded by Contingent Grants (590)					**1**	1	#DIV/0!	*1*	#DIV/0!	*1*	*#DIV/0!*
LTC Projects funded by Special Requisition Surplus Fund	20,000	68,400	51,556	66,000	**-**	(68,400)	-100%	*(66,000)*	-100%	*(20,000)*	*-100%*
LTA Work Funded by Special requisition (SWIPPA)	65,202	60,000	41,512	60,000	**43,500**	(16,500)	-28%	*(16,500)*	-28%	*(21,702)*	*-33%*
Strategic Plan Projects											
Reconciliation Action Plan implementation	6,010	12,000	4,151	12,000	**30,000**	18,000	150%	*18,000*	150%	*23,990*	*399%*
First Nations Engagement Plan - ITC					**10,000**	10,000		*10,000*	#DIV/0!	*10,000*	*#DIV/0!*
Policy Statement Amendment	129,819	55,000	45,447	63,000	**50,000**	(5,000)	-9%	*(13,000)*	-21%	*(79,819)*	*-61%*
Stewardship Education Program	14,910	13,000	824	6,000	**15,000**	2,000	15%	*9,000*	150%	*90*	*1%*
Secretariat Services	12,976	15,000	3,954	15,000	**12,000**	(3,000)	-20%	*(3,000)*	-20%	*(976)*	*-8%*
RPC Projects Placeholder (not finalised)					**30,000**	30,000	#DIV/0!	*30,000*	#DIV/0!	*30,000*	*#DIV/0!*
RPC: Freshwater					**10,000**						
Heritage Overlay Mapping (prior year unspent carry-over)	52,164	74,000	-	-	**-**	(74,000)	-100%	*-*	#DIV/0!	*(52,164)*	*-100%*
Indigenous Watersheds Initiative					**22,000**	22,000	#DIV/0!	*22,000*	#DIV/0!	*22,000*	*#DIV/0!*
Governance Review/Gov Committee Projects	75,000	15,000	-	-	**-**	(15,000)	-100%	*-*	#DIV/0!	*(75,000)*	*-100%*
Website Design/Functionality updates	21,198				**-**	-	#DIV/0!	*-*	#DIV/0!	*(21,198)*	*-100%*
Coastal Douglas Fir Mapping and Bylaws	-				**-**	-	#DIV/0!	*-*	#DIV/0!	*-*	*#DIV/0!*
Freshwater Sustainability Strategy	132,243				**-**	-	#DIV/0!	*-*	#DIV/0!	*(132,243)*	*-100%*
Broadcast Public Meetings	15,413				**-**	-	#DIV/0!	*-*	#DIV/0!	*(15,413)*	*-100%*
Housing Initiatives	-	5,000	-	5,000	**-**	(5,000)	-100%	*(5,000)*	-100%	*-*	*#DIV/0!*
Groundwater Recharge Mapping	11,878	86,800	45,929	81,000	**-**	(86,800)	-100%	*(81,000)*	-100%	*(11,878)*	*-100%*
Eelgrass Mapping	54,674				**-**	-	#DIV/0!	*-*	#DIV/0!	*(54,674)*	*-100%*
Operational Projects											
Expense Claim System Upgrades					**15,000**						
Accessibility Plan Development					**-**	-	#DIV/0!	*-*	#DIV/0!	*-*	*#DIV/0!*
LG Development Approvals Program: LPS		367,000	151,157	220,000	**147,795**	(219,205)	-60%	*(72,205)*	-33%	*147,795*	*#DIV/0!*
LG Development Approvals Program: BE					**-**	-	#DIV/0!	*-*	#DIV/0!	*-*	*#DIV/0!*
LG Development Approvals Program: ITC					**-**	-	#DIV/0!	*-*	#DIV/0!	*-*	*#DIV/0!*
Electronic Documents Management		6,500	-	7,000	**-**	(6,500)	-100%	*(7,000)*	-100%	*-*	*#DIV/0!*
Digitizing Paper Records					**-**	-	#DIV/0!	*-*	#DIV/0!	*-*	*#DIV/0!*
Building Footprint: Data Update					**-**	-	#DIV/0!	*-*	#DIV/0!	*-*	*#DIV/0!*
Projects Total	**773,028**	**921,300**	**420,545**	**673,000**	671,296	(275,004)	-30%	**(26,704)**	**-4%**	*(101,732)*	*-13%*
CAPITAL											
Computer H/W & S/W	3,736	67,000	81,417	84,000	**129,300**	62,300	93%	*45,300*	54%	*125,564*	*3361%*
Computer HW for new trustees		7,500			**-**	(7,500)	-100%	*-*	#DIV/0!	*-*	*#DIV/0!*
Software - separate from Hardware for 2021	4,918				**-**	-	#DIV/0!	*-*	#DIV/0!	*(4,918)*	*-100%*
Office - Equipment & Furniture	3,581	3,200	1,910	3,000	**5,000**	1,800	56%	*2,000*	67%	*1,419*	*40%*
Office - Renovations					**-**	-	#DIV/0!	*-*	#DIV/0!	*-*	*#DIV/0!*
Total Capital Spending	**12,235**	**77,700**	**83,328**	**87,000**	134,300	56,600	170%	**47,300**	**54%**	*122,065*	*998%*
Total Cash Operating, Projects, Capital Budget	**8,684,279**	**9,134,358**	**6,525,916**	**8,937,800**	**9,737,710**	**578,352**	6%	**958,910**	**11%**	*1,053,431*	*12%*
Net Surplus (Shortfall)	**(364,011.79)**	**(395,500)**	**1,986,041**	**(172,800)**	**(434,900)**						
Surplus (deficit)	(364,011)	(395,499)	1,986,041	(172,800)	**(434,900)**						
Funded by:											
Change in Amounts invested in Tangible Capital Assets	102,754	-	45,549	170,500	-						
Transfer from (to) General Revenue Surplus Fund	278,912	183,500	(2,140,673)	(185,700)	**251,000**						
Transfer from (to) LTC Project Specific Reserve Fund	(12,978)	143,600	76,015	122,000	**183,900**						
Transfer (to) from Special Tax Requisition Fund	(4,677)	68,400	33,068	66,000	-						
Net Balance	0	0	0	-	0						

Islands Trust
Budget 2023/24
SURPLUS ALLOCATIONS

Area	Project/Area	Prior Year Carryover $ - allocated from surplus	New $ allocated from surplus	Total Surplus Funding in 2022/23	Dept	*BIM Contrib Factor*	$ Credit to BIM
	Allocation of Funding Transferred from General Revenue Surplus Funds:						
	Extraordinary operating costs - non-planning staff salaries	-	76,500	**$ 76,500**	TC	*100%*	$ 76,500
Strat	Reconciliation Action Plan implementation	-	30,000	**30,000**	TC	*100%*	30,000
Strat	First Nations Engagement Plan - ITC	-	10,000	**10,000**	ITCB	*100%*	10,000
Strat	Policy Statement Amendment	-	50,000	**50,000**	TC	*100%*	50,000
Strat	Stewardship Education Program	-	15,000	**15,000**	TC	*100%*	15,000
Strat	Secretariat Services	-	12,000	**12,000**	TC	*100%*	12,000
Strat	RPC Projects Placeholder (not finalised)	-	30,000	**30,000**	LPS	*0%*	-
Strat	RPC: Freshwater	-	10,000	**10,000**	LPS	*0%*	-
	Indigenous Watersheds Initiative	-	-	**-**	LPS	*0%*	-
	Governance Committee Projects	-	-	**-**	TC	*100%*	-
Admin	Expense Claim System Upgrades	-	15,000	**15,000**	Admin	*29%*	4,370
Admin	Accessibility Plan Development	-	2,500	**2,500**	TC	*100%*	2,500
PS	LG Development Approvals Program: LPS	-	-	**-**	PS	*0%*	-
PS	LG Development Approvals Program: BE	-	taxes	**-**	PS	*0%*	-
ITC	LG Development Approvals Program: ITC	-	-	**-**	ITC	*100%*	-
Admin	Electronic Documents Management	-	-	**-**	Admin	*29%*	-
Admin	Digitizing Paper Records	-	taxes	**-**	Admin	*0%*	-
	Total transfer from General Revenue Surplus Fund (GRSF)	-	251,000	**251,000**			200,370
	Allocation of Funding Transferred from LTC Project Specific Reserve Fund:						
	Pool for Allocation to LTCs in Year	-	36,500	$ 36,500	LPS	*0%*	$ -
	Allocation of remaining funds to any named project	-	147,400	$ 147,400	LPS	*0%*	$ -
		-	183,900	**183,900**			$ -
	TOTAL TRANSFER FROM ALL SURPLUS AND RESERVE FUNDS			**$ 434,900**			

Islands Trust 2023/24 Business Case Summaries

The following are summaries of each business case included in the agenda package, provided in an effort to facilitate ease of agenda package review.

Trust Council Initiatives

Secretariat Services Program

Amount: *$12,000* (BIM contributes)
Sponsor: Trust Programs Committee

This project funding will support the continuation of Trust Council's Secretariat Services Program which is guided by the Secretariat Services Policy. Through this program Islands Trust offers administrative support to coordination groups that Islands Trust bodies belong to. The program promotes regular information sharing and collaboration between different levels of government, First Nations and community leaders. Previously, the program has supported the Baynes Sound / Lambert Channel Regional Forum, Howe Sound (Atl'ka7tsem) Community Forum, the Southern Gulf Island Forum, the Coastal Douglas-fir Conservation Partnership, and the Rural Island Economic Partnership.

Policy Statement Amendment Project

Amount: *$50,000* (BIM contributes)
Sponsor: Executive Committee

The Policy Statement Amendment Project is a multi-year project to develop a new Islands Trust Policy Statement, with updates primarily for reconciliation, climate change, and affordable housing. To date there have been three phases of public engagement, two phases of early and meaningful engagement with First Nations, substantial review and analysis by Trust Programs Committee and Executive Committee, and periodic Trust Council discussion. The project will reach completion after the draft new Policy Statement bylaw has achieved first, second, third, and fourth reading by Trust Council and final adoption by the Minister of Municipal Affairs. The next phase of the project in 2023/24 will see consideration of a revised draft, and further engagement and referrals. The funding will be used to implement a communications strategy, support public engagement by local trust committees/Bowen Island Municipality as desired, and legal review of Draft 2 of the revised Policy Statement.

Regional Planning Committee Strategic Plan Projects
Amount: *$40,000* (BIM contributes)
Sponsor: Regional Planning Committee

This funding would be allocated by the Regional Planning Committee to Strategic Plan projects assigned by Trust Council. In 2022/23 the Regional Planning Committee was working on groundwater mapping as part of the implementation of Trust Council's ten-year Freshwater Sustainability Strategy.

Stewardship Education Program
Amount: *$15,000* (BIM contributes)
Sponsor: Trust Programs Committee

This project funding will support continued delivery of Stewardship Education Program activities (e.g. educational webinars, Living in the Trust Area mailing). This funding would be allocated by the Trust Programs Committee to any stewardship education assignments from Trust Council. In 2021/22 and 2022/23 Trust Programs Committee used stewardship education funding for a "Living in the Trust Area" package that is mailed to new homeowners/renters with information on land protection and stewardship, tips for building and renovating, along with a list of frequently-requested contacts for government and other services.

Islands Trust Conservancy Board Initiatives

Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project
Amount: *$10,000* (BIM contributes)
Sponsor: Islands Trust Conservancy Board

This project funding will support the Islands Trust Conservancy Board in providing capacity funding to First Nations to support their engagement in the early development of the 2026-2030 Islands Trust Conservancy Plan. The Islands Trust Conservancy Plan is a requirement of the Islands Trust Act and must be developed at least every five years for approval by the Minister of Municipal Affairs. It must include policies on land acquisition and disposal, and management of financial assets. First Nations need the opportunity to provide input on how the plan impacts Section 35 rights. Providing capacity funding to assist First Nations with early and meaningful engagement in development of the Islands Trust Conservancy Plan will put the Islands Trust Conservancy Reconciliation Declaration into practice.

Local Trust Committee Initiatives

Denman Island Housing Review Project
Amount: *$18,000*
Sponsor: Denman Island Local Trust Committee

This project funding will support legal review and continued capacity funding to assist First Nations with early and meaningful engagement in development of draft Official Community Plan and Land Use Bylaws and the development of communication and educational information about the bylaws for use at Community Information Meeting(s) and a Public Hearing. These are the final activities of a two-year project to amend the Denman Island Official Community Plan and Land Use Bylaw to increase housing options for affordable and attainable housing. The recommendations for policy and regulatory amendments will aim to minimize impacts of housing generally to better protect the environment while supporting equity, diversity and inclusion.

Gabriola Island Official Community Plan and Land Use Bylaw Comprehensive Review
Amount: *$18,000*
Sponsor: Gabriola Island Local Trust Committee

This project funding will support a consultant-led engagement with First Nations and the public about a comprehensive review of the Gabriola Official Community Plan and Land Use Bylaw. The funding will be used to hire an engagement consultant, capacity funding to assist First Nations with early and meaningful engagement, develop public engagement and communications materials, and host public engagement events. This is the first year of a two-year project with additional costs of $13,000 expected in year two.

Gambier Island Official Community Plan and Land Use Bylaw Targeted Review
Amount: *$16,000*
Sponsor: Gambier Island Local Trust Committee

This project funding will support a targeted review of the Gambier Island Official Community Plan and Land Use Bylaw. The targeted review is focusing on the interconnected issues of heritage preservation and protection (mainly Indigenous natural and cultural heritage) and protection of shoreline and forest ecosystems. The funding will be used to hire an engagement consultant, develop public engagement and communications materials, host public engagement events, and legal advice. This is the second year of a two-year project.

Hornby Island Official Community Plan Amendment
Amount: *$15,000*
Sponsor: Hornby Island Local Trust Committee

This project funding will support a targeted review of the Hornby Island Official Community Plan and Land Use Bylaw. The targeted review is focusing on housing, short term vacation rentals, First Nations acknowledgments, and riparian areas. The funding will be used to hire an engagement consultant, develop public engagement and communications materials, and host public engagement events. This is the second year of a two-year project.

Salt Spring Island Official Community Plan and Land Use Bylaw Major Review
Amount: *$96,000*
Sponsor: Salt Spring Island Local Trust Committee

This project funding will support a major review of the Salt Spring Island Official Community Plan and Land Use Bylaw. The review is focused on updating policies on reconciliation, affordable housing, climate change, protection and management of the natural environment and hazard lands, as well as infrastructure servicing. The project will incorporate technical and neighbourhood studies, and provide opportunities for public, stakeholder, and inter-governmental engagement planning and execution, including capacity funding for First Nations.

Salt Spring Island Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan
Amount: *$86,500*
Sponsor: Salt Spring Island Local Trust Committee

This project funding will support the final stage of the Ganges (Shiya'hwt/SYOW̱ T) Village planning process and drafting of the Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan. The funding will be used to hire a consultant for public engagement and bylaw drafting, provide capacity funding to First Nations to support their participation, develop public engagement and communications materials, and host public engagement events. This is the second year of a two-year project.

Salt Spring Island Watershed Protection Alliance

Amount: *$43,500 (funded via special tax requisition)*
Sponsor: Salt Spring Island Local Trust Committee

The Salt Spring Island Local Trust Committee has been coordinating the Salt Spring Island Watershed Protection Alliance since 2013 using delegated authority from the Islands Trust Council (via Bylaw No. 154). The Salt Spring Island Watershed Protection Alliance provides a cooperative framework for member agencies to pool resources, gather and share information, strategize on integrated policy development, and to coordinate individual agency actions for improved raw water quality, management of quantity, and the health and protection of watersheds, surface and groundwater resources in the Salt Spring Island Local Trust Area. The funding will be used to hire a consultant coordinator, develop and distribute education and communication materials and support meeting costs.

Operational Initiatives

None.

Staffing Requests

Manager, Finance and Accounting

Amount: $102,000 (BIM contributes)
Sponsor: Staff, via Financial Planning Committee

The Manager, Finance and Accounting will oversee the day-to-day financial operations in a financial controller capacity. Tasks associated with this function are currently homeless in the organisation, reflected in no staff's job description. However, as these tasks are essential for the proper functioning of a finance team and any properly run business, the Director of Administrative Services has been addressing these tasks as well as her own, resulting in unreasonable, unachievable workloads and staff burnout. Hiring this new position will bring greater rigour to the financial functions of the organisation, will allow the Director to, more appropriately, spend time on higher-level strategic work, and will prevent future cost to the organisation.

Local Trust Committee Meeting Administrator
Amount: $67,000 first year, $78,000 subsequent years
Sponsor: Executive Committee

This new full-time administrative position is being proposed in response to growing public expectation of livestreaming/recording of in-person local trust committee meetings. This has not previously been a responsibility of staff. This position will take responsibility for coordination of livestreaming/recording of in-person local trust committee meetings including the on-site hardware set up tasks undertaken in 2022 by LTC Chairs. As a pilot in 2022, LTC Chairs supported livestreaming and recording but found the work to transport, set up and use virtual meeting hardware and software difficult to balance with the focus required to effectively chair meetings. In addition to salary/benefit costs, the funding request also includes travel costs, computer equipment, and training funds.

Administrative Coordinator

Amount: $87,000 first year, $90,000 subsequent years (BIM contributes)

Sponsor: Executive Committee

This new full-time administrative position is bring proposed in response to expanding workloads and new work that cannot be accommodated by existing staff who are already working at full-capacity. The position will have responsibility for development and redevelopment of procedures throughout the organization, maintenance of contact and referral information, administrative assistance for reconciliation activities, including protocol agreement development meetings and records management, administrative assistance to the new Governance Committee and a future Accessibility Committee. In addition to salary/benefit costs, the funding request also includes computer equipment, and training funds.

Planning Services Administrative Adjustments

Amount: $33,000

Sponsor: Executive Committee

The scope, amount and complexity of administrative duties associated with land use planning has increased in recent years. To respond to this shift and ensure the Islands Trust has, and retains, people with the skills appropriate for the work demands, the project will see an upwards shift in classification for three Planning Team Assistants (one in each office) from grid level 9 to grid level 11 and for three Legislative Clerks (one in office) from grid level 15 to grid level 18.

Freshwater Technical Coordinator Co-op Student

Amount: $22,000 (BIM contributes)

Sponsor: Executive Committee

The Freshwater Technical Coordinator will share freshwater information with the public and will help develop communication materials. The post-secondary student will also undertake data management and other technical tasks related to freshwater protection work of local trust committees. The Freshwater Technical Coordinator will have experience in GIS and will support the development of freshwater mapping layers that will be available to the public, trustees and staff.

Islands Trust
Proposed Strategic Plan Projects
Fiscal Year 2023/24

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*	
STRATEGIC PLAN:				
#4.6	Reconciliation Action Plan implementation	30,000	*surplus*	Strategic Plan Projects (EC-TPC)
#4.6	First Nations Engagement Plan - ITC	10,000	*surplus*	Strategic Plan Projects (ITC)
#3.1, 4.4, 5.6	Policy Statement Amendment	50,000	*surplus*	Strategic Plan Projects (EC-TPC)
#4.3	Stewardship Education Program	15,000	*surplus*	Strategic Plan Projects (TPC)
#5.2	Secretariat Services	12,000	*surplus*	Strategic Plan Projects (TPC)
	RPC Projects Placeholder (*not finalised*)	30,000	*surplus*	Strategic Plan Projects (RPC)
	RPC: Freshwater	10,000	*surplus*	Strategic Plan Projects (RPC)
#4.6	Indigenous Watersheds Initiative	22,000	*grant*	
	Governance Committee Projects	-	*surplus*	
Total Proposed Strategic Plan Projects		**179,000**		

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 (name, title):

Islands Trust Conservancy Board

Business Area:

Islands Trust Conservancy

Name of Request:

Islands Trust Conservancy (ITC) Plan:
First Nations Engagement Project - $10,000

<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:** <u>**_Capacity Funding: First Nations review and engagement, ITC Plan__**</u>

Date of Funding Request Submission:	**Funding Required for (date range):**
October 4, 2022	**April 1, 2023 – March 31, 2024**

ISSUE/OPPORTUNITY:

Islands Trust Conservancy (ITC) will begin development of the 2026-2030 ITC Plan in 2024 and the ITC Board is seeking capacity funding to support First Nations engagement in the early development of the ITC Plan. The ITC Plan is a requirement of the *Islands Trust Act* and must be developed at least every five years for approval by the Minister of Municipal Affairs. It must include policies on land acquisition and disposal, and management of financial assets. First Nations need the opportunity to provide input on how the plan impacts Section 35 rights.

Many First Nations in the Islands Trust Area have expressed frustration with being brought into Islands Trust engagement processes late in the development of an initiative. First Nations have also communicated the challenges inherent in the fast turnarounds required in engagement processes. Providing capacity funding to assist First Nations with early and meaningful engagement in development of the ITC Plan will put the ITC Reconciliation Declaration into practice.

ITC Reconciliation Declaration

The Islands Trust Conservancy acknowledges that the islands and waters that encompass the Salish Sea have been home to Indigenous Peoples since time immemorial. We recognize that we are all intertwined in the ecosystems that are the lands, waters, culture, and ecology that embody this place.

The Islands Trust Conservancy will strive to create opportunities for knowledge-sharing, understanding and collaboration as people come together to preserve and protect the special nature of the islands within the Salish Sea.

The Islands Trust Conservancy is committed to the protection and preservation of this place through processes that respect and honour reconciliation and mutually respectful relationships with Coast Salish Indigenous Peoples. We express our recognition for the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples and are humbled and grateful.

June 16, 2019, on Ləkʼʷəŋən, METULIYE/Victoria, B.C.

Early and meaningful engagement of First Nations in development of the ITC Plan will address the following goals and objectives in the Regional Conservation Plan:

Goal 2: Strengthen relationships with First Nations to identify and collaborate on shared conservation goals.

Objectives:
2.1 Amend or redraft policies, procedures, plans, document templates and reports to include acknowledgement and consideration of First Nations
2.4 In consultation with the Islands Trust, source funds and determine mechanisms to support First Nations collaboration (financial and capacity)

PROJECTED RESULTS/DELIVERABLES:

ITC Board anticipates that providing a long project timeline and capacity funding will encourage more First Nations to participate in development of the ITC Plan in a meaningful way. Added results may include:
1) An ITC Plan that incorporates First Nations input and meaningfully advances the ITC Reconciliation Declaration;
2) More robust relationships with First Nations, including establishment and growth of staff to staff and Board to Council relationships; and,
3) Improved understanding of First Nations wishes with respect to ITC policies and practices pertaining to land acquisition, disposal and management.

RISK ASSESSMENT:

Risk Factor	Mitigation
Low First Nations participation in ITC Plan engagement	ITC will extend the engagement period into 2024/25 and will request that any unspent funds carry forward into the next budget year, via resolution of the ITC Board, to continue First Nations engagement. In the event that there is low uptake from First Nations, ITC will include a description of engagement efforts in the briefing to the Minister and will do an evaluation of its work to engage First Nations to inform future efforts.
High First Nations participation in ITC Plan engagement	ITC will extend the engagement period into 2024/25 and will request additional capacity funding into 2024/25 as needed.
Staff vacancy: Islands Trust, Senior Intergovernmental Policy Advisor	Islands Trust currently has a vacancy for the position of Senior Intergovernmental Policy Advisor (SIPA). The SIPA acts as an important liaison for working with First Nations. Given that this position is currently unavailable for support, ITC Board anticipates needing to allocate additional ITC Manager time to support First Nations engagement.

Limited/no support from Provincial ministries (Municipal Affairs and Indigenous Relations and Reconciliation)	ITC may delay initiation of engagement if the relevant Provincial ministries are not available to provide guidance. Given that the ITC Plan requires approval from the Minister of Municipal Affairs (MAH), ITC anticipates that MAH will agree to work with the ITC on First Nations engagement. ITC will engage MAH early in the process to determine a reasonable timeline for MAH staff.

ALTERNATIVES CONSIDERED:

Option 1 Fully Funded First Nations Engagement ($10,000)
Option 1 provides the desired funding level and is recommended. This option shows significant commitment towards engagement of First Nations and supports the ITC Regional Conservation Plan goals and objectives as well as the ITC Reconciliation Declaration.

Option 2: Reduced Funding for First Nations Engagement with top up as needed from regular ITC budget areas ($5,000)
ITC could proceed with early engagement of First Nations in the development of the ITC Plan with limited capacity funding. If there is significant uptake from First Nations, ITC could consider diverting funding from other program areas to support the initiative or could request additional funding from other units via a request to the Executive Committee. This option may result in decreased funding in other program areas or, if additional funding is unavailable, it may result in extended project timelines or reduced participation in the engagement process from First Nations.

Option 3: Status Quo
ITC proceeds with development of the 2026-2030 ITC Plan with early engagement of First Nations without capacity funding. This option is not preferred as it is anticipated that First Nations will have limited ability to participate and this may damage relationships and delay/jeopardize approval of a new Plan.

CRITICAL SUCCESS FACTORS:

The following factors are important to success. The most critical of these is factor 4, availability of ITC Manager time. In the event that the ITC Manager time is unexpectedly diverted to other needs, the project will need to be delayed. Other factors can be mitigated as described above in the risk assessment.

1) Support from Islands Trust Senior Intergovernmental Policy Advisor;
2) Engagement of Ministry of Municipal Affairs in development of First Nations communications;
3) Guidance from Ministry of Indigenous Relations and Reconciliation with respect to appropriate contacts with First Nations and engagement language; and,
4) Availability of ITC Manager time to manage the project.

RECOMMENDED OPTION:

Option 1 is recommended because it:

1) Shows meaningful commitment to the ITC Reconciliation Declaration; and,
2) Meets the second goal of the ITC Regional Conservation Plan, including satisfying objectives to amend policies, procedures and plans to include consideration of First Nations and to collaborate with Islands Trust to source funds and finance added capacity for First Nations collaboration

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
The recommended option will require a $10,000 budget commitment for 2023/24.

Qualitative Analysis:
The recommended option will yield qualitative benefits in the development of relationships with First Nations in the Islands Trust area. ITC hopes that this will lead to progress in Reconciliation, including improved policies on land acquisition/disposal and land management.

PURCHASING PROCEDURE:

ITC will offer a set amount for each First Nation for capacity funding (e.g. $1,500). This amount will be directly awarded to First Nations who are able to participate in engagement.

PROPOSED IMPLEMENTATION STRATEGY:

ITC will:

1) Develop an outreach strategy with support from Ministry of Municipal Affairs and Ministry of Indigenous Relations and Reconciliation;
2) Send out invitations to First Nations to participate in engagement;
3) Coordinate meetings with First Nations staff and/or councils to share information about ITC and to learn about First Nations interests;
4) Synthesize First Nations input in a report for the ITC Board to assist in the development of the ITC Plan.

STAFF RESOURCING:

This initiative will be accomplished with existing staff resources. If the engagement is successful, it is anticipated that it will require approximately seventy hours of the ITC Manager time over the course of the 2023/24 fiscal year for project management and twenty hours each for the Trust Area Services Director, ITC Ecosystem Protection Specialist, Property Management Specialist, Covenant Management and Outreach Specialist and Species at Risk Program Coordinator. ITC Administrative Assistant support will also be required to manage correspondence and filing; this is anticipated at under ten hours over the course of the project. ITC would also benefit from support from the Islands Trust Senior Intergovernmental Policy Advisor (SIPA) should that position be filled and on-boarded prior to initiation of this project. ITC Manager will work with the Directory of TAS to determine appropriate time allocation of the SIPA. Improving First Nations engagement and working with First Nations in areas of mutual interest is currently an anticipated part of ITC work programs and is a goal of the Regional Conservation Plan.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

This engagement will be the first time ITC has communicated with First Nations so early in the development of the ITC Plan. ITC intends to collaborate with Islands Trust staff, Ministry of Municipal Affairs and Ministry of Indigenous Relations and Reconciliation to seek their expertise.

Kate Emmings, Manager, Islands Trust Conservancy
Initiator Name, Title

September 27, 2022
Date

Clare Frater, Director, Trust Area Services
Reviewed by Department Lead: Name, Title

September 28, 2022
Date

REVIEWED BY ISLANDS TRUST CONSERVANCY (ITC) BOARD:	
Date received: October 4, 2022	**Accepted by ITC Board:** ■ **YES** ☐ **NO**

Next steps:

- If accepted by ITC Board:
  - 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.

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by (name, title): Executive Committee **Business Area:** Trust Council Initiatives - Trust Area Services **Name of Request:** **Policy Statement Amendment Project (PSAP)** $50,000 (NOTE: In Nov 2022, EC recommended reducing the draft budget from $140,000 to $105,500. In December 2022, FPC recommended the project budget be capped at $50,000 and that options be provided to Trust Council to adjust the scope of work pending approval of the budget in due course).	**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** ■ **Other – please describe: ______________________** **Revised Budget Breakdown:** -$25,000: Implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.) -$20,000: Public Engagement Phase 4 (in-person engagement events/special meetings for some LTCs/IMs as desired, staff travel, etc.) -$5,000: Legal Services
Date of Funding Request Submission: February 13, 2023	**Funding Required for (date range):** April 1, 2023 – March 31, 2024

ISSUE/OPPORTUNITY:

Trust Council's Policy Statement Amendment Policy (1.2.1) states that each term, Trust Council will identify Policy Statement review and/or amendment tasks. Early on in the 2018-2022 term, Trust Council requested Executive Committee, with involvement from Trust Programs Committee as appropriate, to review and develop recommendations for amendments to the Islands Trust Policy Statement, primarily through the priority lenses of reconciliation, climate change, and affordable housing. This multi-year project commenced in 2019 and has involved, to date, three phases of public engagement, two phases of early and meaningful engagement with First Nation governments, substantial review and analysis by Trust Programs Committee and Executive Committee, and periodic Trust Council discussion. The project will reach completion after the draft new Policy Statement bylaw has achieved first, second, third, and fourth reading by Trust Council and final adoption by the Minister of Municipal Affairs.

In September 2022, Trust Council passed the following resolution**:**

> ***That Trust Council request staff to prepare a Policy Statement Amendment Project Communications Strategy for the consideration of the incoming Executive Committee and Trust Council in early 2023.***

Staff have contracted a communications consultant in FY 2022-23 to develop the communications strategy which will be delivered to Executive Committee at its February 22, 2023 meeting.

The funding requested via this business case will support implementation of a project charter approved by Trust Council. The requested funds would be spent as follows:

- $25,000: Implementation of Communications Strategy (design, development and distribution of engagement materials and supports, promotional ads, mail-outs, etc.). It is recommended that these materials are prepared prior to any engagement on the new draft.
- $20,000: Public Engagement Phase 4 (in-person engagement events/special meetings hosted by some LTCs/IMs as desired, staff travel, etc.)
- $5,000: Legal Services

PROJECTED RESULTS/DELIVERABLES:

The project will result in Draft 2 of the revised Policy Statement, legal review of the draft, development of communications materials, and referrals to local trust committees and Bowen Island Municipality who may undertake local public engagement, with some Trust Area Services staff support, at regular or special meetings to inform their referral responses, as well as referrals to the Islands Trust Conservancy Board, First Nation governments and regional districts in FY 2023-24.

RISK ASSESSMENT:

The lack of a proactive communications strategy at the outset of the project, lack of political consensus, ongoing vacancies in the TAS Communications Specialist position, and widespread misinformation about the project have slowed progress on the Policy Statement Amendment Project in recent years. To mitigate these risks going forward, Trust Council requested staff in September 2022 to develop a communications strategy to be implemented in FY 2023-24. Learning lessons from the project's evolution to date, the communications strategy stresses that the development of proactive, engaging, and substantive communications materials are necessary prior to the next draft of the Policy Statement being publicly available.

ALTERNATIVES CONSIDERED:

Option 1: $50,000 – As described above
Option 2: $30,000 – As described above, without $20,000 budget for local engagement events
(no special LTC/IM meetings or engagement activities; no in-person staff participation; public engagement opportunities would be restricted to regular LTC/IM meetings and virtual staff participation)
Option 3: $15,000 – Preparation of very basic engagement materials and legal review
(no implementation of communications strategy; no special LTC/IM meetings; no in-person staff participation)

CRITICAL SUCCESS FACTORS:

- Full staffing levels within Trust Area Services
- Adequate internal and external communications to build a shared understanding by members of Trust Council, First Nations, referral agencies, and the public, on the revised draft Policy Statement and the project purpose, scope, and timeline.

RECOMMENDED OPTION:

Option 1 is recommended at this time.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Comparative regional growth strategy/official community plan update processes in BC local governments have notably higher budgetary estimates and cover smaller geographic areas.

Qualitative Analysis:

Amending the Islands Trust Policy Statement will enable Trust Council to more effectively carry out its mandate to preserve and protect the unique amenities and environment of the Trust Area. It will also help to fulfill Trust Council's commitments to address reconciliation, climate change, and housing.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Procurement Policy 6.5.3.

PROPOSED IMPLEMENTATION STRATEGY:

As outlined above and as per the new Policy Statement Amendment Project Charter and Communications Strategy to be endorsed by the new 2022-26 Trust Council.

STAFF RESOURCING

In FY 2023-24, the project will occupy the majority of the Senior Policy Advisor's time and may require support from staff across the organization. Without additional staff resources, Trust Area Service's (TAS) regular workload would need to be reduced. During critical periods, a certain amount of overtime is expected to fulfil project needs.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: (*Are there any concerns and how will these be addressed? Have other stakeholders been identified*?)

Change management, communications, and collaboration will be addressed via the development of a communications strategy for the project, along with an updated project charter, as directed by Trust Council and its committees in early 2023.

Clare Frater, Director, Trust Area Services	**February 7, 2023**
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by (name, title): Trust Programs Committee **Business Area:** Trust Council Services: Trust Area Services **Name of Request:** Stewardship Education Program: $15,000	**<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:** ______________________
Date of Funding Request Submission: February 6, 2023	**Funding Required for (date range):** FY2023/2024

ISSUE/OPPORTUNITY:
Trust Area communities play a critical role in supporting the Islands Trust Object. There is a need to broaden public and industry awareness about the uniqueness of the Islands Trust mandate and local bylaws, and to empower the public with education and tools to help preserve and protect local ecosystems and cultural heritage in the Islands Trust Area.

This budget request is to request funds to support stewardship education activities (e.g. educational webinars, workshops), including the Living in the Trust Area mailing to new residents, into the new term.

In FY 2020/21, with a budget of $15,000, Trust Programs Committee (TPC) successfully delivered Phase 1 of the program - a series of three climate action stewardship education webinars on the topics of rainwater harvesting, ecosystem-based adaptation, and eelgrass/blue carbon.

In FY 2021/22, with the Stewardship Education program budget of $24,000 (actuals spent was $15,000) the Committee supported development of a "Living in the Trust Area" package which was mailed to 1000 new property owners across the Trust Area in March 2022. The package included newly designed Islands Trust brochures, stewardship tips booklets, groundwater conservation brochures, as well as localized government service contact lists. The full budget was underspent as the committee was not able to offer webinars or other education programs due to staff resources being allocated to the Islands 2050 Policy Statement Phase 3 engagement.

In FY 2022/23 Trust Council budgeted $13,000 and TPC adopted a project charter allocating all the funds to three mailings of the Living in the Trust Area package and distribution of the materials to renters via community groups.

PROJECTED RESULTS/DELIVERABLES:
The provision of educational programming and materials on stewardship topics to be determined by Trust Program Committee in FY 2023/24.

RISK ASSESSMENT:

The main risk to stewardship education programming is staffing vacancies or reallocation of staff to other priorities. The Living in the Trust Area mailing project has been designed to require limited staff time with BC Mail undertaking most of the work. Staff will clearly advise Trust Programs Committee of staff capacity and will recommend use of contractors as appropriate.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount.

Option 2: Budget a higher funding amount.

Option 3: Do not budget for stewardship education.

Option 4: Budget general funds for Trust Programs Committee programming without calling it stewardship education.

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 Program.

COST/BENEFIT ANALYSIS: Quantitative Analysis: • $15,000 for the Stewardship Education Program for FY 2023/24 Qualitative Analysis: 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 action, 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: Staff would develop a project charter(s) for the Trust Programs Committee to guide stewardship education work. There are staff procedures available to guide a mailout of the Living in the Trust Area package
STAFF RESOURCING: Trust Area Services staff will support delivery of the project. The Living in the Trust Area project is expected to require approximately 50 hours of the Program Coordinator position. Additional staff hours will depend on the activities selected by Trust Programs Committee.
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, Trust Area Services for Trust Programs Committee	February 7, 2023
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by (name, title):
Trust Programs Committee
 	
Business Area:
Trust Council Initiatives - Trust Area Services
 	
Name of Request:
Secretariat Services: $12,000
	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:** ______________________

Date of Funding Request Submission: February 6, 2023	**Funding Required for (date range):** FY2023/2024

ISSUE/OPPORTUNITY:
The *Islands Trust Act* states 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. In September 2020, Trust Council adopted a Secretariat Services Policy. Trust Programs Committee has provided secretariat service support to coordination groups in the Trust Area such as the Baynes Sound / Lambert Channel Regional Forum, Howe Sound Community Forum, and Southern Gulf Island Regional Forum. This support includes both Islands Trust in-kind staff time, and the hiring of administrative consultants and workshop facilitators.

There are a number of coordinating bodies operating in the Trust Area, largely supported by volunteer or in-kind staff effort. These bodies bring together different levels of government, First Nations and community members on a regular basis to discuss matters of mutual interest/concern.

Over the years, coordinating bodies and trustees raised concern regarding the lack of funding for the administrative needs (e.g. meeting logistics, agenda preparation, minutes, facilitation, website hosting/posting, shared document drive) for some of the coordinating bodies and/or concern about the sustainability of relying on volunteer and side-of-the-desk coordinators.

In FY 2022/23, Trust Programs Committee allocated $15,000 budgeted by Trust Council to support four coordination groups and staff support to one coordination group.

In FY 2021/22, Trust Programs Committee allocated $12,000 budgeted by Trust Council and 70 staff hours to support five coordination groups.

In FY 2020/21, Trust Programs Committee allocated $11,000 budgeted by Trust Council to support four coordination groups.

PROJECTED RESULTS/DELIVERABLES:

Continued support to coordination groups in the Trust Area that further the Islands Trust Object.

RISK ASSESSMENT:

The main risk to secretariat services programming is staffing vacancies or reallocation of staff to other priorities. Staff will clearly advise Trust Programs Committee of staff capacity and will recommend use of contractors as appropriate.

ALTERNATIVES CONSIDERED:

Option 1: Budget a reduced funding amount and provide reduced secretariat service levels to coordination groups.

Option 2: Budget a higher funding amount and increased capacity to provide secretariat service levels to coordination groups.

Option 3: Do not budget for secretariat services and provide no secretariat services levels to coordination groups.

CRITICAL SUCCESS FACTORS:

Some limited staff time must be available to manage contractors and work with partners. Staff estimate that up to 100 hours (approx. three weeks) may be required to manage four contracts and work with the coordination groups, as well as provide direct administrative support should TPC decide to allocate staff time.

There must also be available contractors willing to take on the coordination/secretariat work.

Trust Programs Committee must decide on the amount of funding to be allocated to the various groups.

RECOMMENDED OPTION:

That $12,000 be budgeted for the Secretariat Services.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
$12,000 to fund requests from groups for FY 2023/24

Qualitative Analysis:
Supporting coordination groups/partnerships allows for Islands Trust to support enhanced coordination and cooperation in the Islands Trust Area and to learn from these groups, which advocate on similar issues of interest to Islands Trust residents and trustees. Supporting these local groups strengthens Islands Trust's position within the community as a leader and ally, and creates an opportunity to build long-term collaborative relationships. Some of these groups also offer an opportunity for more targeted and effective collaboration with First Nations and regional districts in the Trust Area.

PURCHASING PROCEDURE:

All expenditures will be in accordance with Policy 6.5.3 on Procurement.

PROPOSED IMPLEMENTATION STRATEGY:

Following the Secretariat Services policy, Trust Programs Committee will assess opportunities to provide Secretariat Services at its first meeting of the fiscal year. If Trust Programs Committee indicates an interest in providing administrative support to certain coordination groups, staff will work with the coordination groups to determine the exact nature of the support, the timeframes, and expected workload.

STAFF RESOURCING:

Staff estimate that up to 100 hours (approximately three weeks) of the Program Coordinator's time may be required to manage contracts and work with the coordination groups, as well as provide administrative support should TPC decide to allocate staff time.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Funding for secretariat services supports enhanced collaboration in the Islands Trust Area. Staff may promote the Islands Trust's contributions, as appropriate.

Clare Frater, Trust Area Services for Trust Programs Committee	February 7, 2023
Initiator Name, Title	Date

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 14, 2023
From:	Regional Planning Committee	**Date Prepared:**	February 3, 2023
SUBJECT:	2023/24 Funding Request for Regional Planning Committee - Amended		

PURPOSE:

To advise Financial Planning committee of a revised placeholder budget request for 2023/24 Fiscal Year from the Regional Planning Committee.

BACKGROUND:

On August 24, 2022 the Regional Planning Committee passed the following motion:

> That the Regional Planning Committee requests that Trust Council include $100,000 for Regional Planning Committee Strategic Plan projects in the 2023-24 fiscal budget.

On February 1, 2023 the Regional Planning Committee revised their request and passed the following (draft) motion:

> That Regional Planning Committee reduce placeholder budget to $30,000 for the 2023/2024 budget year.

The above motion to support a placeholder of $30,000 for work in the 2023/24 year is separate from a motion carried at the same meeting to support a business case implementing the Freshwater Sustainability Strategy. Specifically, the Regional Planning Committee passed the following (draft) motion:

> That Regional Planning Committee forward to the Financial Planning Committee, for inclusion in the Fiscal Year 2023/24 Budget, the business case for $10,000 related to the implementation of the Islands Trust Freshwater Sustainability Strategy.

ATTACHMENT(S):

1. **None.**

FOLLOW-UP:

Advise Regional Planning Committee of Financial Planning Committee recommendations.

Prepared By: Stefan Cermak, Director, Planning Services / February 3, 2023

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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: Regional Planning Committee c/o Stefan Cermak, Director, Planning Services **Business Area:** Freshwater Sustainability Strategy **Name of Request:** Freshwater Sustainability Implementation **$10,000** – Increase web presence for the Freshwater Sustainability Strategy and related programs and projects	**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:** ______________________
Date of Funding Request Submission: **February 1, 2023**	**Funding Required for (date range):** **FY 2023/24**

ISSUE/OPPORTUNITY:

The 2018-2022 Islands Trust Strategic Plan called for the development of a regional freshwater management strategy, the development of water budgets for groundwater aquifers in the Trust Area, and the development of a model land use regulation addressing freshwater sustainability that includes groundwater, rainwater catchment and greywater recycling. This direction contributed to the initiation of the Groundwater Sustainability Science Program and the development of the Freshwater Sustainability Strategy (FWSS).

Freshwater Sustainability Strategy (FWSS) was developed in 2021. It involved representatives of different levels of government, water purveyors, consultants, community organizations, Islands Trust Staff and Trustees, and Indigenous Knowledge Holders as part of the advisory committee contributing to the development of goals, objectives and actions. In December 2021, the FWSS was received by Trust Council. At the same time Trust Council deferred business cases that focused on the development of a communications and outreach plan and related resources.

The FWSS can be found here:
https://islandstrust.bc.ca/document/freshwater-sustainability-strategy/

Communications and outreach is a priority. This was recognized by the former regional planning committee. While many steps have been taken to improve data to inform decision making related to supporting the sustainability of groundwater resources, easy access to the information in an accessible form for planners, trustees and the public is critical for gaining support and implementing freshwater sustainability projects, successful collaboration with other jurisdictions and encouraging individual action. Effective and accessible communication tools will also provide an opportunity for transparent monitoring and evaluation of the FWSS actions.

Financial and staff resource commitments are critical to the development of, and improved access to, the information related to freshwater sustainably strategy implementation. These include dedicated time of the Senior Freshwater Specialist (SFWS) (0.25 FTE), Regional Planning Team (RPT) (0.10FTE) and a senior level co-op student (1 FTE for 4 months, $18,000 (separate business case)).

PROJECTED RESULTS/DELIVERABLES:

- Develop web-based community engagement interface on Islands Trust website
- Pre-design island freshwater profiles information and data
- Develop Freshwater Atlas and associated mapping apps
-

RISK ASSESSMENT:
This project can only move forward with funding and dedicated staff time. In the absence of funding, materials available to share will remain technical in nature and accessed from a variety of locations on the Islands Trust website (e.g. mapping page, separated LTC projects pages, the Freshwater projects page). Numerous trustees, staff and public have expressed concern about challenges finding information related to programs under the FWSS.

RECOMMENDED OPTION AND ALTERNATIVES:

See chart on following page. It includes the following acronyms:

SWFS = Senior Freshwater Specialist
RPT = Regional Planning Team
IS = Information Services
Co-op = Co-op Student (Masters level)
FTE= Full Time Equivalent

Feb. 2, 2023: Note that Options were removed as the RPC approved the $10,000 business case option

Option	Cost $$	Staff Time	Communications work	Technical work
No funding for communications	**$10,000**	SFWS 0.25 RPT 0.10	• **$0**	• Develop web-based community engagement

professional, technical work only		Co-op .75 IS 0.15 TAS 0.01 (comm)		interface on Islands Trust website • Pre-design island freshwater profiles information and data • Develop Freshwater Atlas and associated mapping apps • **$10,000 (staff backfill)**

CRITICAL SUCCESS FACTORS:

- Communications products developed
- Improved web presence for Freshwater Program
- Freshwater Atlas and Freshwater Island Profiles posted in web portal in addition to other plain language material as well as detailed maps and reports.

RECOMMENDED OPTION:

Funding for communications professional and back fill of staff doing technical work for website.

Funding required: $10,000

Estimated staff time: FTE: O.25 + 0.10 + 0.75 + 0.15 + 0.01

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

Creating accessible communications products and demonstrating implementation of priorities in the FWSS has the potential to attract more funding for other FWSS actions (Funding freshwater sustainability projects is currently a Provincial priority). It is also valuing the investment in the work that has been done through the Groundwater Sustainability Science Program .

Qualitative Analysis:

Improved web-based presence is important because:

- High volumes of inquires related to freshwater information and data by Islands Trust residents, trustees, planning staff, researchers, and other agency staff consume staff time,
- Access to information and data increases transparency to past project and will reduce staff time,
- Providing access to information and data increases the value of previous project work by facilitating its use, and
- Providing transparency demonstrates the Freshwater Sustainability Plan is being implemented.

PURCHASING PROCEDURE:

- Technical website work will be added to existing contract of current website maintenance and development
- $10,000 will be used to “backfill” an IS staff team member to get direct support

PROPOSED IMPLEMENTATION STRATEGY:

- RPC will be able to provide input into deliverables at each regularly scheduled meeting.
- Work will be completed by March 30th 2024.

STAFF RESOURCING:

Product/Job	Financial Resources	Human Resources
Q + A, Management of Atlas and development of educational / communication materials		0.25 Senior Freshwater Specialist (with co-op) 0.75 co-op 0.10 Regional Planning Team (Project Management) 0.01 TAS member review/coordination
Webpage technical work	$10,000	0.15 Back file Information Systems Staff position Annual upkeep will be part of overall site upkeep
Total for FWSS Implementation 23/24	**$10,000**	**1.26 FTE across organization + co-op student**

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The Senior Freshwater Specialist and Regional Planning Team member will work closely with Information Services staff as wells a Trust Area Services staff.

Regional Planning Committee
Initiator Name, Title

February 1, 2023
Date

Stefan Cermak, Director, Planning Services
Reviewed by Department Lead: Name, Title

February 2,2023
Date

BRIEFING

To:	Financial Planning Committee	**For the Meeting of:**	February 14, 2023
From:	**Stefan Cermak, Director, Planning Services**	**Date Prepared:**	February 9, 2023

SUBJECT: **Planning Services – Projects Feasibility Assessment - amended**

PURPOSE

To provide the Financial Planning Committee with an updated feasibility assessment comparing Planning Services related budget case submissions for the next fiscal year (FY2023/24) to projected available resources.

SUMMARY

The total estimated monetary resources and planner staff hours for all of the Regional Planning Committee and Local Trust Committee projects in FY 2023/24 has been amended from $598,000 and 4,000 planner staff hours to $325,500 and 3,800 staff hours.

BACKGROUND & ANALYSIS

Planning Services staff provides direct planning services to Trust Council's Regional Planning Committee and Local Trust Committees. Planning resources are allocated based on available resources as per Trust Council policies.

Regional Planning Committee

At the February 1, 2023 Regional Planning Committee (RPC) regular business meeting, the RPC passed motions amending their request for a $50,000 placeholder for FY2023/24 with two separate requests: 1) $10,000 to support the implementation of the Freshwater Strategic Plan, which is an Islands Trust Council strategic priority, and 2) $30,000 placeholder. The carried [draft] motions are as follows:

> **RPC 2023-009**
> **It was MOVED and SECONDED,**
> that Regional Planning Committee forward to the Financial Planning Committee, for inclusion in the Fiscal Year 2023/24 Budget, the business case for $10,000 related to the implementation of the Islands Trust Freshwater Sustainability Strategy. **CARRIED**
>
> **RPC 2023-014**

It was MOVED and SECONDED,
That Regional Planning Committee reduce placeholder budget to $30,000 for the 2023/2024 budget year. **CARRIED**

The RPC reiterated support for the Freshwater Coop Student business case for $18,000 during their January 17, 2023 regular business meeting:

RPC 2023-005
It was MOVED and SECONDED,
that Regional Planning Committee forward to the Financial Planning Committee, for inclusion in the Fiscal Year 2023/24 Budget, the implementation of the business case for $22,000 for the Freshwater Coop Student. **CARRIED**

Resource requests for RPC Projects are included Table 1 below. The blue fill colour indicates quarters in which the project would be active. The "X" indicates targeted completion date. Business case submission details and general descriptions of the projects are available elsewhere in the Financial Planning Committee's agenda.

Table 1 2023/24 RPC Resource Request

Project	**Trust Body**	**Budget ($)**	**est. planner staff time (hrs)**	**FY2023/24**			
				Q1	Q2	Q3	Q4
Placeholder	RPC	$30,000	400				
FWSS Implementation	RPC	$10,000					
FWS Coop Student	RPC	$22,000			X		
Subtotal (FY2023/24)	RPC	**$62,000**	400				

Local Trust Committees

At its regular meeting on November 25, 2022, the Financial Planning Committee (FPC) reviewed the Local Trust Committee (LTC) business cases and, after consideration, carried the following draft resolution:

FPC-2022-048
It was MOVED and SECONDED,
that Financial Planning Committee direct staff to adjust the budget for specific LTC projects be capped at $250,000 (not including the special tax requisition of $75,500 for SSIWPA), and that Regional Planning Committee work with the Director of Planning/Regional Planning Team to allocate those funds.
CARRIED

Islands Trust Council

At its regular meeting December 6-8, 2022, the Islands Trust Council reviewed the same LTC project business cases. Trust Council did not pass resolutions specifically related to LTC business cases.

Gabriola Island Local Trust Committee
At its regular business meeting on December 1, 2022, the Gabriola Island Local Trust Committee (GB LTC) re-reviewed its business case [OCP and LUB Review, $60,000]. No resolutions were carried regarding this topic though individual trustees expressed support for focusing efforts on early engagement with First Nations and the public.

Salt Spring Island Local Trust Committee
At its regular business meeting on December 13, 2022, the Salt Spring Island Local Trust Committee (SS LTC) reviewed both its business cases [OCP and LUB Review, $227,000; OCP Review – Ganges (Shiya'hwt/SYOW̱ T) Village Area Plan, $86,500]. After consideration, the SS LTC carried the following resolutions:

> **2022-181**
> **It was MOVED and SECONDED**,
> That the Salt Spring Island Local Trust Committee provide the following recommendations to the Regional Planning Committee regarding Salt Spring Island Local Trust Committee Project Business Cases, as endorsed on August 9, 2022: That the Salt Spring Island Local Trust Committee direct staff to revise the business cases as follows:
>
> 1. Remove the technical analysis for the OCP and LUB review (-$100,000),
> 2. Remove support services (-$5,000),
> 3. To combine the First Nations engagement expenses (-$26,000).
>
> CARRIED

Based on the various trust body resolutions made and local trustee comments, the RPC approved the following budget amendments (Table 1).

Table ~~2~~1 FY2023/24 LTC Project Business Case Amendments

Project	Trust Body (LTC)	Original Business Case ($)	Change ($)	Amended Total ($)	Comments
Housing Review	Denman	$18,000	-	$0	No change
OCP & LUB Review	Gabriola	$60,000	-$41,500	$18,500	Local Trustees expressed intent to reconsider priorities and process
OCP & LUB Review	Gambier	$16,000	-	$16,000	No change
OCP Review	Hornby	$15,000	-	$15,000	No change
OCP & LUB Review	Salt Spring	$227,000	-$131,000	$96,000	Supported by SS LTC resolution
Village Area Plan	Salt Spring	$86,500	-	$86,500	No change recommended
SUBTOTAL		$422,500	-$172,500	**$250,000**	Meets FPC recommended project cap

The above changes were captured in the carried motion:

RPC 2023-003
It was MOVED and SECONDED,
that Trust Council approves specific Local Trust Committee project business case requests for FY2023/24 as follows:
a. $18,000 Denman Island Local Trust Committee Housing Review,
b. $18,500 Gabriola Island Local Trust Committee Official Community Plan and Land Use Bylaw Review,
c. $16,000 Gambier Island Local Trust Committee Official Community Plan and Land Use Bylaw Review,
d. $15,000 Hornby Island Local Trust Committee Official Community Plan Review,
e. $86,500 Salt Spring Island Local Trust Committee Official Community Plan Review, Ganges (Shiya'hwt/SYOW̱ T) Village,
f. $131,500 Salt Spring Island Local Trust Committee Official Community Plan and Land Use Bylaw Review.

CARRIED

Resource requests for LTC Projects are included Table 2 below. The blue fill colour indicates quarters in which the project would be active. The "X" indicates targeted completion date. The "→" indicates the project is proposed to extend beyond FY 2023/24. Business case submission details and general descriptions of the projects are available elsewhere in the Financial Planning Committee's agenda.

Table 3~~2~~ 2023/24 LTC Additional Operations Resource Requests

Project	Trust Body (LTC)	Budget ($)	Est. staff hours	FY2022/23		FY2023/24			
				Q3	Q4	Q1	Q2	Q3	Q4
Housing Review	DE	$18,000	400						X
OCP and LUB Review	GB	$18,500	400						→
OCP and LUB Review	GM	$16,000	600						X
OCP Review	HO	$15,000	400						X
OCP & LUB Review	SS	$96,000	900						→
OCP Review: Ganges (Shiya'hwt / SYOW̱ T) Village Area Plan	SS	$86,500	600						X
SUBTOTAL		$250,000	3,300						
SSIWPA (tax req.)	SS	$75,500	100						→
TOTAL		$325,500	3,400						

Project	Trust Body (LTC)	Budget ($)	Est. staff hours	FY2022/23		FY2023/24			
				Q3	Q4	Q1	Q2	Q3	Q4

Legend:

- Trust Body: DE = Denman; GB = Gabriola; GM = Gambier; HO = Hornby; SS = Salt Spring
- X = targeted completion
- → = Project extends into next fiscal year

The estimate for staff hours for the Gabriola Island Local Trust Committee project were reduced from 600 hours to 400 hours primarily due to the local trust committees willingness to spend more time in open discussions in the early stages of their project as opposed to tasking staff with more complex and time consuming deliverables. In comparison, the Salt Spring Island Local Trust Committee reduced their request substantially from $227,000 to $96,000 but the project is still expected to consume the same staffing resources.

Overall, the total estimated resources for all of the projects listed above in Table 1 and Table 2 for FY2023/24 is **$325,500 and 3,800 staff hours.** This is less than the request considered by FPC in November 25, 2022 of $598,000 and 4,000 staff hours.

Funding Options

If Islands Trust Council does not support the additional operations of LTCs as listed in Table 2, Islands Trust Council special property tax requisitions (Policy 6.3.2) permit an individual LTC to request a special tax requisition. Special property tax requisitions are approved by Islands Trust Council but only funded by the specific Local Trust Area requesting the funding and are not included in the general operations budget. Please note that this includes all associated islands with a Local Trust Area (ex: Piers Island and Prevost Island within the Salt Spring Island Local Trust Area).

Available Staffing Resources

Long range planning projects requested by the RPC and LTC's with budgets over $5,000 will be undertaken by the Regional Planning Team. The Regional Planning Team will consist of three Island Planners (senior planners), some support from the Senior Freshwater Specialist, and support of a manager. The Regional Planning Team yields an approximate total of 3,300 available planner hours during the fiscal year (note neither the Senior Freshwater Specialists time, nor the Directors time is captured in these estimates). This amount discounts the work day to account for administrative duties, as well as leave and holidays.

The Regional Planning Team has recently been formalized by Trust Council policies adopted in 2022 and is expected to be an operational team as of April 2023. To date, this has been an informal group of staff and management. This group has been instrumental in working with the RPC in redrafting Trust Council policies that enhance the efficient and effective delivery of planning services. These policies include:

- Best Practices in Delivery of Planning Services (Policy 5.9.1);
- Priority Setting/Review Guidelines (Policy 6.2.1); and
- Work Program, Follow-Up Action List and Priorities Report (Policy 6.7.1).

The amended policies are designed to support the systematic update of Official Community Plans (OCPs) and Zoning Bylaws / Land Use Bylaws (LUBs) on a regular basis, support realistic expectations for volume and timing of project completion, and the fair, efficient and equitable allocation of staff and financial resources for major and extraordinary Local Trust Committee projects (projects over $5,000).

Comparing Available Staffing Resources to Business Case Submissions

The total estimated available resources for all the project listed above is dependent on Trust Council's final approval of the FY2023/24 budget and an approximate 3,300 hours of planners staff time. The difference between the requested 3,800 hours of staff time and the available staff time of 3,300 hours is 400 hours. The deficit of planning staff time may best be addressed by LTCs ensuring projects stay within scope and established timelines.

SUMMARY

The Regional Planning Team provides planning services for projects over $5,000. The estimated annual availability of planning staff time on the Regional Planning Team time is approximately 3,300 hours when fully staffed. Staff estimate a total 3,800 hours of requested staff time based on the amended business case submissions. Staff consider this deficit to be manageable.

Trust Council may decide to fund any LTC project via special tax requisition, instead of including it in the general budget for funding by all Trust areas as a collective although the process for this should have been decided in December 2022 as per Trust Council's Policy 6.3.2 *Special Property Tax Requisition.*

ATTACHMENT(S):

1. **None**

FOLLOW-UP:

As requested.

Prepared By: **Stefan Cermak, Director, Planning Services**
Concurred By/Date: **~~Russ Hotsenpiller~~Clare Frater, A/CAO / Feb. 164, 2023**

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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:
Heather Kauer
On behalf of the DE LTC

Business Area:
Denman Island Local Trust Committee – LTC projects

Name of Request:

DE LTC – Denman Housing Review Project

2022/23 - $13,500
2023/24 - $18,000

DE-2022-085
It was MOVED and SECONDED,
that the Budget Funding Request Short-Form Business Case for the Denman Official Community Plan and Land Use Bylaw Housing Project be amended by changing the number $2,000 for development of communication and educational info/Community Information Meeting(s) Public Hearing to $12,000.
CARRIED

DE-2022-086
It was MOVED and SECONDED,
that the Denman Island Local Trust Committee endorse the Business Case dated July 6, 2021 for the Denman Housing Review project for fiscal year 2023/24 as amended, and request that staff forward it to the Director of Administrative Services.
CARRIED

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:**
Honoraria for speakers/First Nations' for on-going meetings and participation, minute taking, technology support, mapping, facility rental, open-house meetings and material, , legal review, development and printing of educational info, brochures, posting of meeting, ads, and legal notifications.

Date initiated: June, 2021

Date required: April 1, 2023 -March 31, 2024

BACKGROUND:
Low diversity of housing types and low rental vacancy are the prominent housing challenges on Denman island. As of June, 2021, the preschool, General Store, and at least one farm are having trouble finding staff, mainly due to lack of housing on the island. With high land values also comes the desire to revitalize and monetize properties, which often negatively impact the environment and neighbourhoods as well as the island's housing market options for most average income households on the island.

PROBLEM STATEMENT/OBJECTIVES:
Amendments to the OCP and LUB would tackle a range of issues that impact the affordability of housing and the types of housing as they relate to the locations, sizes, and designs of housing development. Furthermore, the existing policies within the OCP are outdated and no longer reflect the current housing conditions, as well as infrastructure servicing, transportation system, environmental conditions and other elements that impact the availability, affordability and diverse housing types on the island. The current OCP policies and LUB regulations related to housing also need to be updated to implement the recommendations of the *Islands Trust Northern Region Housing Needs Assessment, 2018* and Section 473 of the Local Government Act requiring that OCPs include housing policies that address housing needs.

Active and meaningful engagement with First Nations based on the standard of Free, Prior and Informed Consent (FPIC), on-going collaboration with external agencies and local organization, as well as the public at-large will also be part of this planning process. It is important to note that, the traditional practice is to provide a capacity funding to support First Nations' participation, which amounts to approximately $200 per person, per meeting. For the nations to review any draft documents, it will be around $2000 per nation per review.

The creation of a project of this scale 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.

PROJECTED RESULTS/DELIVERABLES:

Funding request for Stage 1 (FY22/23)	**Target Duration**	**Cost**
First Nation Consultation early and ongoing Coordination with First Nations' staff Collaborations with First Nations in their preferred methods	One half day	$2,500
Consultant Contract – Public Engagement	Over the course of 2022	$10,000
Technology (mapping, data analysis, etc.) and administrative support for public engagement program, meetings with stakeholder groups and agencies	Over the course of 2022	$ 1,000
Finding Request for Stage 2 (FY23/24)		
Draft amendment to OCP/LUB – Regional Planning Team	Over 5 months in late 2023	$
Legal review	Focus on review of draft bylaws	$ 6,000
Development of communication and educational info / Community Information Meeting(s) Public Hearing	Over the course of 2023 - 2024	$ 12,000

Progress update and public meetings	Multiple - TBA	$

ALTERNATIVES CONSIDERED:

Option 1:
Keep the same project charter but consider one or all of the following options:

- Plan public engagement activities that could be accomplished entirely by Regional Planning Team members;
- Extend the proposed project duration;

Option 2:
Request that the Regional Planning Committee develop model OCP policies and LUB regulations that promote affordable housing Trust-wide.

This alternative would maximize Trust budget dollars by creating models that can be considered by all LTCs in the Trust area and not just benefit one LTC. However, the Denman LTC considers housing to be an urgent enough matter in the Denman LTA that a housing project should be prioritized sooner than a Trust-wide process might allow.

Option 3:
Keep the same project charter and budget but fund the project via a Special Tax Requisition (this would require reconsideration for next 2022/23 fiscal budget).

The project will apply Trust Council's declarations and implement Trust Councils Strategic Plan. The impact of funding this project via special tax requisition is to minimize the impact to the overall proposed Trust Council budget whereas the special tax requisition would have a more dramatic impact on local Denman Island taxpayers.

CRITICAL SUCCESS FACTORS (List):

- Regional Planning Team capacity to manage the project in 2022/23;
- Continued prioritization of the project by Denman Trustees after the 2022 election.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
Enhanced engagement with First Nations and stakeholders, APC referral, and online tools are proposed with consultant facilitation.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $13,500 for Stage 1 as per project breakdowns above
- $18,000 for Stage 2

Qualitative Analysis:
If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Denman Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Denman Island.

RECOMMENDED DECISION:

The DE LTC will be seeking approval from the Director of LPS of $5,000 for fiscal 2021/22 to initiate the overall project. The present funding request is for $13,500 for fiscal 2022/23 to allow a consultant to conduct public engagement related to housing on Denman Island. An additional $8,000 is anticipated to be needed in fiscal 2023/2024 to develop bylaw amendments and initiate legal review to complete the project.

PURCHASING PROCEDURE:

Denman Island Local Trust Committee	July 19, 2022
Initiator:	Date
Director/CAO	Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by:
Heather Kauer
On behalf for the GB LTC

Business Area:
Gabriola Island Local Trust Committee – LTC projects

Name of Request:

GB LTC – Gabriola OCP and LUB Targeted Review Project

2023-2024 - ~~$60,000.00~~
$18,000

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:** Consultants, Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.

Date of Funding Request: September 29, 2022

GB LTC Resolution: September 29, 2022:

amended Jan. 9, 2023

Funding Required for (date range):
April 2023 – March 31, 2024

ISSUE/OPPORTUNITY:
The Gabriola Island OCP and LUB Comprehensive Review is a top priority project aimed at modernizing and updating the documents. This review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations, honouring the Islands Trust Reconciliation Action Plan 2019-2022 by undertaking early and meaningfully engagement with Snuneymuxw First Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.
- Update Gabriola Island's OCP and LUB, which have not been substantially updated since 1997 and 1999 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems" and Strategy to "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," by specifically reviewing and strengthening Gabriola shoreline protection policies and regulation.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gabriola forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems.

The completion of a project of this scale will rely on a successful public engagement process which requires support from a skilled engagement professional with expertise in indigenous and non-indigenous engagement and land use planning policy and regulation review. The completion of this project will also rely on mapping and geospatial data, along with ecological and indigenous expertise to assist with analysis.

Background:
The first phase of this project will take place in fiscal 2023-2024 and be dedicated to engagement activities for the OCP-LUB comprehensive review. Drafting and processing bylaws is anticipated to take place in 2024-25.

The LTC is seeking the funds to support the first phase with this business case.

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Phase 1: Coordination with First Nations to develop project scope and preliminary public engagement (2023-24)		
Consultant Contract	Spring 2023	$~~40,000~~
First Nation early and meaningful engagement / project scoping	Summer/Fall 2023	$10,000
Public Engagement	Fall / Winter / Spring 2023-24	$~~10,000~~ $8,000
Funding Request for Phase 1: Legislative Process and Implementation (2023-2024)		
1st reading, further engagement, referrals to First Nations and agencies	Spring 2024	$~~3,000.00~~
Legal Review	Summer 2024	$~~5,000.00~~
Consideration of changes and 2nd reading	Summer 2024	

Community Information Meeting and Public Hearing	Summer/Fall 2024	$~~3,000.00~~
3rd reading	Fall 2024	
Forward to Executive Committee and Ministry of Municipal Affairs	Fall 2024	
Final Adoption	Winter 2024/25	
Bylaw amendment communications		$~~2,000.00~~

RISK ASSESSMENT:

- Factors potentially affecting the timing of project deliverables:
  - Regional Planning Team capacity to manage the project in 2023/2024 and 2024/2025 along with other competing LTC projects that are yet to be approved for that timeframe;
  - Capacity and available expertise to support mapping and data needs within the budget;
  - Other staffs' capacity to provide support to the project in 2023/2024 and 2024/2025;
  - First Nation capacity and interest to engage may not align with project timelines;

ALTERNATIVES CONSIDERED:

Option 1: Increase/no level of involvement of engagement consultant

Increased involvement

- More robust consultation with multiple events, all undertaken by consultant; increased possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by consultant and/or by staff;
- Over $60,000.00 overall budget, which may require use of Surplus or special property tax requisition
- Timeline of 2-3 years, likely less than current proposal; would continue into next political term.

No involvement

- Minimal consultation undertaken by staff, hampering possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by staff;
- Under $40,000 overall budget;
- Extend timeline to 2.5 – 4 years or longer;

Option 2: Limit review to select topic areas in a targeted review

- Risk that OCP continues to not reflect current and future community needs;
- Possible timeline would continue to into next political term;
- Would likely result in decrease in overall budget, but not significantly.

CRITICAL SUCCESS FACTORS:

- See Risk Assessment above for critical success factors and risks involved.

RECOMMENDED OPTION: The present funding request is for $60,000.00 for fiscal 2023/24 to allow the Gabriola Island OCP-LUB project to progress to begin Phase 1. Amended Jan. 9, 2023: recommed $18,000
COST/BENEFIT ANALYSIS: Quantitative Analysis: $~~60,000.00~~ for fiscal 2023/2024 for Phase 1 Assumes a consultant-led comprehensive review of the Gabriola OCP and LUB $18,000 for community engagement and assessement of priorities and strategies Qualitative Analysis: If no action is taken, Gabriola Island forests, shorelines and indigenous heritage are at risk of continued degradation from future rural development and housing affordability will continue to be an issue.
PURCHASING PROCEDURE: - RFP for consultant
PROPOSED IMPLEMENTATION STRATEGY: - See Projected Results/Deliverables above.

Initiator Name and Title

Date

Reviewed by: Name and Title

Date

Budget Funding Request
Short-Form Business Case

Islands Trust

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: Heather Kauer On behalf for the GM LTC	**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:** Honoraria for First Nations for on-going meetings and participation, technology, mapping, facility rental, engagement meetings and materials, printing, posting and distribution of communication materials.
Business Area: Gambier Island Local Trust Committee – LTC projects	
Name of Request: GM LTC – Gambier OCP and LUB Targeted Review Project: 2023-2024 - $16,000.00	
Date of Funding Request: September 24, 2021	**Funding Required for (date range):** April 2023 – March 31, 2024

ISSUE/OPPORTUNITY:
The Gambier Island OCP and LUB targeted review is a top priority project aimed at these focussed and interconnected topic areas: heritage preservation and protection (mainly indigenous natural and cultural heritage), and protection of shoreline and forest ecosystems. This targeted review process and resulting amendments to the OCP and LUB would address issues and provide opportunities as follows:

- Strengthen relations with First Nations in the Howe Sound region, honouring the Gambier reconciliation standing resolution # GM-2019-061 and the Islands Trust Reconciliation Action Plan

2019-2022 by undertaking early and meaningfully engagement with Sḵwx̱wú7mesh/Squamish Nation, and others, working to align land use planning policies and regulations with First Nations interests and First Nations-led planning and policy initiatives.

- Update Gambier Island's OCP, which have not been substantially updated since 2001 and 2004 respectively, and to be reflective of reconciliation and First Nations engagement, including acknowledgement of First Nations treaty and territorial rights and title, including place, context and inherent rights.
- Aligns and advances the Islands Trust Strategic Plan Objective "to preserve and protect marine ecosystems" and Strategy to "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," by specifically reviewing and strengthening Gambier shoreline protection policies and regulation, and incorporating work to-date advanced by the Regional Planning Committee.
- Aligns and advances the Islands Trust Strategic Plan Objective "Preserve, protect and advocate for forest and terrestrial ecosystems", by reviewing and strengthening Gambier forest protection policies and regulations as guided by the Islands Trust Toolkit for the Protection of the Coastal Douglas-fir Zone and Associated Ecosystems. There are thirteen Coastal Western Hemlock (CWH) ecosystems under threat in this region and are under-protected. Only 2% of CWH ecosystems in the Salish Sea region are protected, highlighting the urgent need to conserve remaining mature and old-growth forests*.

The completion of a project of this scale will rely on a successful public engagement process which requires support from a skilled engagement professional with expertise in indigenous and non-indigenous engagement and land use planning policy and regulation review. The completion of this project will also rely on mapping and geospatial data, along with ecological and indigenous expertise to assist with analysis.

Background:
The third phase of this project will take place in fiscal 2023-2024 and be dedicated to concluding engagement activities for the OCP-LUB targeted review and completing bylaw approvals.

The LTC is seeking the funds to support the second and third phase with this business case.

* Islands Trust Conservancy, *Gambier Island Local Trust Area Coastal Western Hemlock Forests, Forest Fact Sheets,* June 2020

PROJECTED RESULTS/DELIVERABLES:

Funding Request for Phase 3: Legislative Process and Implementation (2023-2024)		
1st reading, further engagement, referrals to First Nations and agencies	Spring 2023	$8,000.00
Legal Review	Summer 2023	$3,000.00
Consideration of changes and 2nd reading	Summer 2023	
Community Information Meeting and Public Hearing	Summer/Fall 2023	$3,000.00
3rd reading	Fall 2023	
Forward to Executive Committee and Ministry of Municipal Affairs	Fall 2023	
Final Adoption	Winter 2023/24	
Bylaw amendment communications		$2,000.00

RISK ASSESSMENT:

- Factors potentially affecting the timing of project deliverables:

  - Regional Planning Team capacity to manage the project in 2022/2023 and 2023/2024 along with other competing LTC projects that are yet to be approved for that timeframe;
  - Capacity and available expertise to support mapping and data needs within the budget;
  - Other staffs' capacity to provide support to the project in 2022/2023 and 2023/2024;
  - First Nation capacity and interest to engage may not align with project timelines;
- Cost of First Nation honoraria, compensation for referral review may be beyond budget;
- Continued prioritization of the project by the Gambier LTC may be at risk after the 2022 election.

ALTERNATIVES CONSIDERED:

Option 1: Increase/no level of involvement of engagement consultant

Increased involvement
- More robust consultation with multiple events, all undertaken by consultant; increased possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by consultant and/or by staff;
- Over $75,000.00 overall budget, which may require use of Surplus or special property tax requisition
- Timeline of 2-3 years, likely less than current proposal; would continue into next political term.

No involvement
- Minimal consultation undertaken by staff, hampering possibility of building trust with indigenous and non-indigenous communities;
- Bylaws drafted by staff;
- Under $40,000 overall budget, likely funded with LTC project budget funds of under $5,000.00/fiscal;
- Extend timeline to 2.5 – 4 years or longer;

Option 2: Expand the bylaw review to a Comprehensive OCP review or limit to one topic in the targeted review

Expand Review
- Overhaul of OCP and LUB; last reviews were in 2001 and 2004 respectively;
- Possibly extending timeline to 2.5 – 4 years; would continue into next political term;
- Would likely require engagement consultants;
- Would likely result in substantial increase overall budget, which may require use of Surplus or special property tax requisition.

Limit Review to one topic area
- Fewer updated policies, and risk that OCP continues to not reflect current and future community needs;
- Possible timeline would continue to into next political term;
- Would not likely require engagement consultant;
- Would likely result in substantial decrease in overall budget, funded with LTC project budget funds of under $5,000.00/fiscal.

CRITICAL SUCCESS FACTORS:
- See Risk Assessment above for critical success factors and risks involved.

RECOMMENDED OPTION: The present funding request is for $16,000.00 for fiscal 2023/24 to allow the Gambier Island OCP-LUB project to progress to Phase 3.
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis:</u> $16,000.00 for fiscal 2023/2024 for Phase 3 Includes cost savings by limiting consultant involvement to significant engagement events/activities. <u>Qualitative Analysis:</u> If no action is taken, Gambier Island forests, shorelines and indigenous heritage are at risk of continued degradation from future rural development.
PURCHASING PROCEDURE: - Direct Award to existing consultant for continued engagement;
PROPOSED IMPLEMENTATION STRATEGY: - See Projected Results/Deliverables above.

Heather Kauer, RPM on behalf of Gambier Local Trust Committee
Initiator Name and Title

October 5, 2022
Date

Reviewed by: Name and Title

Date

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 (name, title): Heather Kauer On behalf of the Hornby LTC **Business Area:** Hornby Island Local Trust Committee – LTC Projects **Name of Request:** HO LTC – Hornby OCP Amendment Review: 2023/24 - $15,000	**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:** ______________________
Date of Funding Request Submission: **September 16, 2022**	**Funding Required for (date range):** **April 1, 2023 – March 31, 2024**

ISSUE/OPPORTUNITY: *(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.)*

This funding request is for year 2 of the Hornby OCP Amendment Review project. This project aims to update the OCP and LUB regarding affordable housing, STVRs, First Nations, and Riparian Areas. Consultants were hired in year 1 to facilitate limited engagement and draft bylaws. However, public comments led the LTC to believe more public engagement was warranted prior to bylaws being drafted and reviewed. Funding for year 2 would allow more robust engagement and then allow the consultants to complete their work drafting and processing bylaws.

At their September 9, 2022 regular business meeting, the Hornby Island LTC passed the following resolutions:

> *That the Hornby Island Local Trust Committee request staff revise the business case consistent with the amended project charter. [Endorsed Project Charter attached.]*
>
> *That the Hornby Island Local Trust Committee endorse the revised business case for the Hornby Island Official Community Plan Amendment Review Project and forward to the Financial Planning Committee for consideration in the 2023/24 budget.*

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*?)

OCP and LUB Bylaws would be drafted and processed.

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified. Discuss the options that exist to mitigate identified risks)*

This project may not be completed in Fiscal year 2023/24 due to the northern office being short-staffed. First Nations have not been consulted up to this point but presumably would be after first reading of bylaws.

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 - ie. do nothing - and the anticipated results of that action.*)

Option 1: Request a lesser amount of funding and continue with drafting and processing bylaws with minimal public engagement.

Option 2: Request $25,000 to facilitate even more robust levels of public engagement.

Option 3: Request that the Hornby Island Residents and Rate Payers association conduct a separate set of public engagement activities related to the project not funded or staffed by Islands Trust.

CRITICAL SUCCESS FACTORS: (*What related factors have been identified? Which of these factors are critical to the success of this initiative? Discuss outcomes if critical success factors are not met)*

- Consultants will have to be able to work relatively independent of staff.

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

The LTC is asking for $15,000 in funding for 2023/24 as this seems like a relatively reasonable amount that should enable consultants to continue with public engagement and finish processing bylaws.

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.)*

<u>Quantitative Analysis:</u>

Qualitative Analysis:

If no action taken, housing crisis will elevate to a critical level. Without updating the OCP to strengthen the various policies and objectives that impact the conditions of housing (and its associated environmental, social, economic and cultural conditions), Hornby Island will no longer be able to provide healthy social, economic, environmental and cultural conditions for its residents. Furthermore, the island will no longer be able to maintain its character. Most importantly, if no action is taken, we will fail to implement the Trust Council's mandate of preserving and protecting Hornby Island.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor*)

- RFP – or extension of existing consultant contract.

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?)*

Consultants would continue public engagement and then draft and process bylaws.

STAFF RESOURCING: *(What staff resources will be needed to achieve success on this initiative? Estimate how many hours of staff time will be required, by staff level. Comment on the reasonability of expected staff hours when assessed in conjunction with other work underway or planned.)*

Planning Staff would be needed to manage the consultant contract, guiding and supporting the project; staff would need to draft staff reports and guide the drafting of bylaws.

Finance staff would be needed to manage the financial end of the consultant contract, invoicing for venue rental and advertisements, and managing the project budget.

Admin staff would be needed to manage website posting, zoom meeting support, mailings, and venue rental for CIMs and Public Hearings. Admin staff would also handle agendas and minutes of meetings where the project is discussed by the LTC, and referral of the bylaws to agencies and First Nations.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: (*Are there any concerns and how will these be addressed? Have other stakeholders been identified*?)

Heather Kauer, Regional Planning Manager	September 16, 2022
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

***Hornby OCP Amendments Review Project* - Charter** v 2.0

Hornby Island Local Trust Committee — Endorsement Date: Sept. 9, 2022

Purpose: To review and update the Hornby Official Community Plan (OCP) and Land Use Bylaw (LUB) regulations with regards to housing, short term vacation rentals, First Nations acknowledgments, and riparian areas.

Background: The LTC identified a "Comprehensive OCP/LUB Review" as a top priority project and requested the Hornby Island Advisory Planning Commission to provide recommendations for OCP and LUB amendments related to four specific topics. The APC spent much of 2021 and early 2022 meeting and providing recommendations regarding amendments.

Objectives

- Amend the Hornby Island OCP and LUB by incorporating recommendations of the Hornby Island Advisory Planning Commission and public feedback on these recommendations

In Scope

- OCP and LUB amendments regarding:
  - Housing
  - STVRs
  - RAPR
  - First Nations
- Community Engagement + Leg. Process

Out of Scope

- Topics beyond the four identified as in-scope;
- Public engagement beyond legislative requirements and community workshops

Deliverables

- One OCP Amendment Bylaw
- One LUB Amendment Bylaw

Workplan Overview

Deliverable/Milestone	Date
Project Charter Endorsed	June, 2022
Execute Consultant Contract	August, 2022
First Community Workshop	October, 2022
Second Community Workshop	Winter, 2022/23
Consultant Report on Workshops and Recommendations for Bylaws	Spring, 2023
1st Reading of bylaws and referral	Spring, 2023
2nd Reading of bylaws and schedule CIM and Public Hearing	Summer, 2023
CIM/Public Hearing	Fall, 2023
3rd Reading and forward to EC and Ministry	Winter, 2023/24
Adoption	Spring, 2024

Project Team	
Island Planner	Project Manager
Consultant	Workshop facilitation and drafting of bylaws
Legislative Clerk	Legislative Process / Bylaw Review
Administrative Office Assistant	Website postings; meeting notices
RPM Approval: *Heather Kauer, RPM* **Date: 9-Sept-2022**	**LTC Endorsement:** Resolution #: 9-Sept-22

Budget		
Budget Sources: TC Line Item Budget allocation		
Fiscal	Item	Cost
2022/23	Consultant Contract	$13,450
2022/23	Workshop Venue Rental / advertising	$850
2022/23	Minute-Taker	$600
2023/24	Consultant Contract	$13,200
2023/24	CIM/Public Hearing	$1,800
	Total	$16,700

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 **Business Area:** Salt Spring Island Local Trust Committee **Name of Request:** Major amendment to SS OCP and SS LUB	**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:** none
Date of Funding Request: November 10, 2022 amended Jan. 9, 2023	**Funding Required for (date range): April 1 2023-March 31, 2024, total ask of ~~$227,000~~** $96,000

ISSUE/OPPORTUNITY:

This business case involves funding support for a major amendment to the SS OCP and the subsequent SS LUB, and the associated discretionary activities, such as early and ongoing consultation with 13 First Nations that have territorial interests in SSI, external consultants to conduct a robust public engagement process and provide a comprehensive draft of the SS OCP amendment. The major amendment to SS OCP is the final stage for both the Protection of Coastal Douglas-fir Zones and Associated Ecosystems (CDF) and the Housing Action Program (HAP). The SS LUB will also be updated to reflect changes in the SS OCP. Both projects were previously approved Islands Trust.

Protection of Coastal Douglas-fir Zones and Associated Ecosystems:

The CDF's objectives, as indicated in the Project Charter, aims to develop an educational toolkit on the protection of CDF and to complete a wildfire protection study to inform policy development. The next step, the final stage, involves the amendment to the SS OCP on relevant policies and establishing a new development permit area that supports fire mitigation and protection of the CDF ecosystem.

Housing Action Program:

In the past twelve months, the Housing Action Program Task Force explored various measures and made a few recommendations to the SS LTC. Two Bylaws, Bylaw 526 on farm workers housing and Bylaw 530 on Accessory Dwelling Units are proceeding toward the public hearing process, and the Tiny Homes Village Pilot Project has also been launched but will require further promotion and funding. The HAP's next step is preparing for a major amendment to the Official Community Plan. This significant review and revision to the OCP will tackle a range of issues that impact the affordability of housing, the types of housing options, and the environmental sustainability related to the locations, sizes, and designs of housing development. Issues such as water availability and the moratorium on new connections to the North Salt Spring community water system, storm-water and sewer systems, active transportation infrastructure, innovative site and building design, arts and culture, and archaeological significance will all be examined in the process. Active and meaningful engagement with First Nations based on the standard of *Free, Prior and Informed Consent (FPIC)* and on-going collaboration with external agencies and local organizations as well as the public-at-large will also be part of this planning process.

In summary, the major amendment to SS OCP for the CDF is to develop a new development permit area through an amendment to the SS OCP to implement the wildfire protection study (soon to be completed in December 2022). The major amendment to SS OCP for the Housing Action Program is to review policies on climate change, environmental preservation, and infrastructure servicing related to affordable housing within the SS OCP. The need to amend the OCP was identified in both projects' Project Charter; this business case is to request funding to proceed with the last stage of the process for both projects. Staff will draft the revisions to the SS OCP; the consulting team will developing and facilitating a robust public engagement process, and providing professional input to the draft OCP.

PROJECTED BUDGET:

The funding request for FY23/24 is to cover costs associated with:

Early and ongoing consultation with 13 First Nations with territorial interests on SSI	Approximately 8 months	$~~26,000~~ (travel & capacity funding)
Technical analysis with university and agencies	Approximately 6 months	$~~100,000~~
Consultant selection process for public engagement facilitation/presentation, and consulting contract	Spring 2023 for six months	$90,000 – consulting contract
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications, facilities rental.	Over the course of 2023	$~~8,000~~ $6,000
Multiple virtual and/or in-person open houses and community engagement meetings	Over the course of 2023	$~~3,000~~ – technology support, facility rental, and open houses material
	Total	$~~227,000~~ $96,000

RISK ASSESSMENT:

Timelines – a major amendment to the SS OCP is unlikely to conclude in one year. If funding is approved, a request to carry over unspent money will likely be required.
There has been no full review of the SS OCP since its adoption in 2008; the last amendment was an update to the industrial lands per Bylaw 488. The current document no longer reflects current issues, particularly on policies relating to climate change, First Nations reconciliation, infrastructure servicing, and various affordable housing related policies.

ALTERNATIVES CONSIDERED:

Option 1: Undertake the work in-house, with a less robust public engagement process, and will require significantly more time and resources.

CRITICAL SUCCESS FACTORS:

Skilled facilitation and innovative approaches and an unbiased, neutral third-party professional to assist in the process are critical. The past has demonstrated the challenges of conducting an effective engagement process while balancing competing interests without the ability of 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. As attested by the Policy Statement and the Ganges Village planning projects, an effective public engagement process conducted by experienced consultants has proven to be vital to the success of the process.

RECOMMENDED OPTION:

Approve the request for $~~227,000~~ $96,000, to conduct a major amendment to the SS OCP to complete the final stage of the work on the CDF and the Housing Action Program projects.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:

- $90,000 for a contract with a consultant with experience in a public engagement program, from designing visuals, preparing the technical aspect, conducting the facilitation and outreach, to analysing, summarizing and presenting the outcome, and providing professional third-party review of the draft amendment.
- ~~$100,000 for technical analysis is a much needed component to support various policies; funding will be require to work with university and local and provincial agencies, potentially through a consultant~~.
- ~~$26,000 for~~ Early and ongoing consultation with First Nations will result in $2000 per nation should all agree to participate, or offer a higher amount to those who participate and on behalf of other nations through the strength of claim concept. These costs are proposed to be shared with other SS LTC projects.
- The cost of ~~$21,000~~ $6,000 is based mainly on the previous public engagement program; the cost of printing and distribution to the island is substantial but critical and effective, and facilities rental and technology support are estimates based on previous events.

Qualitative Analysis:
Per the Islands Trust "Best Management Practices For Delivery Of Local Planning Services," the CDF and the HAP are considered extraordinary projects as both involve a major amendment to the SS OCP (and likely a few subsequent LUB amendments). There was unspent money from the previous budget in 2021 but was not being carried over to 2022. As a result, the RFP for a consultant to conduct the public engagement process for HAP was cancelled.

To undertake the major amendment to the SS OCP will require significant funding support. Data collection and analysis has always been missing in the policy development work for recent bylaws and OCP amendments. In order to conduct a comprehensive review and update, consultation with expertise will be necessary. Furthermore, many efforts at the front end on the two projects had been undertaken; unless the SS OCP is updated to reflect the findings and recommendations, all the work completed to this stage would be futile.

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 originally anticipated in the two Project Charters. Without the consultant's support, all the relevant activities within the SS OCP process will be conducted in a more linear process. The preparation, design and facilitation of the various public engagement events, the analysis and drafting of the OCP bylaw, and the subsequent presentation preparation, and the report summary are all 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 with potential partners such as the universities, research, competing for potential grant funding, and the subsequent drafting of the OCP) while the consultant is launching the public engagement program, many of those tasks will have to be pushed back to work on a public engagement program, the proposed timeline of one year will not be realistic. If a public engagement process is to be conducted in-house, it will impact other planners with a full-load of responsibilities and assignments and the administrative staff's functions.

The consultant team will draw on their experience and propose a creative and responsive public engagement process that to achieve the desired goals and outcomes for the Salt Spring 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, offering interacting tools for public engagement, recording and documenting public input received, conducting an ongoing assessment of engagement activities, summary and presentation of the outcomes to LTC, and other activities as appropriate.

Given the culture in the Salt Spring community, along with certain predetermined ideas of solutions, along with the cynicism towards government at all levels, coupled with diverse and at times, opposing interests within the community, the public engagement program must be done cautiously to transform any pre-conceived 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 techniques that a professional group can offer to better respond to the public participation needs unique to the Salt Spring community.

PURCHASING PROCEDURE:

Per Islands Trust and BC procurement process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

RFP in early 2023, consulting services in late spring, completion of public engagement by late summer, draft OCP by late full for first reading on draft SS OCP.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Engagement tools will be developed, and a general stakeholder groups have been identified from previous efforts. A specific list of contacts that include stakeholders, community groups, relevant agencies, and various First Nations communities has also been developed.

Louisa Garbo, Acting Regional Planning Manager	August 15, 2022
Initiator Name and Title	Date
Stefan Cermak, Director, Planning Services	Sept. 19, 2022 amended Jan. 19, 2023
Reviewed by: Name and Title	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 NOVEMBER.
  - 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
- If not approved by management:
  - the business case wil be forwarded to FPC for information in NOVEMBER of each year, but not included in the budget draft.

Islands Trust

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).

<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Initiated by:
Louisa Garbo</td><td rowspan="3"><u>Budget Source</u> (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:</td></tr>
<tr><td>Business Area:
Salt Spring Island Local Trust Committee</td></tr>
<tr><td>Name of Request:

Ganges Village Area Plan</td></tr>
<tr><td>Date of Funding Request: November 10, 2022</td><td>Funding Required for (date range): April 1 2023-March 31, 2024, total ask of $86,500</td></tr>
<tr><td colspan="2">ISSUE/OPPORTUNITY:

On November 10, 2020, the SSI LTC passed the resolutions adopting the Project Charter, budget and Engagement Plan for the Ganges Village Planning Project. Since then, a Ganges Village Planning Task Force (aka Special Project Advisory Planning Commission) was formed, meeting twice a month to explore issues, policies and visions, and offered recommendations to the SS LTC. A consulting team was retained to conduct a robust public engagement program, working in conjunction with the Task Force. The consulting team also facilitated a two-day workshop with the Task Force and a community Design Idea workshop. A comprehensive report summarizing the public engagement program by the consulting team is available on the <u>project webpage</u>.

This budget request is for the final stage of the Ganges (Shiya’hwt/SYOW̱T) Village planning process to draft the Ganges (Shiya’hwt/SYOW̱T) Village Area Plan. The title of the area plan was suggested by Lyackson First Nations.</td></tr>
</table>

Ganges Village is the urban core of the Islands Trust Area 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 a 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 large extent, 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 Area Plan.

This project provides the SSI LTC the opportunity to advance various objectives within the Trust Council Strategic Plan including, but not limited to, the following topics:

- *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*

PROJECTED RESULTS/DELIVERABLES:

The funding request for FY23/24 is to cover costs associated with:

Consultation and coordination between LTC and 13 First Nations	ongoing	$26,000
Consultant selection process for drafting the area plan and the public consultation of the area plan	Spring 2023 for six months	$50,000 – consulting contract
Task Force meetings	Over the course of 2023	$3,500 – (Cost anticipates advertising, and minutes taking at ±$25/hr)
Technology (mapping, data analysis, etc.) and administrative support for public consultation process	Over the course of 2023	$2,000
Development of communication and educational info, printouts, mail-outs, brochures, posting of meetings and legal notifications	Over the course of 2023	$5,000
	Total	**$86,500**

RISK ASSESSMENT:

Ganges Village is the Islands Trust's core urban centre, it is facing an immense demand for development. It 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 without an area plan to provide specific guidelines for future development.

This is the final stage of the Ganges Area Plan planning process, community has the expectation of an area plan being completed to guide the future of the core area. First Nations also anticipate being part of the process to address the future of Ganges Village as the area continue to grow and prospect with First Nations being part of the process.
ALTERNATIVES CONSIDERED: **Option 1:** Undertake the drafting of the area plan in-house. This option will require substantially longer timeframe to complete this project, which has already been nearly two years in the making. There is limited resources in the SS office, to undertake the drafting of the area plan, the consultation with 13 First Nations, the facilitation of the Ganges Area Planning Task Force, the collaboration with agencies through the existing Technical Working Group, along with public consultation of the draft area plan and various discretionary process will be quite overwhelming for the staff involved. **Option 2:** Instead of creating a standalone document of an area plan, only amend the existing section of the SS OCP – Section B.5.2 Ganges Village Designation, as part of the major amendment to the SS OCP process. This option will provide limited ability to address issues relating to Ganges Village holistically as identified in the original Project Charter. **Option 3**: 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: With an unbiased, neutral third-party professional to draft the area plan (based on recommendations from the completed engagement program and the Ganges Village Planning Task Force), will help to address public opinions and the pre-conceived notion of the island Islands Trust's staff.
RECOMMENDED OPTION: Approve the request for $86,500 as requested.
COST/BENEFIT ANALYSIS: <u>Quantitative Analysis</u>: • $50,000 for a contract with a consultant with experience graphic design to content writing. Professional consulting to write area plan usually cost way over $100,000, but the cost usually included the public engagement component, since the engagement process has been completed, the cost should be substantially lower. • $7,000 on technical support and educational material are estimates based on prior processes. • $3,500 on task force meetings are estimates based on previous years.

- $26,000 as capacity fund for First Nations is a low estimates. SS LTC put a pause on the planning process to focus on collaboration with First Nations, this commitment requires funding support.
- The total cost of $86,500 is very near to the amount that was not carried over from 2021 to 2022 and the amount that was cut by the Executive Committee in early 2022.

PURCHASING PROCEDURE:

As per Islands Trust process for hiring consultants.

PROPOSED IMPLEMENTATION STRATEGY:

Implementation is for the last stage of the Ganges Village Area Plan planning process as identified in the Project Charter and approved by SS LTC and the Regional Planning Committee.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

A standard educational and informational online tools have been developed, and a general stakeholder groups was identified in the Ganges Village Public Engagement Program conducted by the consulting team which included a specific list of contacts of stakeholders, community groups, relevant agencies, and various First Nations communities.

Louisa Garbo, Acting Regional Planning Manager	August 15, 2022
Initiator Name and Title	Date
Stefan Cermak, Director, Planning Services	Sept. 19, 2022
Reviewed by: Name and Title	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 NOVEMBER.
  - 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.
- If not approved by management:
  - the business case wil be forwarded to FPC for information in NOVEMBER of each year, but not included in the budget draft.

Islands Trust
Proposed Operational Projects
Fiscal Year 2023/24

<u>OPERATIONAL INITIATIVES</u>

DESCRIPTION	AMOUNT	Funding Source	
Expense Claim System Upgrades	15,000	*surplus*	
Accessibility Plan Development	-	*surplus*	Legislated Project (EC)
LG Development Approvals Program: LPS	147,795	*grant*	
Total Operational Initiatives	**147,795**		

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 (name, title): Mark van Bakel, Senior Technical Analyst **Business Area:** Information Services **Name of Request:** Expense Claim System Enhancements - $15,000	**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:** ______________________
Date of Funding Request Submission: January 12, 2023	**Funding Required for (date range):** April 1, 2023 – March 31, 2024

ISSUE/OPPORTUNITY

The Islands Trust is currently using online expense form software that is no longer supportable, putting the organization at risk of complete digital expense form system failure. In the event of a failure, staff and trustees would be unable to submit expense reports electronically, leading to significant disruptions in operations and increased costs associated with paper submissions.

Additionally, the current application is lacking in several industry-standard features, such as the ability to submit digital receipts, which is an expected feature in modern system analogues. Upgrading to a new system would bring the Islands Trust in line with industry standards and respond to enhancement requests for these features by both staff and trustees.

PROJECTED RESULTS/DELIVERABLES:

The projected results/deliverables associated with this funding request include:

1. A detailed project plan that outlines the timelines, resources, and tasks required to implement the new system.
2. A new, modern and supportable online expense form system that meets industry standards and addresses the issues and opportunities described above.
3. Data migration from the current system to the new system, including travel expense allowances and any other relevant data.
4. Training materials and documentation for staff and trustees on how to use the new system.
5. Ongoing maintenance and support to ensure the system continues to function properly and meet the needs of the organization.
6. Reports and metrics on the system's performance and usage, together with feedback from staff and trustees, which will be used to inform and drive continuous improvement of the system over time.

Overall, the implementation of this plan will provide a modern and supportable online expense form system that meets industry standards, addresses the issues and opportunities described above, and improves the organization's operations.

1. Modernizing the expense reporting system to align with industry standards, making it more reliable and efficient.
2. Reducing the risk of complete digital expense form system failure, ensuring business continuity for an estimated 5 years.
3. Improving overall workflow efficiencies for finance staff by providing new features and functionalities like digital receipt submission, reducing staff time to compile claims and obtain manual approval, therefore generating capacity for other tasks.
4. Achieving organizational objectives related to risk management (i.e. business continuity planning) and modernizing operations (i.e. reducing reliance on paper documents) by implementing a more reliable and efficient expense reporting system.
5. Addressing a long standing enhancement request for digital receipt submission features by both staff and trustees.

RISK ASSESSMENT:

Potential risk factors associated with the implementation of a new online expense form system include:

1. Technical difficulties or bugs in the new system, leading to disruptions in operations and increased costs.
2. Inadequate training or support for staff and trustees, leading to confusion and frustration.
3. Cost overruns due to unexpected expenses or delays in the implementation process.

To mitigate these risks, the following options may be considered:

1. Perform adequate quality assurance testing, ensuring that the new system meets the agreed upon performance, design, reliability, and maintainability expectations.
2. Provide clear communication, training, and support to staff and trustees to ensure they understand the benefits of the new system and how to use it.
3. Develop a detailed project plan that includes contingencies for unexpected expenses or delays, and regularly review and update the plan to ensure that it stays on track.

ALTERNATIVES CONSIDERED:

Option 1: Do nothing.
The first alternative considered would be to do nothing and continue to use the current online expense form system. The benefit of this option is that there would be no immediate costs associated with upgrading the system, but the risks include the potential for system failure and disruptions in operations, increased costs associated with paper submissions, and the system not meeting the needs and requests of staff and trustees.

Option 2: Replace with off the shelf third party application.
A second alternative would be to replace the current system with an off-the-shelf third-party application that meets the organization's needs. The benefits of this option include a lower initial cost of implementation compared to a custom solution, and a faster time to deployment. The risks include that the off-the-shelf solution may not fit the organization's specific needs and may require additional customization, which can be costly and time-consuming. Financial implication of this option is the long term cost of maintaining the third-party software. Although the upfront costs are likely to be lower, the long term licensing and maintenance fees are likely to be higher.

Option 3: Hire a contractor to develop a custom solution.
The third alternative is to hire a contractor to develop a custom online expense form system that meets the organization's specific needs and standards. The benefits of this option include a solution that fits the organization's needs exactly, and the ability to add unique features and functionality in the future. The risks include a higher cost of implementation compared to an off-the-shelf solution and the potential for delays if the contractor is unable to deliver on time. This option requires more resources and expertise to implement. Financial implication is the cost of hiring the contractor during the development, implementation and maintenance phases of the project. Initial resource requirements are higher than the other options, but the long term requirements are anticipated to be lower over an anticipated five year software life span.

CRITICAL SUCCESS FACTORS:

Critical Success factors that have been identified in this initiative include*:*

1. Budget: Adequately funding the development, implementing and maintenance of the new system is critical to the success of this initiative. If the cost of implementing and maintaining the new system is not sufficiently funded we can assume a continuation of the current risks, such as complete digital expense form system failure. Additionally, the organization may not be able to address the lack of industry-standard features and staff and trustee requests, leading to reduced efficiency and increased costs over time.
2. Training and Support: The provision of adequate training and support for staff and trustees on how to use the new system is critical to the success of this initiative. Without proper training and support, staff and trustees may struggle to use the new system, leading to confusion, frustration and added support costs.
3. Contractor Availability: The availability of a trusted contractor with the required expertise to develop and implement the new system is critical to the success of this initiative. If the organization is not able to find a contractor with the required expertise, it may not be able to implement the new system.

RECOMMENDED OPTION:

Information Systems recommends **Option 3: Hire a contractor to develop a custom solution**. This option offers the most comprehensive solution as it provides a system that fits the organization's specific needs, and allows for the addition of unique features and functionality as needed. Even though this option may have higher upfront costs compared to the other options, the benefits it offers outweigh the risks, and the cost of the solution over a five year period is expected to be lower compared to the ongoing license and maintenance costs of Option 2.

COST/BENEFIT ANALYSIS:

Quantitative considerations for this initiative include the financial costs of either developing or purchasing a new system, as well as the costs associated with licensing and maintaining the solution over time. One of the main considerations is that hiring a contractor to develop a tailored solution incurs higher upfront costs. However, it is important to take into account that the cost of the custom solution over the anticipated life of the software, which is estimated to be 5 years. When including the ongoing license and maintenance costs of a third-party solution, the long term cost of developing a custom solution are expected to be significantly lower.

Qualitative considerations for this initiative include the potential cost of operational disruptions during the implementation process. Disruptions will however be mitigated with the implementation of a parallel system, replacing the existing expense form only after quality assurance testing indicates that the new system meets the performance, design, reliability, and maintainability benchmarks described in the project plan.

The qualitative benefits of either developing or purchasing a solution include increased workflow efficiency and reduced staff time/costs associated with receipt submissions. This initiative also includes the added benefit of improved staff and trustee satisfaction, having responded to a long standing enhancement request, and aligning with industry standards.

PURCHASING PROCEDURE:

When it comes to purchasing procedure, there are two options to consider: Request for Proposal (RFP) and Request for Quote (RFQ). The main difference between these two options is that RFPs take into account not only the price but also the quality of a proposed project plan, whereas RFQs are awarded to the lowest bid. The RFP purchasing procedure is more involved and time-consuming, but given the critical importance of this software, it is recommended to use the RFP procedure in this case, in order to ensure the quality of the delivered product as well as a competitive price.

PROPOSED IMPLEMENTATION STRATEGY:

1. System requirements review, identifying the specific needs of the staff and trustees, as well as any industry-standard features that are expected in modern system analogues.
2. Develop, issue, evaluate, and award Request for Proposal (RFP).
3. Develop a detailed project plan that outlines the timelines, resources, and tasks required to implement the new system.
4. Coordinate with the relevant stakeholders and ensure that necessary resources and support are in place.
5. Conduct quality assurance testing to ensure that the system is functioning properly.
6. Provide training to staff and trustees on how to use the new system.
7. Roll out the new system to the organization. Monitor the system for any issues and provide ongoing support and maintenance.
8. Continuously monitor and evaluate the system's performance and gather feedback from staff and trustees. Use this feedback to make improvements to the system and ensure it meets the organization's needs over time.

STAFF RESOURCING:

The staff resources required to achieve success with this initiative will depend upon determined scope of the project and the specific needs of the organization. However, some of the staff resources that are anticipated include:

1. Project manager: to oversee the project, coordinate the work of the different teams, and ensure that the project is completed on time and within budget.
2. Business analyst: to gather and document the requirements for the new system, and to work with the vendor or contractor to ensure that the new system meets the needs of the organization.
3. IT staff: to work on the technical aspects of the project, such as installing and configuring the new system, testing, and providing support during and after the implementation.
4. Trainer: to develop and deliver training to staff and trustees on how to use the new system.
5. Finance staff: to work on the financial and process aspects of the project, ensuring any newly developed system is built with features that ensure compliance with the organization's financial policies and workflows.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Change management, communication and collaboration strategies are critical components of the implementation of this initiative. These strategies are important to ensure that the organization's staff, trustees and management are aware of the changes that are taking place, understand the benefits of the new system and are prepared to make the transition to the new system. This helps to build buy-in and support for the new system, and can help to mitigate resistance to change. It can also facilitate more sharing of information and knowledge, which can help to improve the quality of the new system and ensure that it meets the needs of the organization. Overall, regular communication can help to ensure that the new system is developed and implemented in a way that meets the needs of the organization and all its stakeholders, and that it is adopted and used effectively in the long term.

Mark VanBakel, Senior Technical Analyst	January 12,2023
Initiator Name, Title	Date
CAO	January 12, 2023
Reviewed by Department Lead: Name, Title	Date

Islands Trust
Proposed Staffing Changes
Fiscal Year 2023/24

CATEGORY	DESCRIPTION	AMOUNT	*Funding Source*
STAFFING (Permanent)			
	Manager, Finance & Accounting *(FT, estimated start date May 1), funded by taxes*		
	Salary	80,000	
	Benefits	18,000	
	Travel	-	
	Mobile Phone	-	
	Computer - Laptop	2,500	
	Training	1,500	
		102,000	*Taxes*
	LTC Meeting Administrator *(FT, estimated start date June 1), funded by taxes*		
	Salary	42,600	
	Benefits	10,800	
	Travel	9,000	
	Mobile Phone	-	
	Computer - Laptop	2,500	
	Training	2,000	
		66,900	*Taxes*
	Administrative Coordinator *(FT, estimated start date June 1), funded by taxes*		
	Salary + Benefits	65,500	
	Benefits	16,600	
	Travel	1,800	
	Mobile Phone	-	
	Computer - Laptop	2,500	
	Training	1,000	
		87,400	*Taxes*
	Planning Admin Staff Adjustments, *funded by taxes*		
	Remove 3x Grid 9s - salary	(192,000)	
	Please with 3x Grid 11s - benefits	204,000	
	Total increase from staff reclassification	**12,000**	*Taxes*
	Planning Admin Staff Adjustments, *funded by taxes*		
	Remove 3x Grid 15s - salary	(228,000)	
	Replace with 3x Grid 18s - benefits	249,000	
	Total increase from staff reclassification	**21,000**	*Taxes*
	Total New Staff (P) Costs	**289,300**	

STAFFING (Temporary)

Freshwater Co-op Student *(FT, 4 months), funded by taxes*		
Salary	16,500	
Benefits	4,200	
Pacific Leaders Tuition Grant	1,300	
Travel	-	
Mobile Phone (none)	-	
Computer - Desktop (existing machines available)	-	
Training (to be completed in-house)	-	
Total FW Co-op Student	**22,000**	*Taxes*
Planning Services Co-op Student *(FT, 4 months), funded by taxes*		
Salary	16,500	
Benefits	4,200	
Pacific Leaders Tuition Grant	1,300	
Travel	-	
Mobile Phone (none)	-	
Computer - Desktop (existing machines available)	-	
Training (to be completed in-house)	-	
Total FW Co-op Student	**22,000**	*Taxes*
ITC Species at Risk Co-op Student *(FT, 4 months), funded by grants*		
Salary	14,100	
Benefits	3,600	
Pacific Leaders Tuition Grant	1,300	
Travel	-	
Mobile Phone (none)	-	
Computer - Desktop (existing machines available)	-	
Training (to be completed in-house)	-	
Total FW Co-op Student	**19,000**	*Grant*
Total New Staff (T) Costs	**63,000**	

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by: Director, Administrative 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, Full-time** ☐ **Temporary, FT/PT** Temp Duration: ___________________ ☐ **Other – please describe:** _________________
Business Area: Administrative Services – Finance	
Name of Request: Manager, Finance and Accounting – 1.0FTE Salary range $69,600 - $98,400 **Value of Request, 2023/24:** $100,000* – base salaries & benefits, 11 months plus training and equipment ** assumes hiring Band 2 at mid-point in salary range*	
Date of Funding Request Submission: January 18, 2023	**Funding Required for (date range):** April 1, 2023 – March 31, 2024 + annual ongoing

ISSUE/OPPORTUNITY:

Under resourcing of staff on the Administrative Services team (specifically, in finance area) has been an ongoing issue for many years at the Trust. Former Directors of Administrative Services (DAS) have sited workload concerns when departing the organisation, and more recently, staff in this position have experienced severe burnout from overwork and have required extended leave to regain health equilibrium.

The Director of Administrative services oversees the finance, human resources, and information services functions of the Trust. Of these three areas of oversight, the most significant amount of time is dedicated to the finance function due to significant under resourcing and poor structure of this team operating in an environment with a large volume of deadlines rooted in legislation, policy, and process. The under resourcing of this team impacts the finance function significantly but also in the HR and IS functions who do not benefit from deeply involved Director oversight as time constraints do not allow it. Finance, HR, and IS are key organisational functions and the risk to the organisation of not properly resourcing this team is significant.

Available Working Hours
As the title suggests, Directors of an organisation traditionally spend the majority of their time directing and overseeing tasks as opposed to performing tasks. As is typical in all organisations, senior management staff must dedicate time to managing, leading, directing, and overseeing work product and staff, and consequently, naturally have less time than lower level positions to dedicate to the actual production of work.

Staff have performed analysis of working hours available to the DAS to perform the duties and functions of the position, when known hours for regularly scheduled meetings and annual time off allotments are adjusted for. Removing hours for annual leave entitlement, time spent in meetings with staff (weekly check-ins with direct reports, the CAO, meetings with the management team, all staff meetings, Occupational Health and Safety Committee meetings), time spent in public meetings (FPC, AC, EC, TC), and a modest assumption of 1 training day per quarter (minimum to maintain CPA status is actually nearly double that 1.9 days per quarter), staff quantify available working hours for the DAS to be an average of 1.5 days per week to perform all required duties of the role, including performance management of staff.

Duties expected to be completed by the DAS as the head of finance, HR, and Information Services, are too extensive to be achieved in these available working hours.

The current day-to-day recurring tasks being completed by the DAS in this 1.5 days/week include those in the following list. The majority of these tasks are not in the job description of the DAS nor are they in the job description of any other finance staff member, making them effectively homeless, unassigned tasks. However, they are important required tasks for a properly functioning finance team and thus are being performed by the DAS:
Note this list is not exhaustive

Finance & Financial Administration – related tasks (excluding weekly meetings with finance direct-reports, FPC/AC meeting times):
Financial Planning Committee, Audit Committee, & Trust Council work
- Budget process planning and rollout
- Budget development for areas of oversight
- Budget consolidation and amendments for management team and FPC/TC – 9 versions annually, continuous updates from September – April
- Budget reports to accompany each version of the budget for FPC and TC
- Review and update of quarterly financial reporting for FPC/TC – quarterly
- Calculation of fund balances for quarterly reporting - quarterly
- Review of monthly financial reporting (to EC/FPC) and preparation of related reports where areas of concern are identified – monthly
- Review and update of financial forecasting for FPC/TC – 2x/year
- Review and reporting on financial operations - monthly
- Review of FPC/AC public meeting minutes
- External financial statement preparation and field work with auditors for both Islands Trust and Islands Trust Conservancy entities – annually, dedicated 6 weeks of time
- Budget consultation materials preparation including charts and data for surveys, reviewing materials and communications for financial accuracy, preparing and delivering budget information sessions
- Annual involvement of preparation of insert that accompanies property tax notices to all trust area residents
- Financial policy interpretation, implementation, and review/amend as required.

Day-to Day financial controllership duties & other financial administration tasks
- See the attached draft JD for duties related to this function, all of which currently fall to the DAS
- Review of invoices for payment approval – weekly, ad hoc
- Review of EFT payments to vendors and release of payments in banking system – bi-weekly
- Review of SSIWPA financial reports – quarterly
- Journal entry review – weekly and ad hoc, increased volume at quarter-ends, year-end
- Facilities management including lease renewals – ad hoc
- Review of contracts for all departments in the organisation – constant ongoing (contract volumes up 10% over the last 10 years and 55% over the last 15 years)
- Risk assessment and approvals of insurance waivers for specific contracts – constant, ongoing
- Asset tracking and inventory maintenance – should be regularly completed
- Addressing questions from staff across the organisation on various budget and financial processes and ideas
- Addressing questions from trustees on financial-related matters, including significant involvement with the Chair and other members of FPC

Other accountabilities
- Management of investments
- Determines training needs of the organisation, develops and implements training plans
- Project oversight related to administrative services undertakings
- Participates in building and/or leading the implementation of new and strategic business processes

This list does not reflect time spent assisting staff with their duties when needed, responding to questions or emails/phone calls from staff, trustees, or the public, or time spent in strategic discussion with management team members, which can often take up significant time.

Human Resources – related tasks (excludes weekly meetings with direct-reports):

- Review and approval of new staff offers and related letters – consistent, ad hoc
- Oversight of organisation-wide Performance Management Program – annually
- Development of strategic human resourcing plans in time – ad hoc
- Review of trustee remuneration – monthly
- Review of job descriptions and classifications reviews – regular
- Oversight of organisation-wide all staff meetings – quarterly
- Orientation planning oversight for new staff – regularly, ongoing
- Advising on process related to hiring competitions, changes in staff status, and other HR related matters
- Key contact with the BC Public Service Agency on matters related to key HR policy changes

Information Services – related tasks (excludes weekly meetings with direct-reports):

- Reviews business proposals for new undertakings and initiatives
- Identifies of tech-related training needs and training session content in conjunction with staff
- Reviews service subscription contract renewals
- Strategic oversight of long-term technology plans, succession planning, business case building
- Develops plans to address identified service gaps within the organisation

Currently, a significant majority of DAS time is spent on tasks not captured in the full-time job description of the role. These tasks have been gathered to form the basis for the draft job description of the newly proposed Manager, Finance & Accounting position (attached).

Structure of the Finance Team

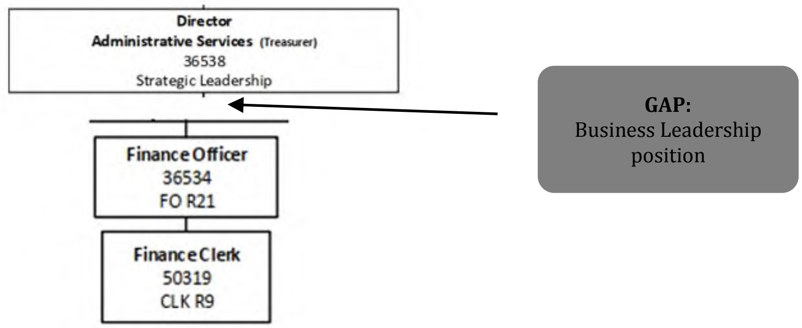
The current structure of the finance team and the Director's span of control does not adequately support the breadth or depth of services supported in the department's realm of responsibility.

The Director, Administrative Services is a strategic leadership level position. However, without a business leadership (middle management) position on the team, the role is stripped of sufficient time to dedicate to strategic initiatives and is forced to dedicate time to oversight and execution of daily operations. The classification grid gap seen in the finance team structure as compared to the planning team structure highlights the issue (see below).

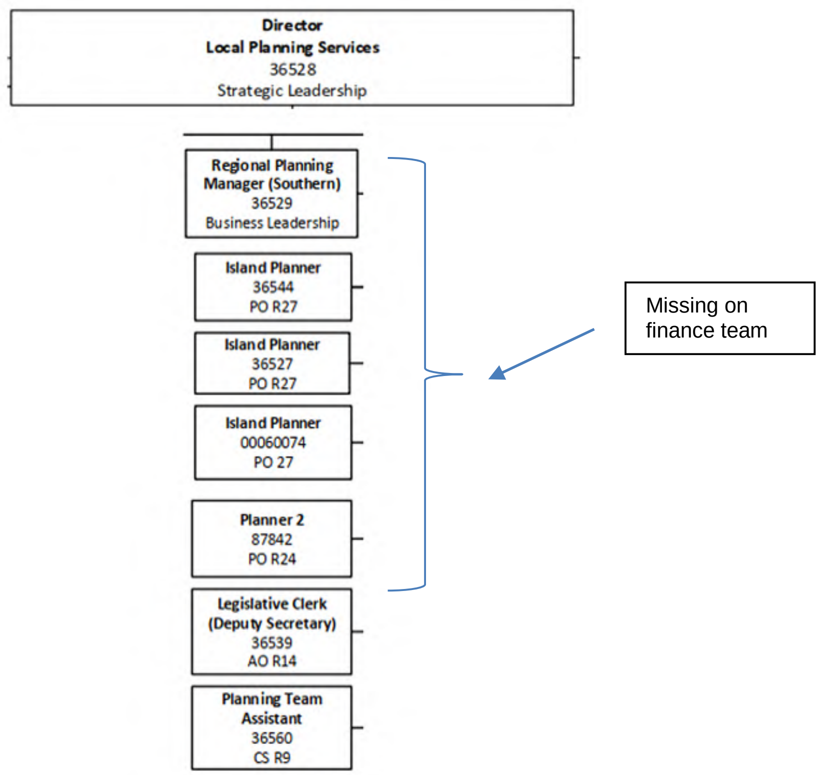
The finance team is made up of two staff members: the finance officer classified at a grid 21 level, and the finance clerk classified at the grid 9 level, who functions as the Trust's accounts payable/accounts receivable clerk and provides administrative support to financial operations. The DAS is classified as a Band 5 strategic leadership level position, which means there are eight vacant classifications levels in between the DAS position and the next finance staff person. This generally means work above a grid 21 level that would fall to any of the 8 unstaffed classification levels falls to the DAS to complete. This includes all financial analysis with the exception of budget-to-actual variance analysis, which the DAS is still required to review in detail, research and implementation of new accounting standards, policy creation and amendment associated with financial operations, strong process development to support strong internal controls, all but basic decision-making, and many more day to day tasks. This is an enormous amount of work in a financial context, and these activities consume a significant amount of the available DAS working time. Given the time of the DAS is so stretched, many key tasks associated with strong financial controllership are lacking, including internal control management across the organisation.

All functions related to financial controllership (see attached job description), financial analysis aside from variance analysis, special projects such as policy review, updating processes for changing accounting standards, any strategic leadership work for the organisation – all fall outside of base working hours for the DAS position and are not listed in the DAS job description but are currently being performed by the DAS.

The structure of the finance team is laid out as follows in the Islands Trust org chart:



Compare the finance team structure to the Planning team structure, whereby the Director is also classified as a Band 5 (same as the DAS), with the next senior-most staff at a Band 3 management level (business leadership position), followed by grid 27, grid 24, grid 21, grid 14, grid 9. This means the Director need only (generally) take on work associated with one classification level (Band 4) between himself and the next most senior staff person on the team, as there is appropriate skills sets and classifications within the team such that work can be appropriately delegated.



The current structure of the finance team does not allow for an appropriate workload for the DAS, nor provides opportunity or capacity for more strategic level work to be engaged.

The addition of a new Manager, Finance and Accounting in a business leadership role may create capacity for the DAS to engage in the more strategic-level tasks that form some elements of the role's job description, including increased capacity to support strategic human resource and IS initiatives as well as finance initiatives.

PROJECTED RESULTS/DELIVERABLES:

Adding resourcing to the finance team will result in the following benefits:

- Increased reliability of financial information, reporting and analysis used to guide decision-making across the organisation for both staff and trustees.
- Reduced timelines addressing questions from staff across the organisation, allowing all business units to function more efficiently.
- Reduced risk of staff burnout: This will greatly benefit the personal health of individual staff members, supporting increased engagement of staff with their work, reduce the risk of staff extended leaves which puts financial strain on the organisation and negatively impacts the department's provision of services to the rest of the organisation.

- Increased internal control management: This ensures established processes and policies safeguarding Trust assets are monitored in a timely and effective manner, resulting in stronger controls over organisational spending and safeguarding of assets, and reduced risk of errors in reporting.
- Increased capacity for higher skilled staff to focus on higher skilled work, rather than spending time in the smaller details, which is an inefficient, expensive use of skilled labour.
- The ability of higher skilled staff to direct some attention to corporate-wide strategic tasks and special projects, and work objectives that will bring long-term organisation benefit, as opposed to the day-to-day tasks of financial management, administration and reporting. Such special projects might include:
    - Developing templates for use across the organisation to facilitate better work planning, project management and project reporting to LTCs, Council Committees, and Trust Council.
    - Furthering specific recommendations in the Governance Report, such as developing better practices to tie the strategic plan to the financial plan on an annual and longer-term basis, or assisting in developing performance measures for the Trust to monitor its effectiveness in specific target areas.
    - Review of financial policies to upgrade policy quality, ensure clarity, and incorporate new Trust Council priorities (for example: as it related to the Trust's procurement policy - adding indigenous procurement considerations)
    - More in-depth financial planning for 5-year financial plan bylaw
    - Developing improved processes to facilitate easier and better decision-making internally and politically.
- Creation of capacity for staff to invest in the training of staff across the organisation to foster high-quality and efficient work product.

RISK ASSESSMENT:

Hiring a new staff resource to support the finance team comes with very little, if any, risk to the organisation. The greater risk is in not properly resourcing the team. Identified risks with hiring a new FTE would be those associated with the hiring of any position, such as the inability to find or retain suitable candidates.

As the job profile for this new position has not yet been reviewed by the Public Service Agency classifications team (required), there is a risk to the budget if the position is classified differently to what staff anticipate. Higher classification to what is budgeted would result in higher salaries required for the new staff position than budgeted. This risk could be mitigated by working with PSA to amend the draft job description to classify it within budget limits, if required. Such an approach may bring reduced benefit to the organisation with lower skilled staff being recruited. If the role is naturally classified below what staff anticipate, the budget would benefit from savings due to lower salaries expense incurred for this new role.

The risk of not supporting this new position is greater than the risks of supporting it, as described in the Issue/Opportunity section of this report.

ALTERNATIVES CONSIDERED:

Option 1: Do not hire the proposed 1.0FTE
Benefits: None.
Risks: The organisation is not properly supported by key financial functions, resulting in poor decision making due to poor or no financial information provided, risk of business continuity as it relates to proper financial management, finance staff may again require extended leave due to overwork, staff will unable to complete all assigned tasks, work will not completed to quality standard, staff will be unable to adequately support the rest of the organisation as needed in their work, key staff may leave the organisation, policy/process will remain status quo despite the clear need and desire for change and improvement, there will be no advancement of projects and initiatives that would benefit the organisation as a whole, and overall reduced financial rigor as a result of staff time constraints will prevail.
Financial implications: No immediate financial implications. However, without appropriate support for the finance team, there is greater ability for finances to be misused, or used inefficiently. If existing staff again require extended leave, the cost to fill the position is nearly doubled, as staff on leave are paid 75% - 100% of their base salary and any temporary hire to backfill would be paid 100% of that same salary as well. This could mean additional costs as high as $13,000 per month.
Resource requirements: None – except potentially continued staff overtime to attempt to achieve all that is allocated to the role. If staff choose not to engage in these extra hours moving forward, the risks outlined above will be heightened.

Option 2: Hire a permanent 1.0FTE
Benefits: As outlined in earlier sections of this report, and risks identified in Option 1 will be removed which is of great benefit to the Trust.
Risks: Little to no risk with this option. Risks are those associated with any hiring competition: no suitable candidates are found and time has been lost in the recruitment process.
Financial implications: Approximately $100,000/year, provided classification of the role lands as expected, and the successful hire is hired at the mid-range of the salary grid. There is a risk in this labour market that a quality hire will land at a salary higher than mid-range.
Resource Requirements: Staff time to run hiring competition and train successful applicant in the role.

Option 3: Hire a part-time staff position
Benefits: Similar to Option 2, though significantly fewer. This would not generate capacity for new strategic work to be undertaken by the DAS, but may only allow for a appropriate work-life balance depending on how part-time a new hire may be.
Risks: Fewer suitable candidates may apply for a PT position versus FT, increasing the risk that successful outcomes are not achieved.
Financial implications: Reduced financial resources required for PT staff, pro-rate by the % of FT that a new staff person is brought on.
Resource requirements: Staff time to run hiring competition and train successful applicant in the role.

Option 4: Engage with an independent contractor for project-related work instead of hiring a staff position
Benefits: Potential for highly skilled labour for ad-hoc projects. No benefit to alleviate the day-to-day duties that are burdening the finance team.
Risks: Risk that no suitable contractor can be found or is not available, risk of incompletion of contracts with contractors. Islands Trust has attempted this approach in the past and was unsuccessful in finding a contractor to see contracts through to completion, despite paying for a third-party talent-search company to provide contractor options.
Financial implications: Contractor hourly rates are significantly higher than staff hourly rates.
Resource requirements: Staff time to run hiring competition and train successful applicant in the role.

CRITICAL SUCCESS FACTORS:

- Properly drafted job description that includes adequate levels of education and skill, such that suitable candidates can be found during a hiring competition.
- A thorough and well-conducted hiring process needs to be undertaken to ensure quality staff are secured in the new role.
- Thorough orientation for any new hire to properly perform their duties to achieve the greatest benefit to the organisation.
- Support from Islands Trust elected officials and management to fund this new key position and dedicate resources to it.

RECOMMENDED OPTION:

Option 2: Hire a permanent 1.0FTE to the position of Manager, Finance & Accounting is the recommended option.
This option provides the greatest benefit to the organisation and ensures staff health is appropriately safeguarded. This option provides skilled resources to ensure desired changes and improvements to the organisation can be achieved.

COST/BENEFIT ANALYSIS:

Quantitative Discussion:
Annual ongoing cost approximately $100,000 for salaries, benefits, training, and professional dues, with costs potentially rising by a modest amount annually if staff perform sufficient to achieve a performance-based salary increase (excluded staff increases are based on performance).
Savings will be realised in that prevention of potential future staff leaves and the need for paid leave with paid backfill will not be required with appropriate work-life balance provided for staff. Savings also realised in reduced staff turnover.

Qualitative Discussion:
Staff with appropriate work-life balance are more engaged, more productive, more invested in the workplace, less cynical, and work better with others which contributes to organisational success. Reduced turnover results in lower cost to the organisation in lost working hours, recruitment and training.

PURCHASING PROCEDURE:

No procurement process as this is not a procurement of goods or services, but a hiring of staff. A hiring process will be undertaken in accordance with standard PSA hiring practices, including: Approval to create new position, classification review of new job description by PSA, posting of job to external sources, collection and review of resumes, skill testing, interviews, reference and criminal record checks, offer letters, on boarding and training of new staff.

PROPOSED IMPLEMENTATION STRATEGY:

Assumed classification with PSA complete by April 1, 2023 in time for the new fiscal year.
Hiring process initiated mid-March 2023 upon budget approval, screening and interviews in April 2023 with anticipated new hire start date in May 2023. Training of new staff to be completed over the course of 2-3 months with true realisation of hiring benefits beginning in fall 2023.

STAFF RESOURCING:

Pre-hiring activities:

- Director, Administrative Services – draft job description for new staff (completed), screen applicant resumes, prepare and mark written assessment for applicants, conduct interviews, conduct reference checks, conduct offer – estimated 35 hours
- Employee Services Coordinator – administer job posting/resume collection/administer written assessments and interview scheduling, prepare offer letter, file for criminal record check – total 5 hours
- Interview Panellists (DAS + likely 2 others) – conduct interviews and post-interview discussions, 1.5 hours/interviewee per panellist.

Post-hiring activities:

- Director, Administrative Services – training/orientation with new staff, 2-3 months
- Employee Services Coordinator – process new hire paperwork, schedule/deliver basic new hire orientation and on boarding sessions – total 15 hours
- Others across organisation – orientation to other departments and relevant processes – 1 week

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

The Trust management team has been informed of this undertaking and is supportive is new staff for administrative services. If the position is approved, communications to staff will be undertaken and the hiring competition will be circulated internally as well as on the BC PSA job site and other external job sites, following usual hiring process.

Attachment:

- DRAFT job description, Manager, Finance & Accounting

Director, Administrative Services	January 1, 2023
Initiator Title	Date
Chief Administrative Officer	January 12, 2023
Reviewed by Department Lead: Title	Date

Islands Trust

DRAFT

JOB PROFILE
Position # #####

Title:	Manager, Finance & Accounting	**Classification:**	Band 2 (Expected)
Ministry:	Islands Trust (60-7755)	**Work Unit:**	Administrative Services
Supervisor Title:	Director, Administrative Services	**Supervisor Position #:**	36538

PROGRAM
Located in Coast Salish territory, the Islands Trust is a federated body responsible for protecting the unique amenities and environment of more than 450 islands and surrounding waters in the southern Strait of Georgia and Howe Sound. Created by the Province via the Islands Trust Act, Islands Trust plans and regulates local land use, advocates on key issues impacting the area, and protects land through the Islands Trust Conservancy. Islands Trust works closely with other government agencies and First Nations to accomplish its mandate.

CONTEXT
The financial services team falls within the Administrative Services unit of Islands Trust and is responsible for the overall financial management framework of the organisation. Services include: accounts payable and receivable functions; internal control development, implementation and monitoring; budgeting and forecasting for revenues and expenditures; recoveries; corporate monitoring and reporting; financial operations; financial analysis and decisions support; financial accounting and policy advice; contract administration and expertise; risk and assurance services; and facilities management and coordination.

JOB OVERVIEW
The Manager, Finance and Accounting oversees the day-to-day accounting, financial, financial reporting and related business and administrative activities of the Islands Trust. The role ensures current and newly developed policies are compliant with appropriate accounting standards and corporate policy and strives for continuous improvement of process to enhance quality of service to Trust clients.

KEY ACCOUNTABILITIES

Finance and Accounting:

- Oversees establishment, updating, implementation and documentation of accounting policies under the guidance of the Director
- Provides assurance that financial operations are in compliance with PSAB guidelines, public service, and Islands Trust policies and procedures.
- Identifies and mitigates financial risks through the development, maintenance review and improvement of financial controls associated with financial reporting, procurement, payroll, and asset management.
- Oversees the compilation and review of financial statements and reports for senior management
- Oversees the compilation and review of financial forecasting.
- Reviews and updates cash flow projections to ensure cash resources remain adequate for organisational needs.

- Researches and provides advice to the Director, Administrative Services on complex and emerging accounting and financial issues
- Reviews journal entries for correctness and completeness, ensuring proper supporting documentation for each is collected and filed appropriately.
- Attests to the integrity and accuracy of financial information
- Performs financial analysis using templates and calculations, determining and supporting assumptions incorporated into analysis, and provides initial interpretations of analysis. Develops templates to support various analysis as required.
- Oversees the production of year-end financial statements and notes for the Islands Trust and the Islands Trust Conservancy, and prepares key working papers for the auditor's package.
- Participates in the budget development and review process.
- Assists in preparing communications materials that relay financial information such as charts and graphs for public circulation.
- Supports, mentors, and supervises finance staff to ensure accounting tasks and related reporting requirements are completed within stated deadlines, and follow proper process and policy.
- Provides support related to financial matters of the Islands Trust Conservancy, including review and mapping of financial transactions for purposes of financial reporting.
- Assists with other ad-hoc review, analysis, reporting, and support as required
- Ensure asset tracking and management processes are appropriate and are being implemented effectively.

Financial Administration:

- Reviews contracts prior to signing to ensure they are sound in clarity, completeness of deliverables descriptions and timelines, clear language regarding acceptance of product and billing, etc.
- Reviews risk assessments regarding waiving standard contract terms in special circumstances
- Assists with data gathering for office real estate needs assessments as required, working with senior management to determine value for money associated with property options.

JOB REQUIREMENTS

EDUCATION, TRAINING AND EXPERIENCE:

- Professional accounting designation (CPA).
- Minimum 4 years experience providing financial accounting and reporting services, preferably in a private company environment or in public practice.
- Minimum 1 year experience in supervising staff, scheduling staff, allocating work duties, managing employee performance and delivering training and direction.
- Excellent Microsoft Excel Skills (vlookup, pivot tables, charting, etc.)

Preference may be given to candidates with the following:

- Experience working in a financial audit or finance controller capacity
- Experience using SAGE300 accounting software
- Expense using Caseware financial reporting software

KNOWLEDGE, SKILLS AND ABILITIES:

- Knowledge of public sector accounting standards.
- Advanced knowledge of financial principles, standards and controls.
- Excellent knowledge of accounting operations.

- Strong communication, presentation/ facilitation skills.
- Ability to develop and maintain productive relationships at various levels.
- Ability to manage multiple priorities and produce results within aggressive deadlines.
- Demonstrated leadership ability.

BEHAVIOURAL COMPETENCIES:

Business Acumen is the ability to understand the business implications of decisions and the ability to strive to improve organizational performance. It requires an awareness of business issues, processes and outcomes as they impact the client's and the organization's business needs.

Planning, Organizing and Coordinating involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate.

Problem Solving/Judgement is the ability to analyze problems systematically, organize information, identify key factors, identify underlying causes and generate solutions.

Leadership implies a desire to lead others, including diverse teams. Leadership is generally, but not always, demonstrated from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.

Organizational Commitment is the ability and willingness to align one's own behaviour with the needs, priorities and goals of the organization, and to promote organizational goals to meet organizational needs. It also includes acting in accordance with organizational decisions and behaving with integrity.

Concern for Order reflects an underlying drive to reduce uncertainty in the surrounding environment. It is expressed as monitoring and checking work or information, insisting on clarity of roles and functions, etc.

INDIGENOUS RELATIONS BEHAVIOURAL COMPETENCY:

Sustained Learning and Development means continually increasing your ability to build and maintain respectful and effective relationships with Aboriginal people. Central to this competency is appreciating that there are many other cultural understandings of knowledge and ways of working that have legitimacy and deserve respect – and therefore require our continual learning and development, including direct exposure to cultural and community ways. It includes an eagerness to continually reflect upon and assess your own level of cultural agility and competence, self-awareness, and expertise. It means being willing to learn in new and different ways and appreciating how diverse ways of thinking and acting can ensure the success of the BC Public Service in supporting Aboriginal self-determination.

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 (name, title): David Marlor, Director, Legislative Services **Business Area:** Legislative Services serving Local Trust Committee Services **Name of Request:** Meeting Administrator (full-time): **$65,700**	<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:** ______________________
Date of Funding Request Submission: 11/8/2022	**Funding Required for (date range):** • **$65,700** for 2023/24 (10 months (June 1 to March 31)) • **$78,000** plus collective agreement salary increases for subsequent years

ISSUE/OPPORTUNITY:

Prior to the return of live meetings administrative staff (i.e. Planning Team Assistants, Administrative Assistants, and Legislative Clerks) were responsible for hosting purely digital public meetings in the form of Zoom webinars. Primary duties included management of town hall speakers, breaks (communicating return times), initiation of live stream and recording, and basic user support (microphone and camera management). Although these duties did not require 100 percent of their attention, fluctuating meeting demands required a portion of their focus at all times, thereby excluding them from other duties that required their full attention (i.e. front desk management, application processing, etc.).

Upon returning to in person public meetings, local trust committee wanted to retain the electronic portion of their meetings. At the most basic, this involved livestreaming, and at the more complex this involves full public participation either electronically or in-person.

To accommodate the basic support of live-streaming, the Local Trust Committee (LTC) chairs were provided hardware kits that included a laptop, combination camera, speaker and microphone, Wi-Fi hub and tripod. The laptop was preconfigured with Zoom and an open source video record and/or live streaming package (OBS). When sufficient internet connectivity was available a scheduled Zoom meeting was provided to the chairs to initiate and host. Meeting management was limited to starting the live stream and recording, and ensuring all remote participants were present. In the absence of internet connectivity the chairs were directed to record the meeting using the OBS software and ftp the resultant file to staff post meeting.

For some local trust committee where full electronic participation was required, administrative staff had to provide support by administering the meeting from the office. This involved ensuring that people wishing to speak were able to do so, and managing the meeting electronically. Technical support was provided by Islands Trust Information Systems as needed.

This deployment model for the basic level has proven successful to date in a number of respects.

- Reduced time demands on Administrative staff, thereby freeing up some time for duties associated with their defined jobs.
- Hardware management and audio/video capture quality feedback has been positive.
- Majority of the in person meetings have been successfully recorded, streamed, and published to the Islands Trust website.

However, after surveying (See Appendix A) LTC Chairs, Meeting Administrators and IS staff a number of concerns have been raised.

LTC Chair concerns are largely centered on logistics associated with hardware transport, and the time and focus demands of meeting administration, as described below.

- Limited time between arrival at venue and scheduled start of meeting, with hardware setup contributing to already tight timelines.
- Weight of the kits have proven challenging given remote nature of some of the LTC venues (i.e. no road access or preference to travel via bicycle).
- Confusion surrounding when to use Zoom or OBS software (follow up training has been provided).
- Overseeing meeting hardware and software requires a portion of focus, which should be directed fully to chairing meeting. (i.e.-adjusting camera focus, starting/stopping recording, etc)

Meeting administrators indicated that they have sufficient information (i.e. venue internet bandwidth) and time to effectively schedule and publish meetings. A number of individuals did however note growing pressure, from trustees and the public, to provide greater digital access to LTC meetings (i.e. increasing time spent reviewing electronic documents for privacy issues, uploading and managing files to the internet, etc). Administrative staff expressed concern that this would lead to an even greater demand for administrative time and resources.

The current approach has resulted in an increased demand for staff time and resources relating to the deployment and support of the LTC hardware kits.

- Support calls, primarily associated with meeting setup have increased.
- Recording management is a new resultant service request, as recordings often require editing and encoding in preparation for publication.

Overall there is general agreement amongst those surveyed that the current approach is not sustainable, and that increasing digital access would only exacerbate the situation. LTC Chairs, meeting administrators and IS have all suggested that digital LTC Meetings would benefit from the addition of an individual responsible for hardware setup and administration, and expanded meeting administration.

PROJECTED RESULTS/DELIVERABLES:

The projected results/deliverables associated with this funding request include:
- Administrative capacity to manage and administer most local trust committee meetings, including special meetings, public hearings, and community information meetings
- Reduction of workload for existing planning administrative staff to allow them to focus on the administration of planning application, local trust committee agendas and administrative support to local trust committee land use projects

RISK ASSESSMENT:

From an organizational perspective there is significant risk that if the position is not created that staff continue to displace their work leading to backlogs in reporting, agenda maintenance, correspondence and other required duties. Conversely, if the position is not filled, electronic meetings could be discontinued at the Islands Trust, and staff return to their original jobs/functions, however there would be a corresponding reduction in public transparency.

Risks	Impact	Mitigation
One person will not be able to attend all LTC meetings, and therefore will not be able to deliver or manage on-site equipment to every meeting	Medium	• Still require other administrative staff to support on some Islands
Classification may come back at higher classification to that requested	Medium	• Cost would be higher than estimated; adjustment to future budgets would be required

ALTERNATIVES CONSIDERED:

Option 1 – Do nothing:
Maintain existing digital meeting strategy, continuing to deploy audio/visual hardware via Committee Chairs, with them also functioning as meeting host, and tasking administrative staff with pre-meeting coordination and configuration and live meeting streaming and recording.

This option does not address any of the concerns expressed by LTC Chairs, or Administrative and IS staff.

Option 2 – Private Contracted Coordination
Contract out administration of local equipment and online meeting to individual private contractor.
- Potential high cost for contracted services

Option 3 – Minute Taker Contracted Coordination

Contract out administration of local equipment and online meeting to island minute takers. Note that this approach would require the purchase of additional hardware kits, to be distributed to the respective islands.

- Minute takers would need to be trained to undertake these additional duties
- Still potential need for Information Services support, and as such may not reduce workload for Islands Trust staff.

Option 4 – Planning Services Staff Coordination
Direct planning services staff meeting attendance and administration of local equipment and online meeting. No additional equipment required.

- This would require the Island Planner to set up, take-down and administer the meeting. This would take away from the planners primary professional role of providing advice to the local trust committee.

Option 5 – LTC Meeting Administrator (full time)
Hire a public meeting Administrator, managing all aspects of digital committee meetings, including attending meetings when necessary (and possible), work with management to establish meeting standards and ensure they are met, review and upload meeting recordings, coordinate the setup, management and take-down of the electronic equipment at the meeting, and administering digital meetings. Essentially this position, reporting to the Director, Legislative Services, would over-see all aspect of the electronic component of local trust committee regular meetings, special meetings, public hearings, and community information meetings. The role would have elements of information system knowledge and skills to troubleshoot and ensure smooth operation of the meeting, but would not replace need for Information System support in certain situations.

Staff researched other local governments and their approaches. The City of Waterloo in Ontario has implemented a similar position for comparison and consideration (See Appendix B).

This project will provide the following benefits:

- Reduction in workload for local planning services administrative staff, freeing them to focus on land use planning and meeting agenda support to the local trust committees
- Protect the Island Planner from becoming meeting administrators by virtue of being the only staff at the meeting and a need to set up, management and take down recording, streaming and live electronic meeting management equipment.
- Reduce workload on local trust committee Chairs by not requiring them to transport, setup and administer recording, streaming and live electronic meeting management equipment.
- Provide front-line basic Information System support to help reduce workload for Information Systems staff.
- Ensure all local trust committees can record, stream and hold live electronic meetings as required to conduct their business
- Savings in cost of minute taking, as this would be primarily taken on either in-person or remotely by the new position

CRITICAL SUCCESS FACTORS:

- Having the job description created and classified as requested (grid 9)
- Successful recruitment for the position
- Having buy-in from the organisation

RECOMMENDED OPTION:

Staff recommend Option 5: LTC Meeting Administrator (full time).

Based on the unique geography and political structure of the Islands Trust, the Coordinator role would assume the following responsibilities.

Procedures

- Work with the Director, Legislative Services to develop and maintain procedures for running of electronic meetings, recordings, and streaming.
- Monitor and ensure consistent processes that comply with legislation, Trust Council bylaws, policies and Islands Trust procedures
- Website
- Oversee and support the publication of attendance and recording links on website.

Webinar, Live Stream, recording

- Oversee and support the scheduling and execution of webinars (public electronic access), live stream and recording. Ensure efficient delivery of the final electronic document in ready to post online format and to best admin standards for file retrieval.

Venue Selection

- Gather and maintain documents on venue specific resources (i.e. internet connectivity, on site audio/visual equipment etc.).

Hardware and Software

- Coordinate deployment of equipment as required.
- Overseeing delivery and setup of audio/visual hardware.
- In person support provided as needed.
- Remote support as needed, providing onsite staff with dedicated setup and management support.
- Understanding of the software used, and training and support to others for the use of the software.
- Liaison with Information Systems to ensure back-end support for electronic local trust committee meetings

Minutes

- provide primary minute taking role
- support backup minute takers with training on using electronic equipment and software

Host/Administration

- Host meeting, coordinating in meeting management of panelists, attendees, delegates and staff.
- When scheduling conflict exists responsible for coordinating and supporting alternate host.

PURCHASING PROCEDURE:

Hiring to follow Islands Trust and Public Service Agency protocols.

PROPOSED IMPLEMENTATION STRATEGY:

Recruitment to begin following budget approval – earliest implementation would be June 2023.

STAFF RESOURCING:

Staff resources to develop job description, obtain classification and recruit.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Management by managers and supervisors on new processes, and transition from current staff and processes to new staff position and new processes. Communication to staff and LTC on new process.

David Marlor, Director, Legislative Services	November 2,1 2022
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Attachment 5 (1.)

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 **Russ Hotsenpiller,** **Chief Administrative Officer**	**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) X **Permanent** ☐ **Temporary** Temp Duration: ___________________ ☐ **Other – please describe:** ______________________
Business Area: Administration	
Name of Request: **Administrative Coordinator** $75,250	
Date of Funding Request Submission: September 29, 2022.	**Funding Required for (date range):** **$75,250** for Fiscal Year 2023/24 (June 1 to March 31) **$90,000** plus collective agreement increases for subsequent years

ISSUE/OPPORTUNITY:

Administration Coordinator (full-time)

There is a deficient of administrative support at the Islands Trust relative to Administrative, Trust Area Service and Planning core service delivery. Expanding workloads of these core service areas over the last decade including Reconciliation, declaration of a climate emergency, increased public engagement and outreach, water stewardship, provision of electronic meetings to/with the public, the creation of 2 new committees at the Islands Trust, increasing complexity of land use planning reporting, legislative changes, greater professional mobility/lack of staff experience, and generally rising performance expectations, have not been met with a corresponding increase in administrative support. Specifically, the position would address the following:

- *Increased processing of current applications, managing of changing applications processes (including managing provincial portal process changes)*
- *Increased land title filing duties*
- *Increased demand for managing file management issues*
- *Increased demand for managing an increasing complex database of First Nations and agency contacts, communications, and responses*
- *Increased demand for managing FOI and Ombudspersons requests*
- *Increased demand for assisting bylaw enforcement officers and other Victoria office administrators*
- *Increased demand for successional and cross duty training.*

1. This position would also increase the experience and responsibility level of administrative staff at the Islands Trust. The gap between the current administration classifications of Grid 9 and Grid 14 and respective management is too large. A senior administrative role at the mid Grid level will establish balance and ensure high level administrative practices are identified and implemented.

   In particular, this position would be responsible for the following:

   i. Development and redevelopment of standard operating procedures throughout the organization.

   ii. Oversight on office procedures throughout the organization.

   iii. Assistance to the Senior Intergovernmental Policy Advisor (SIPA) in developing and maintaining protocol agreements with First Nations and First Nation contact database development

   iv. Development and maintenance of a Trust-wide contact database program

   v. Assistance to the Council Committee structure of the Islands Trust, which now includes two new Committees, the Governance Committee and a future legislated Accessibility Committee

RISK ASSESSMENT: *(Discuss potential risk factors associated with this work, if identified. Discuss the options that exist to mitigate identified risks)*

If this position is not supported the following outcomes are possible/likely:

a. Current administrative staff are overworked leading to increased sick days, stress and poor morale
b. Lack of staff retention;
c. Reduced efficiency within the organization in terms standardizing operations across the regional offices.
d. That the Governance Committee does not have appropriate administrative support
e. That the Accessibility Committee does not have appropriate administrative support
f. That programming/protocol agreements with First Nations are not functionally supported.

Requesting administrative staff to constantly take on new duties while continuing to perform existing duties is unrealistic and runs the risk of losing staff and/or a reduction in performance.

ALTERNATIVES CONSIDERED:

1. Fund and implement a new Administrative Coordinator position;
2. Not fund a new position and reallocate administrative needs based on situational analysis.
3. Contract out for services on an annual basis. Some version of this occurs already in terms of on call service assistance through the year. We could develop a more formal, casual administrative work pool, that is funded on an annual basis.

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

Hire a new Administrative Coordinator that would:

1. Development and redevelopment of standard operating procedures throughout the organization.
2. Oversight on office procedures throughout the organization.
3. Assistance to the Senior Government Policy Advisor in developing and maintaining protocol agreements with First Nations and First Nation contact database development and First Nations records management
4. Development and maintenance of a Trust-wide contact database program
5. Assistance to the Council Committee structure of the Islands Trust, which now includes two new Committees, the Governance Committee and a future Accessibility Committee

Position would report to the Director, Legislative Services.

PURCHASING PROCEDURE:

As per collective agreement and hiring policy of the Islands Trust

PROPOSED IMPLEMENTATION STRATEGY:

To be initiated following passage of the budget in March 2023. Development of job profile, and submission for classification, then recruitment. Earliest possible hiring would be June 2023.

STAFF RESOURCING:

Discussion with Public Service Agency regarding job duties and classification: 20 hours
Preparation of duties and integration with Administration unit of Planning Services: 20 hours

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Ongoing discussions with administrative units and respective managers. This request represents a request by current administrative staff for assistance, as well as management assessment of current productivity.

Russ Hotsenpiller	September 29, 2022
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR

Initiated by (name, title):

Stefan Cermak, Director Planning Services

Business Area:
Planning Services

Name of Request:
Planning Services Administrative Adjustment: $30,000

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**
- [x] **New Staff Resources** (see Staff Costing Tool)
  - [x] **Permanent**
  - [ ] **Temporary**
    - Temp Duration: ___________________
- [ ] **Other – please describe:** ______________________

Date of Funding Request Submission:
Sept. 26, 2022

Funding Required for (date range):
$33,000: April 1, 2023 – March 31, 2024 and ongoing annually

ISSUE/OPPORTUNITY:

The need to assess Planning Services administrators (admin staff) admin staff duties has been an intended part of the Planning Services renewal program for several years. Admin staff face significant changes in personnel, proposed office re-locations, and shifting demands of time allocation due to a combination of increased workload and managing an increasing and shifting complex series of legislative processes and file management. There has been reconsideration of admin staff needs since 2008 aside from part time support for bylaw enforcement and compliance needs.

The current structure of the admin staff is the following:

Grid level	Position	Primary duties (in brief)

9	Office Admin Assistant (North and SSI)	Administrative support. Reception, supplies, office needs, information technology needs, records management, meeting coordination, webposting
9	Bylaw Compliance & Enforcement Assistant (Victoria)	Administrative support for bylaw compliance and enforcement team – includes reception, research, taking minutes, preparing reports and assisting the Director (40%)
9	Planning Team Assistant	Planning team and LTC administrative support. Application management, meeting coordination, enquiry support, assist with agenda preparation, webposting
14	Legislative Clerk	Leadership and guidance regarding LTCs legislative and legal processes (including Public Hearings, bylaw adoption, notification requirements, permits, RWMs, agendas, oaths, deputy secretary)

The proposal is to adjust the duties of staff to better meet the current and anticipated demands. The proposal includes creating specialists in order to meet more complex demands (ex: FOI requests and harmonization of legislative, procedural, and operational procedures) while also creating opportunities for advancement within the organization. The specialists would see the evolution of Legislative Clerks into a higher grid level. This in turn would require some deferral of responsibilities to the Planning Team Assistants which in turn would lead to a higher grid level for that position. This has already been organically happening within respective teams but without proper compensation for the leadership roles that Legislative Clerks have been taken and without recognizing the significant efforts and achievements of other admin staff. The success of the admin staff has been primarily due to their willingness to help one another above and beyond their respective duties. This may change as office locations change, staff retire, and efforts are made to centralize processes. Thus the need to prepare for these changes includes creating opportunities for new staff that reflects reality and anticipated near future events.

PROJECTED RESULTS/DELIVERABLES:

The projected result would be a redistribution of duties and hierarchy of admin staff within Planning Services. This presents better opportunities for learning, advancement, and staff retention while meeting the demands both current and anticipated. Specifically, three Planning Team Assistants (one in each office) would be elevated from grid level 9 to grid level 11 while the three Legislative Clerks (one in office) would be elevated from grid level 14 to grid level 18 with a total financial impact of approximately $25,000 - $30,000.

RISK ASSESSMENT:

Risk: Incoming staff see little opportunity for advancement and/or little reason to strive for advancement. This reduces resiliency and creates vulnerability. Implementing the change will mitigate.

Risk: Public Service Agency (PSA): reclassification of positions requires agreement from the PSA. While staff have researched benchmark positions for comparable provincial staff positions, the PSA has yet to be engaged. PSA staff will need to be engaged and a thorough argument presented.

Risk: Other admin positions within the Islands Trust staff may seek similar reconsideration of their duties and respective grid level. This is an opportunity to review more admin needs within the organization.

ALTERNATIVES CONSIDERED:

Option 1: Do nothing. Admin staff have performed admirably for years. The evidence is sometimes in that no negative impacts have occurred (ex: no process related litigation has been brought against the Islands Trust or few ads/notices/permits have needed corrections). However, this assumes the status quo and ignores retiring admin staff, staff leaving for better opportunities (both for advancement and pay), and fails to meet the demand presented today and in the near future.

Option 2: Fully implement. The benefits are discussed above. The impact is a comparatively small financial commitment (all other positions in the organization are better compensated).

CRITICAL SUCCESS FACTORS:

Fully implement. The impacts of not implementing are summarized in Option 1 above.

RECOMMENDED OPTION:

Option 2. The next year will see at least two admin staff retire, likely one relocate and several seek better opportunities. While some of these changes are inevitable, some are due to a lag in meeting Admin staff and organizational needs.

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
Rates effective April 11, 2021

Current Grid	*# of positions affected*	*Range of pay ($)*	*Grid change*	*Range of Pay ($)*	*Difference ($)*
9	*3 (PTAs)*	*64,000*	*11*	*68,000*	*4,000 (X3) = 12,000*
14	*3 (Leg Clerks)*	*81,000*	*18*	*88,000*	*7,000 (X3) = 21,000*
				Total	***= 33,000***

The overall financial impact is approximately $33,000 annually.

Qualitative Analysis:
The changes would help create better opportunities and meet current demands.

PURCHASING PROCEDURE:

Reclassification of existing positions requires a process between the union (BCGEU) and the employer (PSA).

PROPOSED IMPLEMENTATION STRATEGY:

Staff will engage discussions with PSA and the Union once the budget is approved. It is anticipated that this process will take several months thus be fully implemented In June or July 2023.

STAFF RESOURCING:

Senior management and the employee coordinator will need to prepare for and meet with relevant BCGEU and PSA staff.
Several meetings with Admin staff will need to occur (and have already begun) to reconsider duties. Training opportunities will be encouraged and promoted and are already considered in the budget.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Management have had several meetings with admin staff both recently and over the last numerous years. These discussion will remain ongoing.

Stefan Cermak, Director of Planning Services	Sept. 29, 2022 (updated Nov. 7, 2022)
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by (name, title): William Shulba,P.Geo Senior Freshwater Specialist **Business Area:** Local Planning Services **Name of Request:** Freshwater Technical Coordinator Co-op Student for term Summer 2023	**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: **01 May- 01 Sept 2023** ☐ **Other – please describe:** ______________________
Date of Funding Request Submission: August 19, 2022	**Funding Required for (date range):** 01 May- 01 Sept 2023

ISSUE/OPPORTUNITY:

Trust Council recognized the importance of protecting freshwater in the 2019 -2022 Strategic Plan, which identifies freshwater stewardship as a top priority. By declaring a climate emergency the Islands Trust acknowledge the need to address increasing vulnerabilities. The initiation of the Groundwater Sustainability Science Program in 2019 and the development of the Freshwater Sustainability Strategy in 2020 by the Regional Planning Committee (RPC) demonstrates a commitment to addressing the critical need to address threats to freshwater vulnerability.

The Islands Trust Freshwater Sustainability Strategy provides a framework for action to be taken over the next decade (2022 to 2032) and beyond to protect water resources over the longer term. It harmonizes the efforts of groundwater-focused projects, expands this work to other islands in the Trust Area, supports the translation of the science into land use policy and regulation as well as identifies ways to enhance community stewardship and support for measures that will address freshwater vulnerabilities. It includes overarching goals, objectives, programs, specific actions, and outlines an implementation plan.

Staff has identified the need for a Freshwater Technical Coordinator to assist the Senior Freshwater Specialist to undertake coordination activities relating to education of staff, trustees, and public with respect to mapping, data management, and other strategy deliverables.

A promising goal of this position is to continue to engage with university student co-op programs, which over the years has provided excellent exposure of Islands Trust project to academic and ultimately provides an exceptional opportunity for a student.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*?)

The Freshwater Technical Coordinator will enable the Senior Freshwater Specialist to dedicate more time resources to projects, inquiries, and strategies under the FWSS. The Freshwater Technical Coordinator will be instrumental in assisting in sharing freshwater information with the public and will help develop materials for a Freshwater Forum. The Freshwater Technical Coordinator will undertake data management and other technical tasks that can consume a considerable amount of the Senior Freshwater Specialist's time. The Freshwater Technical Coordinator will have experience in GIS and will support the reinstatement of the Islands Trust Freshwater Atlas.

RISK ASSESSMENT:
The Freshwater Technical Coordinator will likely be a co-op student with 2-4 years post-secondary experience. There is likely to be front end time needed to support this position by the Senior Freshwater Specialist.

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 - ie. do nothing - and the anticipated results of that action.*)

Option 1: Create a permanent staff position (STO24/LSO2) to support the Technical Coordination function described in the Freshwater Sustainability Strategy.

Option 2: Not approve funding = lost opportunity to attract and retain qualified and trained staff in the future

Option 3: Limit the amount of time the Senior Freshwater Specialist allocates to current planning applications, public inquiries, and coordination with other agencies/governments to allow for appropriate amount of time for data management and advocacy for strategic freshwater programs.

CRITICAL SUCCESS FACTORS:
Co-op students tend to bring new ideas, new technologies, and other emerging knowledge from academia. They tend to be very receptive to handling a wide range of tasks; they may be unfamiliar with the complex organizational structure of the Islands Trust and detailed hydrogeology of the current projects. However, the co-op placement is an excellent learning opportunity, especially in this time of need of economic drivers and creative ways of undertaking Islands Trust strategic projects.

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

Approve the funding as requested, as on-boarding a co-op student is a familiar process with the Islands Trust and will be informed by the success of the 2021 Watershed Ecosystems Technologist position.

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.)*

<u>Quantitative Analysis:</u>

Less expensive and less risk than hiring a permanent staff member as a Technical Coordinator as per the Freshwater Sustainability Strategy.

<u>Qualitative Analysis:</u>

This position will help inform the future of the Technical Coordinator role in the Freshwater Sustainability Strategy at a significant cost saving from a permanent or temporary full staff member or a consultant. The benefit of coordination with academia goes beyond the position and tends to positive relationships with universities and can attract qualified employees in the future.

PURCHASING PROCEDURE: *(Describe any purchasing processes that will be needed to support this initiative (ie. Direct Award, RFP, ITQ to qualified vendor*)

Establishment of a new Co-op Freshwater Technical Coordinator position for Summer 2023

PROPOSED IMPLEMENTATION STRATEGY:

Following the establishment of a new Co-op Freshwater Technical Coordinator position for Summer 2023, the Senior Freshwater Specialist will assist the co-op student in orientation to the organization and will provide a two-week intensive workshop in the Freshwater Sustainability Strategy and then weekly meetings to track progress.

STAFF RESOURCING:

- Senior Freshwater Specialist will assist the co-op student in orientation to the organization (35 Hours)
- Provide a two-week intensive workshop in the Freshwater Sustainability Strategy (70 Hours)
- Weekly meetings to track progress (5 hours/wk).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

- None

William Shulba, P.Geo, Senior Freshwater Specialist	August 18,2022
Initiator Name, Title	Date
Stefan Cermak, Director, Local Planning Services	August 19, 2022
Reviewed by Department Lead: Name, Title	Date

ISLANDS TRUST
DRAFT 2022-23 BUDGET
ISLANDS TRUST CONSERVANCY BUDGET REQUEST 2023-24

PURPOSE - Previous term FPC requested the following be made clear in the budget package to Trust Council:
That Islands Trust Conservancy budget be presented in a clear manner, including:

- grant monies received	Included below and in overall budget document, $220,000
- land and money donations received	These revenue sources are held by the ITC directly as a separate entity and are not included in the Trust budget. See the ITC financial statements on the website at: https://islandstrust.bc.ca/document/islands-trust-conservancy-financial-statements-march-31-2022/
- programs provided	- Land conservation (via acquisitions, leases, conservation covenants); - land management (1,378 ha); - regional conservation planning; - administration of grant programs (Opportunity Fund and Morrison-Waxler Biodiversity Fund); - fund administration (acquisition and land management/covenant defense); - donor engagement and stewardship; - outreach and communications related to programs; and,

All amounts reflected below are included in the overall dollars/budget presented to TC.

	ITC Operations budget **Approved 2022/23**	ITC Operations budget **Draft 2023/24**	
GRANT FUNDED ACTIVITY:			
Revenue:			
Federal Grant - Restricted (ITC SAR)	213,500	220,000	
Expenses funded by grant:			
Communications and ITC Fundraising	3,150	6,300	
ITC - Property Management	40,000	57,500	
ITC - Conservation Planning & Land Securemen	13,500	17,000	
ITC - Ecosystem Mapping	5,000	4,200	
Legal - general	3,000	-	
Sal & Ben - Salaries - ITC	143,200	130,000	
Travel	5,000	5,000	
Admin Allocation (equipment)	650	-	
Total expenses funded by grant	213,500	220,000	
ITC Expenses Funded by Trust Budget:			
Communications and ITC Fundraising	11,630	11,700	
Contracted Temporary Staffing	-	2,500	
ITC - Board Honoraria	6,600	7,000	
ITC - Board Meeting Expense	1,425	1,425	
ITC - Board Training & Conferences	1,600	1,600	
ITC - Property Management	97,780	102,430	
ITC - Conservation Planning & Land Securemen	13,050	9,550	
ITC - Ecosystem Mapping	13,000	13,800	
Project - First Nations Engagement Plan	-	10,000	
Legal - general	10,000	20,000	
Sal & Ben - Salaries - ITC	495,389	604,926	Note 1
Memberships	750	1,800	
Subscriptions	250	400	
Mobile Devices	1,350	3,290	Note 2
Training & Conferences	4,200	4,200	
Travel for Training	2,200	2,500	
Travel	12,880	15,000	
Total specific expenses	672,104	812,121	
Draft admin allocation	252,173	328,277	Note 3
Net surplus/deficit funded by Islands Trust	(924,277)	(1,140,397.94)	

Note 1 Amount differs from paperwork submitted by ITCB that is in the TC agenda package.
ITCB uses salaries estimates in their budget request package, the actual budget is based on proper calculations of salaries for ITCB staff + benefits costs.
The ITCB package also shows the Summer CO-OP student as a separate amount where they are combined together here

Note 2 Amount differs from paperwork submitted by ITCB that is in the TC agenda package.
Financial staff have adjusted this amount up to reflect new mobile plan rates.

Note 3 Amount differs from paperwork submitted by ITCB that is in the TC agenda package.
ITCB uses admin allocation estimates in their budget request package, the actual budget is based on proper calculations of admin based on the ratio of ITC budget to Islands Trust Budget as a whole.

BRIEFING

To:	Trust Council	**For the Meeting of:**	March 8, 2023
From:	ITC Board	**Date Prepared:**	November 22, 2022
SUBJECT:	**ITC Budget Request**		

PURPOSE: To provide background to Trust Council for the Islands Trust Conservancy (ITC) budget request.

BACKGROUND: : Under Trust Council Policy 6.3.1, the Islands Trust Conservancy (ITC) Board is responsible for endorsing all budget requests for the Islands Trust Conservancy Board and its program operations. The ITC Board discussed budget options at its July 13, 2022 meeting and passed the following resolution:

> **ITC-2022-034**
> **It was MOVED and SECONDED,**
> that the ITC Board direct staff to prepare an ITC Budget request, including the following items, and to return to the ITC Board for review in October:
>
> - Increases to the ITC budget to reflect the species at risk grant commitments, totaling $220,000;
> - An increase to the property management budget of $4,650 to reflect new nature reserves[1];
> - An increase to the travel budget of approximately $2,000 to accommodate additional increases to water taxi fees required to monitor and manage islands not serviced by ferries;
> - An increase to the ITC legal budget of $7,000 to reflect anticipated costs of legal review and to return the budget to amounts consistent with previous years' budgets;
> - Consideration of further increases to the property management budget to accommodate management planning needs for new nature reserves;
> - Development of a business case for First Nations engagement associated with development of the ITC Five-Year Plan;
> - Development of a business case in collaboration with Information Systems Management for property management software to replace the Islands Trust TAPIS system; and,
> - Development of a business case in collaboration with Trust Area Services and Information Services for Contact Relationship Management (CRM) software and possible Content Management System (CMS) software to address inefficiencies in public communications management.[2]

[1] In October 2020, during its budget process, Islands Trust Conservancy Board approved a property management formula to guide its budget requests.
2 On November 2, 2022, staff advised the Executive Committee that staff believed that it would be advantageous and possible to proceed with the Contact Management Database Project in the 2022/23 fiscal year using funds allocated this year to bolster administrative services and the reconciliation budget. Accordingly, the business case has not advanced to Financial Planning Committee but the 2023/24 draft budget does include funding for ongoing software costs for the database.

At its October 4, 2022, the ITC Board reviewed a proposed budget and passed the following resolution:

> **ITC-2022-043**
> **It was MOVED and SECONDED,**
> that the Board approve the draft 2023/24 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 2023/24 budget.

The budget as presented to the ITC Board is below as Table 1. Details of the budget request, are as initially requested by the ITC Board, with the following additional changes:

- Addition of $2,500 for contract services to assist with property monitoring administration;
- Reduction of subscription amounts to reflect the Island Trust Conservancy subscriptions more accurately;
- Addition of a memberships line to reflect memberships in WillPower and the Land Trust Alliance of BC;
- Increase to Board Honoraria to reflect likelihood of a full, six-person board; and,
- Increase to costs of mobile devices and travel for training to reflect increased market costs.

Table 1. Proposed Islands Trust Conservancy 2023/24 budget request.

	2022/23	2023/24			Increase/Decrease from 2022/23	
Description	**Approved Budget**	**Islands Trust contribution (tax requisition)**	**SAR grant contribution**	**TOTAL BUDGET**	**$ Change**	**% Change**
Salaries and Benefits *	620,899	577,635	110,661	**688,296**	67,397	10.9%
Communications	14,780	11,700	6,300	**18,000**	3,220	21.8%
Contract Services	0	2,500	0	**2,500**	2,500	100.0%
Subscriptions	1,000	400	0	**400**	-600	-60.0%
Memberships	0	1800	0	**1,800**	1,800	100.0%
Board Honoraria	6,600	7,000	0	**7,000**	400	6.1%
Board Meeting Expense	1,425	1,425	0	**1,425**	0	0.0%
Board Training and Conferences	1,600	1,600	0	**1,600**	0	0.0%
Property Management	137,780	102,430	57,500	**159,930**	22,150	16.1%
Conservation Planning and Land Securement	26,550	9,550	17,000	**26,550**	0	0.0%
Ecosystem Mapping	18,000	13,800	4,200	**18,000**	0	0.0%
Legal	13,000	20,000	0	**20,000**	7,000	53.8%
Mobile Devices	1,350	3,210	0	**3,210**	1,860	137.8%
Training and Conferences	4,200	4,200	0	**4,200**	0	0.0%
Travel for Training	2,200	2,500	0	**2,500**	300	13.6%
Travel	17,880	15,000	5,000	**20,000**	2,120	11.9%
Project: ITC Plan First Nations Engagement	0	10,000	0	**10,000**	10,000	100.0%
Summer Co-op Student	17,690	0	19,339	**19,339**	1,649	9.3%
TOTAL Direct ITC Costs	**884,954**	**784,750**	**220,000**	**1,004,750**	**119,796**	**13.5%**
Admin Allocation **	252,173	262,780	0	**262,780**	10,607	4.2%
TOTAL	**1,137,127**	**1,047,530**	**220,000**	**1,267,530**	**130,403**	**11.5%**
Funded by SAR monies ***	-205,000					
Total for Tax Requisition	**932,127**					

* Estimate of ITC salaries and benefits for draft budget 2023-24, assumes maximum wage increases under the BCGEU tentative agreement and will likely be adjusted/corrected during the budget process.

** Estimate of Admin Allocation is based on previous year's budget and will likely be adjusted/corrected during the budget process.

*** Budget amount listed for prior year is as per the approved budget. SAR funding for 2022/23 was increased to $238,500.

ATTACHMENT(S): Business Case: Islands Trust Conservancy (ITC) Plan: First Nations Engagement Project

FOLLOW-UP: Staff will forward FPC requests or recommendations to the ITC Board for follow up.

Prepared By: Kate Emmings, ITC Manager

Reviewed By/Date: **Clare Frater, Director, Trust Area Services/November 22, 2022**
FPC/February 14, 2023

Islands Trust

Budget Funding Request
Short-Form Business Case

Completion of this form initiates a request to the management team, FPC, and ultimately Trust Council for allocation funding in the next fiscal year budget. 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 (name, title):

Islands Trust Conservancy Board

Business Area:

Islands Trust Conservancy

Name of Request:

Islands Trust Conservancy (ITC) Plan:
First Nations Engagement Project - $10,000

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:** **_Capacity Funding: First Nations review and engagement, ITC Plan__**

Date of Funding Request Submission:

October 4, 2022

Funding Required for (date range):

April 1, 2023 – March 31, 2024

ISSUE/OPPORTUNITY:

Islands Trust Conservancy (ITC) will begin development of the 2026-2030 ITC Plan in 2024 and the ITC Board is seeking capacity funding to support First Nations engagement in the early development of the ITC Plan. The ITC Plan is a requirement of the *Islands Trust Act* and must be developed at least every five years for approval by the Minister of Municipal Affairs. It must include policies on land acquisition and disposal, and management of financial assets. First Nations need the opportunity to provide input on how the plan impacts Section 35 rights.

Many First Nations in the Islands Trust Area have expressed frustration with being brought into Islands Trust engagement processes late in the development of an initiative. First Nations have also communicated the challenges inherent in the fast turnarounds required in engagement processes. Providing capacity funding to assist First Nations with early and meaningful engagement in development of the ITC Plan will put the ITC Reconciliation Declaration into practice.

ITC Reconciliation Declaration

The Islands Trust Conservancy acknowledges that the islands and waters that encompass the Salish Sea have been home to Indigenous Peoples since time immemorial. We recognize that we are all intertwined in the ecosystems that are the lands, waters, culture, and ecology that embody this place.

The Islands Trust Conservancy will strive to create opportunities for knowledge-sharing, understanding and collaboration as people come together to preserve and protect the special nature of the islands within the Salish Sea.

The Islands Trust Conservancy is committed to the protection and preservation of this place through processes that respect and honour reconciliation and mutually respectful relationships with Coast Salish Indigenous Peoples. We express our recognition for the past, present, and future stewardship and knowledge that has been shared by Indigenous Peoples and are humbled and grateful.

June 16, 2019, on Ləkʷəŋən, METULIYE/Victoria, B.C.

Early and meaningful engagement of First Nations in development of the ITC Plan will address the following goals and objectives in the Regional Conservation Plan:

Goal 2: Strengthen relationships with First Nations to identify and collaborate on shared conservation goals.

Objectives:
2.1 Amend or redraft policies, procedures, plans, document templates and reports to include acknowledgement and consideration of First Nations
2.4 In consultation with the Islands Trust, source funds and determine mechanisms to support First Nations collaboration (financial and capacity)

PROJECTED RESULTS/DELIVERABLES:

ITC Board anticipates that providing a long project timeline and capacity funding will encourage more First Nations to participate in development of the ITC Plan in a meaningful way. Added results may include:

1) An ITC Plan that incorporates First Nations input and meaningfully advances the ITC Reconciliation Declaration;
2) More robust relationships with First Nations, including establishment and growth of staff to staff and Board to Council relationships; and,
3) Improved understanding of First Nations wishes with respect to ITC policies and practices pertaining to land acquisition, disposal and management.

RISK ASSESSMENT:

Risk Factor	**Mitigation**
Low First Nations participation in ITC Plan engagement	ITC will extend the engagement period into 2024/25 and will request that any unspent funds carry forward into the next budget year, via resolution of the ITC Board, to continue First Nations engagement. In the event that there is low uptake from First Nations, ITC will include a description of engagement efforts in the briefing to the Minister and will do an evaluation of its work to engage First Nations to inform future efforts.
High First Nations participation in ITC Plan engagement	ITC will extend the engagement period into 2024/25 and will request additional capacity funding into 2024/25 as needed.
Staff vacancy: Islands Trust, Senior Intergovernmental Policy Advisor	Islands Trust currently has a vacancy for the position of Senior Intergovernmental Policy Advisor (SIPA). The SIPA acts as an important liaison for working with First Nations. Given that this position is currently unavailable for support, ITC Board anticipates needing to allocate additional ITC Manager time to support First Nations engagement.

Limited/no support from Provincial ministries (Municipal Affairs and Indigenous Relations and Reconciliation)	ITC may delay initiation of engagement if the relevant Provincial ministries are not available to provide guidance. Given that the ITC Plan requires approval from the Minister of Municipal Affairs (MAH), ITC anticipates that MAH will agree to work with the ITC on First Nations engagement. ITC will engage MAH early in the process to determine a reasonable timeline for MAH staff.

ALTERNATIVES CONSIDERED:

Option 1 Fully Funded First Nations Engagement ($10,000)
Option 1 provides the desired funding level and is recommended. This option shows significant commitment towards engagement of First Nations and supports the ITC Regional Conservation Plan goals and objectives as well as the ITC Reconciliation Declaration.

Option 2: Reduced Funding for First Nations Engagement with top up as needed from regular ITC budget areas ($5,000)
ITC could proceed with early engagement of First Nations in the development of the ITC Plan with limited capacity funding. If there is significant uptake from First Nations, ITC could consider diverting funding from other program areas to support the initiative or could request additional funding from other units via a request to the Executive Committee. This option may result in decreased funding in other program areas or, if additional funding is unavailable, it may result in extended project timelines or reduced participation in the engagement process from First Nations.

Option 3: Status Quo
ITC proceeds with development of the 2026-2030 ITC Plan with early engagement of First Nations without capacity funding. This option is not preferred as it is anticipated that First Nations will have limited ability to participate and this may damage relationships and delay/jeopardize approval of a new Plan.

CRITICAL SUCCESS FACTORS:

The following factors are important to success. The most critical of these is factor 4, availability of ITC Manager time. In the event that the ITC Manager time is unexpectedly diverted to other needs, the project will need to be delayed. Other factors can be mitigated as described above in the risk assessment.

1) Support from Islands Trust Senior Intergovernmental Policy Advisor;
2) Engagement of Ministry of Municipal Affairs in development of First Nations communications;
3) Guidance from Ministry of Indigenous Relations and Reconciliation with respect to appropriate contacts with First Nations and engagement language; and,
4) Availability of ITC Manager time to manage the project.

RECOMMENDED OPTION:

Option 1 is recommended because it:

1) Shows meaningful commitment to the ITC Reconciliation Declaration; and,
2) Meets the second goal of the ITC Regional Conservation Plan, including satisfying objectives to amend policies, procedures and plans to include consideration of First Nations and to collaborate with Islands Trust to source funds and finance added capacity for First Nations collaboration

COST/BENEFIT ANALYSIS:

Quantitative Analysis:
The recommended option will require a $10,000 budget commitment for 2023/24.

Qualitative Analysis:
The recommended option will yield qualitative benefits in the development of relationships with First Nations in the Islands Trust area. ITC hopes that this will lead to progress in Reconciliation, including improved policies on land acquisition/disposal and land management.

PURCHASING PROCEDURE:

ITC will offer a set amount for each First Nation for capacity funding (e.g. $1,500). This amount will be directly awarded to First Nations who are able to participate in engagement.

PROPOSED IMPLEMENTATION STRATEGY:

ITC will:

1) Develop an outreach strategy with support from Ministry of Municipal Affairs and Ministry of Indigenous Relations and Reconciliation;
2) Send out invitations to First Nations to participate in engagement;
3) Coordinate meetings with First Nations staff and/or councils to share information about ITC and to learn about First Nations interests;
4) Synthesize First Nations input in a report for the ITC Board to assist in the development of the ITC Plan.

STAFF RESOURCING:

This initiative will be accomplished with existing staff resources. If the engagement is successful, it is anticipated that it will require approximately seventy hours of the ITC Manager time over the course of the 2023/24 fiscal year for project management and twenty hours each for the Trust Area Services Director, ITC Ecosystem Protection Specialist, Property Management Specialist, Covenant Management and Outreach Specialist and Species at Risk Program Coordinator. ITC Administrative Assistant support will also be required to manage correspondence and filing; this is anticipated at under ten hours over the course of the project. ITC would also benefit from support from the Islands Trust Senior Intergovernmental Policy Advisor (SIPA) should that position be filled and on-boarded prior to initiation of this project. ITC Manager will work with the Directory of TAS to determine appropriate time allocation of the SIPA. Improving First Nations engagement and working with First Nations in areas of mutual interest is currently an anticipated part of ITC work programs and is a goal of the Regional Conservation Plan.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

This engagement will be the first time ITC has communicated with First Nations so early in the development of the ITC Plan. ITC intends to collaborate with Islands Trust staff, Ministry of Municipal Affairs and Ministry of Indigenous Relations and Reconciliation to seek their expertise.

Kate Emmings, Manager, Islands Trust Conservancy	September 27, 2022
Initiator Name, Title	Date
Clare Frater, Director, Trust Area Services	September 28, 2022
Reviewed by Department Lead: Name, Title	Date

REVIEWED BY ISLANDS TRUST CONSERVANCY (ITC) BOARD:	
Date received: October 4, 2022	**Accepted by ITC Board:** ■ **YES** ☐ **NO**

Next steps:

- If accepted by ITC Board:
  - 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.

Islands Trust 2023/24 Business Case Summaries Not Advanced to Financial Planning Committee

Operational Initiatives & Staffing

Building Footprint Layer Update in Mapping System
Amount: *$10,000* (BIM contributes)
Sponsor: Executive Committee

This project will result in updates to the five-year-old building footprint data in the Geographic Information System. Updating this data is important to local trust committees and Islands Trust Conservancy Board, providing detailed delineation of existing structures for use in conservation planning, landscape design, and development constraints assessment. Having accurate and current building footprint data provides the elected officials and board members the ability to make informed and timely decisions based on reliable evidence. A contractor will be hired to review air photos of the islands taken in 2020-2022 and to update the building footprint layer of the mapping system.

Bylaw Compliance and Enforcement Information Portal

Amount: *$96,595*
Sponsor: Executive Committee

This project funding will result in a bylaw compliance and enforcement public portal in the new Geographic Information System application (currently under development, funded by a $368,000 grant that did not cover this portion of the project). Development of this new portal will create a simpler, consistent user experience and reduce confusion by members of the public who are accessing property information. A new bylaw compliance and enforcement public portal will increase public transparency by offering the public new features such as the ability to track a bylaw compliance and enforcement files from submission to resolution. It will also offer staff improved software features and information tracking which will lead to better reports to local trust committees and Trust Council. Without the project, both the public and staff would need to access two different systems for property information and there would be staff inefficiencies associated with training, accessing and maintaining two different systems.

Electronic Records Management Improvements Project

Amount: *$15,000*
Sponsor: Executive Committee

This project funding will help the Islands Trust to develop a policy recommendation for Trust Council and a process for implementation of electronic records management, including budget estimates for consultants, contractors and software upgrades if required. Ultimately, over several years, the project will result in reduced work for staff to produce, file, store and destroy paper records, and savings for off-site rented warehouse space.

Islands Trust

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by (name, title): Information Systems **Business Area:** Administrative Services **Name of Request:** Building Footprint Update: $10,000	**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:** ________
Date of Funding Request Submission: 10/23/2022	**Funding Required for (date range):** 01 May- 01 Sept 2023

ISSUE/OPPORTUNITY:
The Islands Trust contracted the development of a building footprint dataset in 2017. The acquisition involve photo interpretation/delineation of building footprints from pre 2016 orthophotos, meaning current reference dataset is now over 6 years out of date. Updating this data is important to Regional Planning, Local Trust Committees and Islands Trust Conservancy Board, providing detailed delineation of existing structures for use in conservation planning, landscape design, and development constraints assessment. A contractor will be hired to review previously acquired orthophotos from 2020-2022 and update the building footprint layer of the mapping system.

RISK ASSESSMENT:

Risks	Impact	Mitigation
Inadequate funding results continued use of outdated data.	**High** Medium Low	Fund Acquisition

ALTERNATIVES CONSIDERED:

Option 1 – Do nothing:
Maintain existing data.
This option does not address the expressed needs of Regional Planning or ITC.

Option 2 Acquire Up-To-Date Data
Contract out acquisition of updated data @ ~$10,000

CRITICAL SUCCESS FACTORS:
Funding of this initiative.

RECOMMENDED OPTION:
Staff recommend Option 2; Acquire Up-To-Date Data.
Both Regional Planning and ITC staff have indicated the value of this dataset in their workflows.

COST/BENEFIT ANALYSIS:
Data product incorporated into Regional Planning and ITC workflows to benefit…

- Improved conservation planning models, providing an updated measure of development pressure.
- Planning and Bylaw site review and development constraints assessment

PURCHASING PROCEDURE:
RFP

PROPOSED IMPLEMENTATION STRATEGY:
RFP with data delivery anticipated for end of summer 2023.

STAFF RESOURCING:
Staff will participate in procurement process (~10 hours).

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:
None.

Initiator Name, Title　　　　　Date

Reviewed by Department Lead: Name, Title　　　　　Date

Budget Funding Request
Short-Form Business Case

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TO BE COMPLETED BY INITIATOR	
Initiated by (name, title): Information Systems; (Mark Van Bakel, Manager) Planning Services; (Stefan Cermak, Director) **Business Area:** Administrative Services Planning Services **Name of Request:** Bylaw Portal Licensing and Implementation $**96,595**	**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:** ______________________
Date of Funding Request Submission: 10/4/2022	**Funding Required for (date range):** Fiscal 2023/24 - $96,5959 Every year afterwards - $5,000 maintenance

ISSUE/OPPORTUNITY:

The Islands Trust currently utilizes a legacy in house developed web application referred to as Trust Area Property Information System (TAPIS). TAPIS serves as the sole repository and management console for all Islands Trust land use information, including Bylaw records. The Islands trust first developed the software in 2003, with ongoing updates continuing till this day. This application, although central to Islands Trust information management, represents a series of technological challenges and limitations, including but not limited to; no online transaction capacity, no online application status tracking, limited integration of mapping, no online access from the field, and limited reporting capacity.

In 2022 the Islands Trust was awarded a Government of British Columbia "Local Government Development Approvals Program" (LGDAP) grant to assist in improving public service delivery. For the Islands Trust the grant will assist in improving Islands Trust Regional Planning service delivery through the implementation of CityView software, transitioning from the legacy TAPIS application to an industry standard software suite in support of development application approvals.

Bylaw Compliance and Enforcement (Bylaw) was originally included in the planned transition from TAPIS to CityView, but due to LGDAP grant restrictions this portion of the information system development application improvements. This proposal would fund the transition of Bylaw over to CityView, including a new information system and public accessible portal.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*?)

The projected results/deliverables associated with this funding request include:

1) Implementation of Bylaw Ticketing Software Solution with all necessary licenses and support,
2) Integration with other 3rd party systems/applications (i.e. ESRI ArcGIS Portal and Islands Trust Finance System),
3) Data conversion and migration from existing systems as required,
4) Training and user documentation development and deliver for administrators and end users,

RISK ASSESSMENT:

Risks	Impact	Mitigation
Inadequate funding results in solution that does not adequately meet organizational needs	**High**	• Fund Implementation

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 - ie. do nothing - and the anticipated results of that action.*)

Option 1 – Do nothing:

Maintain existing Bylaw Enforcement records management in TAPIS Info. This approach would see Bylaw isolated from Development Application records management, such that both Planners and Bylaw would need to access separate applications (CityView and TAPIS Info) in order to fully understand property related activities. This option would also limit Bylaw's ability to provide public access to ticket submissions and monitoring, as the current implementation of TAPIS Info does not support public access.

This option does not improved communication and efficiency opportunities for Islands Trust. Moreover, it would result in client confusion and negative experiences when going through the development application processes resulting from bylaw enforcement efforts.

Option 2 – Fund Bylaws integration into CityView:

Cost Summary

Software Licenses & Subscriptions	$23,825
Implementation Services	$37,475
Data Conversion	$10,800
Training	$7,257
Travel & expenses (billed on a cost recovery basis)	$11,520
CityView Annual Software Maintenance year 1	$5,718
Total	**$96,595**

This option greatly improves communication and efficiency opportunities for Islands Trust, and integrates Bylaw Enforcement data management with Regional Planning.

CRITICAL SUCCESS FACTORS: (*What related factors have been identified? Which of these factors are critical to the success of this initiative? Discuss outcomes if critical success factors are not met)*

Funding of this initiative. Consistent application software throughout all of the Planning Services department. Consistent customer experiences. Increased efficiencies and reporting mechanisms.

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

- Information Systems and Planning Services recommend Option 2, integrating Bylaw case information management with development application information in CityView, and adding capacity for public facing portal for digitally cases tracking from submission to resolution.

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.)*

Primary advantages include:

- Integration with development application information system.
- Public facing portal, providing means to digitally track Bylaw Enforcement cases from submission to resolution.

Additional efficiencies and expanded capacities include:

Improve access to information

- Give officers real-time access to case information in the field using CityView Mobile.
- Track code enforcement activities in a central database.
- Create a permanent case history that includes digital photos and other documentation related to a case.
- Relate code enforcement violations to any recorded location for exceptional visibility.
- Utilize intuitive mapping tools to create a spatial representation of case-related violations.

Improved Transparency

- Workflows guide users through the entire process from start to finish, including entering unlimited violations per case; hearings and appeals; and case disposition, ensuring that all case milestones are met.
- Organize inspection activities, generate daily inspections roster, including links to all case pertinent information for Inspectors to access at their desk or in the field in disconnected mode.

Ensure inspector accountability and reduce liability • Quickly generate and attach professional, personalized correspondence that will be automatically added to the list of documents attached to the case. • Automatically assign case activities to the responsible inspectors, and provide them with tools to assist them in managing their case workloads.
PURCHASING PROCEDURE: This is a direct award, given the integration with development application information system.
PROPOSED IMPLEMENTATION STRATEGY: Once we have approved budget proceed with implementation. Funding request includes training which would be done in conjunction with Planning Services training.
STAFF RESOURCING: Staff will support requirements review (~20 hours) and implementation project management (~40 hours). Staff will require training for new software.
CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION: Bylaw management officers will be included in all relevant communication, and training provided as needed. Clients will be notified as system is implemented. Note that numerous local governments have taken advantage of the LGDAP grant funding opportunities and that the province will be managing province wide messaging.

Mark Van Bakel; Manager of Information Services

Initiator Name, Title

Sept. 20, 2022

Date

Stefan Cermak, Director of Planning Services

Reviewed by Department Lead: Name, Title

Sept. 26, 2022

Date

Islands Trust

Budget Funding Request
Short-Form Business Case

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<table>
<tr><th colspan="2">TO BE COMPLETED BY INITIATOR</th></tr>
<tr><td>Initiated by (name, title):

David Marlor, Director, Legislative Services</td><td rowspan="3"><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: ______________________</td></tr>
<tr><td>Business Area:

Executive Office</td></tr>
<tr><td>Name of Request:

Electronic Records Management Improvements

$15,000</td></tr>
<tr><td>Date of Funding Request Submission: 11/9/2022</td><td>Funding Required for (date range): From April 2023

$15,000 for FY 2023/24</td></tr>
<tr><td colspan="2">ISSUE/OPPORTUNITY:
The Islands Trust in the last several years updated its electronic filing system to mirror the paper filling system. This is intended to reduce work and improve ability to file electronically. It is also ultimately intended to become an Electronic Document Management system, eliminating the need to file paper copies. This would reduce workload, reduce space required to store paper files, including off-site rented warehouse space.</td></tr>
</table>

The next step is to develop relevant policy, improve electronic document security, develop procedures for document management, and determine those existing paper records that can be transferred into the electronic system.

PROJECTED RESULTS/DELIVERABLES: (*How does this address the issue/opportunity described above*?)

The projected results/deliverables associated with this funding request include:

1) A policy recommendation for Trust Council
2) A process for implementation of electronic records management, including budget estimates for consultants, contractors and software upgrades if required

RISK ASSESSMENT:

Risks	Impact	Mitigation
Inadequate funding results in solution that does not adequately meet organizational needs	**High**	• Fund Implementation

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 - ie. do nothing - and the anticipated results of that action.*)

Option 1 – Status Quo with Incremental Improvements:

Maintain existing record management system with incremental improvements mostly in procedures. This will not improve the situation. It could also lead to degradation of the electronic system as robust procedures and policies will not be in place to ensure document integrity. Reliance on paper storage will continue to increase in cost, and in staff resources for filing and accessing the information.

CRITICAL SUCCESS FACTORS: (*What related factors have been identified? Which of these factors are critical to the success of this initiative? Discuss outcomes if critical success factors are not met)*

- Funded program to improve records management

RECOMMENDED OPTION: *(State your recommendation, and summarise why you chose it over others.)*

- Develop a report with policy, procedures and options for transferring to an electronic paperless office, with robust systems in place to protect electronic documents.

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.)*

Primary advantages include:

- Reduction in costs associated with off-site storage of paper files
- Reduction in staff costs involved in filing and retrieving paper files
- Reduction in costs associated with printing and storing documents.
- Improved efficiency by use of electronic records management

- Improved security of records with robust electronic document management system
- Roadmap including costs, timeline and options for becoming completely paperless.

PURCHASING PROCEDURE:

Contract services as per Procurement Policy.

PROPOSED IMPLEMENTATION STRATEGY:

This will allow initial implementation and follow-up to work done on this in 2022/23 fiscal year, to advance and improve records management.

STAFF RESOURCING:

Director, legislative services time to manage contract.

CHANGE MANAGEMENT/COMMUNICATIONS/COLLABORATION:

Communication with staff as necessary on changes to records management.

David Marlor, Director, Legislative Services	November 9, 2022
Initiator Name, Title	Date
Reviewed by Department Lead: Name, Title	Date

Islands Trust

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 9, 2023
From:	Financial Planning Committee	**Date Prepared:**	February 7, 2023

SUBJECT: **BYLAW 191 - FINANCIAL PLAN BYLAW 2023/24**

RECOMMENDATION:

1. That Islands Trust Council Bylaw 191, cited as the “Financial Plan Bylaw 2023-2024”, be Read a First Time.
2. That Islands Trust Council Bylaw 191, cited as the “Financial Plan Bylaw 2023-2024”, be Read a Second Time.
3. That Islands Trust Council Bylaw 191, cited as the “Financial Plan Bylaw 2023-2024”, be Read a Third Time.
4. That Islands Trust Council Bylaw 191, cited as the “Financial Plan Bylaw 2023-2024”, be forwarded to the Minister of Municipal Affairs for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The Islands Trust Financial Plan for 2023/24 must be adopted by Bylaw prior to implementation. Adoption of the Financial Plan will happen via Resolution Without Meeting (RWM) to Trust Council once approval from the Minister is received.

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1 PURPOSE:
To provide Trust Council with an overview of the draft 5-year financial plan bylaw for approval.

2 BACKGROUND:
The Financial Plan Bylaw is the formal document approving the budget for the 2023/24 fiscal year. After three readings, if approved, the bylaw is forwarded to the Minister of Municipal Affairs for approval, and the property tax levy request is forwarded to the Provincial Surveyor of Taxes. Bowen Island Municipality is notified of the tax collection required on behalf of Islands Trust. Approval and adoption of the Financial Plan Bylaw is required prior to its implementation.

The 5-year Financial Plan Bylaw focuses most heavily on the first of the five years, which is the budget for the next fiscal year, in line with the Islands Trust Act requirements which read, in part: *“On or before March 31 in each year, the trust council must, by bylaw, adopt an annual budget for the trust for the next fiscal year.”*

The plan also includes projections for the following four fiscal years. While not required by our legislation, this practice aligns with financial plan requirements set out for municipalities in section 154 of the Community Charter. This section of the Community Charter does not apply to Islands Trust, but practice has been to draft future financial projections into the bylaw to provide Trust Council and the Minister with general insights into what future years might look like under current assumptions.

The result of the following projections appears at the end of this Request for Decision (RFD). The assumptions and/or processes used for the line items in the four year projection are outlined in the table below. In the absence of a new strategic or corporate plan to guide financial projections, inflation has been used as the primary factor to adjust spending levels in future years, which assumes Year 1 of the financial plan (2023/24) is representative of future years in terms of Trust services.

Consumer Price Index (CPI)	2023/24: CPI is incorporated into the budget at 7% where applicable, based on December 2022 CPI as guided by policy. 2024/25 onwards: Economic outlooks project BC CPI to fall to 4% in 2023, and drop further in 2024 to approximately 3%. Staff assume the slowing trend will continue into the final years of the financial plan and reflect CPI for each of these years at 2.0%.
Fees and Sales	2023/24: Estimates of application fees for fiscal 2023/24 has been based on current application fees and estimated volumes based on current trends. 2024/25 onwards: LTC fees bylaws call for a 2.0% increase in fees annually on April 1 of each year. This 2% increase has been incorporated into future fees projections, which assumes that current application volume trends will continue.
Provincial Grant	2023/24 and onwards: A budget of $180,000 has been included in each year of the 5-year plan, as in past bylaws. Increases may be realised if a successful ask of the Province for additional funding is undertaken. However, at the time of bylaw preparation, no information has been provided to support an increase.
LTA Property Tax Revenue Growth from NMC	2023/24: NMC of 8.0% and 6.6% is included in the budget for LTAs and BIM respectively. 2024/25 onwards: Historical analysis of NMC reported for the Trust over the last 5 years, excluding the most recent unusual year, shows typical NMC values of 1.0%. This growth factor has been included in the

	financial plan. Non-market growth is experienced when properties under development are completed and their assessed values are added to the assessment pool, as well as changes in property values from zoning changes, etc.
LTA Property Tax Revenue Growth from General Increases	2023/24: LTA general increase of 4.6%. 2024/25 onwards: It is anticipated that property tax increases will be required to maintain and/or rebuild required surplus balances at the Trust. This has been incorporated into the 5-year plan with tax increases high enough to ensure general revenue surplus balances can be maintained at the minimum required under TC policy. These general tax increases range from 0% to 8.3%.
Property Tax Levy – Bowen Island Municipality	The methodology for the Bowen Island Tax Levy calculation is described in the *Islands Trust Act* and is influenced by a number of factors that can be difficult to predict. An estimate of the levy, based on financial plan expenditures, is included in the projection. Note that net converted assessment values throughout the Trust Area play a significant role in this calculation. The distribution of these values throughout the Trust Area is held constant at the current distribution for purposes of the 5-year financial plan development, at 16.5% based on the 2023/24 value.
Special Levies, Local Trust Committees	2023/24: Inclusion of $43,500 for SSI LTC special requisition associated with SSIWPA. 2024/25 onwards: No decisions around the future of SSIWPA has been made by the SSI LTC, and as such no potential end date for the work has been provided to staff to inform the 5 year plan. Staff have included one more year of special requisition for SSIWPA, at current levels, based on passing comments made at the February 2023 SSI LTC meeting that indicate this may be an approach explored in coming discussions. No other special levies are included.
Interest and Other Income	Interest and Other Income is expected to remain non-significant sources of income relative to other income sources at the Trust. It is expected interest rates will fall similarly to inflation. This dip in interest rates is incorporated into the plan.

Expenditures (Trust Council, Local Planning Services, Islands Trust Conservancy and Administration)	2023/24: $9.9M in planned spending per the draft budget. 2024/25 onwards: - Service levels are expected to remain consistent (that is, no new programming), with the exception of election years, when LTC and TC projects may stall while a new term of trustees is oriented in their role. A 50% reduction to projects budgets to account for this has been made in election year 2026/27. - Staff salaries expense makes up approx. 65% of the Trust budget. This expense carries increases outside of the Trust's control due to union and BCPSA requirements for staff raises annually. Estimates of salaries increases has been incorporated in line with estimated inflation values. - Project costs has also been increased in line with estimated inflation to reflect likely increases from contractors as a result of these factors.
Expenditures – Projects	Program expenditures are based on historical spending and are adjusted to reflect a 50% reduction in spending during election years, when time is dedicated to orienting a new Council and LTCs. Excluding the reduction for elections in that specific year, expenditures are increased annually to account for anticipated inflation.
Surplus Fund Balances	Per Policy 6.5.1 *Reserves and Surplus*, the "recommended minimum amount of money to be contained within the General Revenue Surplus Fund is 2.4 months of expenses net of 2.4 months of revenue, excluding revenues from property taxes or the provincial grant." 2023/24: Policy minimum is met. 2024/25 onwards: Policy Minimum is met in all years of the 5-year plan. This is at the expense of high tax rates in Year 2, as a result of falling NMC increases and to a greater extent, a lack of excess surplus funds to draw on to balance the budget.

3 IMPLICATIONS OF RECOMMENDATION

ORGANIZATIONAL:
Approval of this Bylaw allows staff to implement the Islands Trust Council approved budget.

FINANCIAL:

As described in the budget background documents.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS:
Staff will implement as described in budget background documents.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICIES:
Policy 7.2.6 Municipal Tax Requisition Calculation
Policy 6.5.1 Reserves and Surplus

5 ATTACHMENT:
Bylaw 191 - Financial Plan Bylaw 2023/24 – 2027/28

RESPONSE OPTIONS

Recommendation:
That Trust Council perform three readings of the Financial Plan Bylaw 2023-2024 and advance the Bylaw to the Minister of Municipal Affairs for approval.

1. That Islands Trust Council Bylaw 191, cited as the "Financial Plan Bylaw 2023-2024", be Read a First Time.
2. That Islands Trust Council Bylaw 191, cited as the "Financial Plan Bylaw 2023-2024", be Read a Second Time.
3. That Islands Trust Council Bylaw 191, cited as the "Financial Plan Bylaw 2023-2024", be Read a Third Time.
4. That Islands Trust Council Bylaw 191, cited as the "Financial Plan Bylaw 2023-2024", be forwarded to the Minister of Municipal Affairs for approval consideration.

Alternative: No alternatives identified.

Prepared By: Director, Administrative Services
Reviewed By: Russ Hotsenpiller, Chief Administrative Officer

ISLANDS TRUST COUNCIL

BYLAW NO. 191

****
A Bylaw Respecting the Financial Plan of the Islands Trust for Fiscal Years 2023-2024 through 2027-2028
****

The Islands Trust Council, having jurisdiction in respect of the Trust Area in the Province of British Columbia pursuant to the *Islands Trust Act*, enacts as follows:

1. Schedule "A" attached hereto, and made part of this Bylaw is hereby adopted and is the Financial Plan of the Islands Trust for the fiscal year commencing April 1, 2023 and ending March 31, 2024, and for the subsequent four fiscal years, and further that;

2. This Bylaw may be cited for all purposes as the "Financial Plan Bylaw 2023-2024".

READ A FIRST TIME THIS	____DAY OF	_______, 2023
READ A SECOND TIME THIS	____DAY OF	_______, 2023
READ A THIRD TIME THIS	____DAY OF	_______, 2023
APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS THIS	____DAY OF	_______, 2023
ADOPTED THIS	____DAY OF	_______, 2023

_________________________________ SECRETARY

_________________________________ CHAIR

ISLANDS TRUST

Five Year Financial Plan
2023/24 - 2027/28

Revenue	2023/24	2024/25	2025/26	2026/27	2027/28
				election year	
Tax increase	*4.60%*	*8.30%*	*3.50%*	*0.00%*	*3.30%*
Fees and Sales	192,000	195,840	199,757	203,752	207,827
Provincial Grant - unrestricted	180,000	180,000	180,000	180,000	180,000
Provincial Grant - restricted	147,795	-	-	-	-
Federal Grant - restricted	220,000	220,000	-	-	-
Other Grants	1	1	1	1	1
Property Tax Revenue:					
Property Tax Levy prior year	7,309,863	8,231,637	8,997,179	9,398,512	9,488,402
Non-market Growth Current Year	585,520	82,316	86,432	89,889	92,586
Increased Taxes in Current Year	336,254	683,226	314,901	-	313,117
Property Tax Revenue subtotal	8,231,637	8,997,179	9,398,512	9,488,402	9,894,105
Transfer from GRSF - for Elections	-	-	-	20,000	-
Transfer from GFSF - for Projects/General	251,000	35,000	-	-	-
Transfer from LTC Specific Reserve Fund	83,900	-	-	-	-
Transfer from Special Requisition Reserve Fund	-	-	-	-	-
Property Tax Levy - Bowen	353,255	391,841	413,362	397,194	424,661
Special Levy - LTCs	75,500	43,500	-	-	-
Interest Income	133,000	100,000	75,000	60,000	60,000
Other Income	-	-	-	-	-
Revenue Total	**9,868,088**	**10,163,361**	**10,266,632**	**10,349,349**	**10,766,594**
Expenditures					
Trust Council (no Admin or Projects)	1,041,810	1,083,483	1,115,987	1,278,307	1,161,073
Local Planning (no Admin or Projects)	5,024,130	5,211,273	5,370,686	5,471,756	5,585,919
Islands Trust Conservancy (no Admin or Projects)	1,022,121	1,063,006	1,094,896	886,793	904,529
Administration (no projects)	2,266,730	2,357,399	2,428,121	2,466,684	2,526,217
Projects - Trust Council	179,000	186,160	191,745	99,707	199,491
Projects - LTCs	286,001	372,941	384,129	199,747	399,648
Projects - ITC	10,000	-	-	-	-
Projects - Administration	162,795	15,600	16,068	38,355	16,717
Projects - Funded by Special Levies and Special levy	75,500	43,500	-	-	-
Contribution to Surplus Funds	-	-	55,000	-	65,000
Expenditure Total	**10,068,088**	**10,333,362**	**10,656,633**	**10,441,350**	**10,858,595**
Less non-cash items - Amortization	(178,000)	(178,000)	(178,000)	(100,000)	(100,000)
Total Cash Requirement	**9,890,088**	**10,155,362**	**10,478,633**	**10,341,350**	**10,758,595**
Surplus Balance	**2,041,704**	**2,006,704**	**2,061,704**	**2,041,704**	**2,106,704**

REQUEST FOR DECISION

To:	Trust Council	**For the Meeting of:**	March 9, 2023
From:	Financial Planning Committee	**Date Prepared:**	February 7, 2023

SUBJECT: **REVENUE ANTICIPATION BORROWING BYLAW**

RECOMMENDATION:

1. That Islands Trust Council Bylaw 192, cited as the "Revenue Anticipation Borrowing Bylaw 2023-2024", be Read a First Time.
2. That Islands Trust Council Bylaw 192, cited as the "Revenue Anticipation Borrowing Bylaw 2023-2024", be Read a Second Time.
3. That Islands Trust Council Bylaw 192, cited as the "Revenue Anticipation Borrowing Bylaw 2023-2024", be Read a Third Time.
4. That Islands Trust Council Bylaw 192, cited as the "Revenue Anticipation Borrowing Bylaw 2023-2024", be forwarded to the Minister of Municipal Affairs for approval consideration.

CHIEF ADMINISTRATIVE OFFICER COMMENTS:
The *Local Government Act* requires local governments to enact a "borrowing bylaw" before borrowing funds. The bylaw also requires Ministerial approval. Therefore all local governments adopt a borrowing bylaw to cover unexpected situations where they might have to borrow money at short notice. While the Islands Trust Council adopts a borrowing bylaw each year, no borrowing has been required for several years. Expenditures are carefully managed to ensure they do not exceed the budgeted revenues**.**

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1 PURPOSE:

The Islands Trust is required under the *Islands Trust Act, S.8(3)* and *Islands Trust Act Regulation #12,* to adopt a bylaw authorizing the borrowing of money that may be required to meet current expenditures before revenue from all sources has been received. The bylaw also requires Ministerial approval.

2 BACKGROUND:

This requirement may be particularly relevant between the beginning of the fiscal year (April 1) and the time of receipt of tax levy proceeds, or in the event of significant unusual circumstances affecting Trust finances. The bylaw specifies a limit of $1,000,000 and an interest rate not to exceed 2% per annum over bank prime, in line with historical limits. Islands Trust is currently able to borrow at a rate of prime minus 0.5% for short term operating financing, up to prime plus 1.0% for financing associated with riskier borrowing, which is unlikely borrowing for the Trust. Islands Trust has not required borrowing in decades, and without exceptional circumstances affecting the financial position of the organisation, is very unlikely to require borrowing in the coming year.

3 IMPLICATIONS OF RECOMMENDATION:

ORGANIZATIONAL:
The ability to borrow is enabled by adoption of the bylaw.

FINANCIAL:
Interest expense, if incurred, would be charged against the appropriate budget account.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: None.

FIRST NATIONS: None.

OTHER: None.

4 RELEVANT POLICY/LEGISLATION:

Islands Trust Act, Section.8(3); BC Regulation 119/90; Local Government Act, Sections 404 and 405

5 ATTACHMENT:

Bylaw 192 Revenue Anticipation Borrowing Bylaw

<u>RESPONSE OPTIONS</u>

Recommendation:
That Islands Trust Council perform three readings of the Revenue Anticipation Borrowing Bylaw and advance for approval by the Minister of Municipal Affairs.

1. That Islands Trust Council Bylaw 192, cited as the "Revenue Anticipation Borrowing Bylaw 2023-2024", be Read a First Time.
2. That Islands Trust Council Bylaw 192, cited as the "Revenue Anticipation Borrowing Bylaw 2023-2024", be Read a Second Time.
3. That Islands Trust Council Bylaw 192, cited as the "Revenue Anticipation Borrowing Bylaw 2023-2024", be Read a Third Time.
4. That Islands Trust Council Bylaw 192, cited as the "Revenue Anticipation Borrowing Bylaw 2023-2024", be forwarded to the Minister of Municipal Affairs for approval consideration.

Alternative: None identified.

Prepared By: Director, Administrative Services

Reviewed By: Russ Hotsenpiller, Chief Administrative Officer

ISLANDS TRUST COUNCIL

BYLAW NO. 192

****
A Bylaw to Provide for the Borrowing of Money During
Fiscal Year 2023 - 2024 in Anticipation of Revenue
****

WHEREAS the Islands Trust may not have sufficient money on hand to meet the current lawful expenditures of the Islands Trust;

AND WHEREAS it is provided by Section 8(3) of the *Islands Trust Act* and Sections 404 and 405 of the *Local Government Act* that the Islands Trust may, with the approval of the Minister of Municipal Affairs, borrow such sums of money as may be required to meet the current lawful expenditures of the Islands Trust before revenue, from all sources, to pay for those expenditures has been received, provided that money so borrowed is repaid when the anticipated revenue with respect to which the borrowing was authorized is received;

AND WHEREAS the Islands Trust Council anticipates receiving for the 2022 - 2023 budget a Provincial Contribution and a property tax levy, and these revenues have not been received at the time of adoption of this bylaw;

NOW THEREFORE the Islands Trust enacts as follows:

1. This bylaw may be cited as "Revenue Anticipation Borrowing Bylaw 2023-2024".

2. The Islands Trust shall be and is hereby authorized to borrow upon the credit of the Islands Trust an amount or amounts not exceeding $1,000,000 as the same may be required and to pay interest thereon at a rate not exceeding 2% over bank prime rate per annum.

3. The form of obligation to be given as acknowledgement of the liability shall be a promissory note or notes bearing the corporate seal and signed by the Chairperson of Islands Trust and the Treasurer of Islands Trust.

4. The Provincial Contribution and property tax levy, or so much thereof as may be necessary, shall be used to repay the money so borrowed when received on account of the 2022-2023 budget.

READ A FIRST TIME THIS	____DAY OF	_______, 2023
READ A SECOND TIME THIS	____DAY OF	_______, 2023
READ A THIRD TIME THIS	____DAY OF	_______, 2023
APPROVED BY THE MINISTER OF MUNICIPAL AFFAIRS THIS	____DAY OF	_______, 2023
ADOPTED THIS	____DAY OF	_______, 2023

_________________________________ _________________________________
SECRETARY CHAIR

Active Projects Report

Regional Planning Committee

Strengthen housing affordability throughout the Islands Trust Area	Responsible	Dates
Strategic Plan item #4.4 iv- Model Density Bylaw. Repurposed to be a Planner forum March 1, 2023 to update baseline report with housing strategies and tools; Working Group formed to review forum results and plan trustee education session		Rec'd: 12-Feb-2020 Target: 31-Mar-2023

Strengthen relations with First Nations	Responsible	Dates
Strategic Plan item #4.8: Heritage Conservation Overlay Mapping. Phase 1 complete. Phase 2 not started due to loss of key staff, loss of key consultants, and feedback from various First Nations.		Rec'd: 12-Feb-2020

Preserve, protect and advocate for forest and terrestrial ecosystems	Responsible	Dates
Strategic Plan item #1.1: Model CDF Protection DPA. SS LTC developed communications materials but changed tact to Wildfire DP (which could protect some CDF).		Rec'd: 12-Feb-2020 Target: 29-Mar-2024

0. ***Manage Trust Council Strategic Plan Action Items 1.2 (CDF), 2.2 (eelgrass) 2.3 (shoreline), 2.4(freshwater), 2.5. (aquifers), 4.4.iii (FAR), 4.4 .v(strata), and 4.8 (heritage)***	Responsible	Dates
Top Priority broken out into list of relevant strategic plan actions items. Specific activities that are to be pursued over the next 3-6 months to complete an element of a priority are highlighted as per Islands Trust Council Policy 6.7.1	David Marlor Narrisa Chadwick William Shulba	Rec'd: 29-Jul-2020 Target: 19-Dec-2022

Islands Trust

Print Date: February 18, 2023

Active Projects Report

Regional Planning Committee

0. *Protect quality and quantity of fresh water resources of the Trust Area*	Responsible	Dates
Strategic Plan item #2.4: FWSS-completed; Implementation plans being developed. Strategic Plan item #2.5 - Groundwater Mapping & water budgets - To be completed March 2023.		Rec'd: 12-Feb-2020 Target: 31-Mar-2023

Future Projects Report

Regional Planning Committee

1. *Shoreline Marine Planning*	Responsible	Date Received
Trust Council - 2015-2018 Strategic Plan Item Conduct a working group session to brainstorm possible directions.		09-Nov-2017

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 (Completed March 31, 2020) (2018-2022 Strategic Plan item 1.1). 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 1.2).		12-Feb-2020

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 2.2). Phase 1 (GIS and aerial data review) done. Phase 2 - groundtruthing - feasible next step. 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 2.3). Received Consultants Report.		12-Feb-2020

Future Projects Report

Regional Planning Committee

4. *Protect quality and quantity of fresh water resources of the Trust Area*	Responsible	Date Received
1. Map and develop water budgets for groundwater aquifers in the Trust Area (2018-2022 Strategic Plan item 2.5) 2. Develop a model land use regulation regarding freshwater sustainability including groundwater, rainwater catchment and greywater recycling (2018-2022 Strategic Plan item 2.6). 3. -Develop an Islands Trust Freshwater Sustainability Strategy policy document and recommendations for implementation of the Freshwater Sustainability Strategy		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: 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 4.4 iii). Received Consultants Report. 2. Develop model density bonus bylaws for consideration of implementation in local trust area land use bylaws (2018-2022 Strategic Plan item 4.4 iv). 3. Develop model bylaws to address the use of building stratas as a tool for affordable housing (2018-2022 Strategic Plan item 4.4 v).		12-Feb-2020

6. *Mitigate and adapt to climate change impacts*	Responsible	Date Received

Regional Planning Committee

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 3.2).	12-Feb-2020

7. *Update the model strategy for antennae systems*	Responsible	Date Received
		09-Feb-2022

Planning Services Report
Quarters 3&4: October 2022 to February 2023
Prepared on: February 14, 2022

General

Orientation
Planning Services led orientations sessions for new trustees at Trust Council and via a webinar session focused on practical information to help trustees during Local Trust Committee (LTC) meetings. Staff have been orientating trustees to their respective LTC work programs, suggesting LTC discussions about term priorities, and providing orientation as needed to application and referral processes.

Staffing
Planning Services continues to see much staffing transition in all areas: management, administration, planners, and bylaw enforcement.

Planning Services hired a new Regional Planning Manager (RPM) for the Northern Office (January 9th 2023). The new RPM joins a Planning Services management team that includes a Salt Spring Island RPM and Director who both started in the second quarter, September 20th, 2023 and August 16th, 2023 respectively.

Staff received notices of retirement for the Legislative Clerk (last day March 10th) and Planning Team Assistant (last day March 30th) in the Northern Office. Staff also received notice that the Legislative Clerk in the Salt Spring Office had accepted an opportunity with the District of Saanich (last day February 15th). The loss of these three persons equals 33 years of combined experience leading Planning Services administration. The administrative team has been preparing for this transition by developing great training manuals and cross training other staff wherever possible.

Staff received notice that an Island Planner in the Northern Office who had been seconded with the Province has accepted a full time position with them thus a competition for the opportunity has been conducted. The position is expected to be filled by April 1, 2023. Management has been successful in filling some vacant planning positions/hours via hiring “as and when” planners.

Bylaw Compliance and Enforcement welcomed a new officer to their team (December 12th).

Local Government Development Approvals Program
CityView servers and software have been fully deployed to replace the existing Trust Area Property Information System later in 2023. A stakeholder kickoff meeting is scheduled for March 2023. Completion is on track for end of August 2023.

Regional Planning (long range planning)

Housing
Planning Services staff organized and supported two Regional Planning Committee (RPC) meetings, one in January and one in February. RPC continues to support a housing forum professional development day for staff (March 1st). Outcomes of the housing forum will include an updated Housing Baseline Report. The baseline report will include updated current and best practices to help address the housing crisis. RPC formed a working group to

review the materials resulting from the housing forum and to inform the follow up trustee education session – date yet to be confirmed.

Freshwater Sustainability

RPC also continues to support implementation of the Freshwater Sustainability Strategy which itself is a component of the Islands Trust Council's 2018-2022 Strategic Plan. Both the Islands Trust Area Aquifer Conceptualization Project and Islands Trust Area Groundwater Recharge Mapping Project will receive their respective consultants' reports by March 31, 2023. Staff will review, and present to RPC in the spring and summer of 2023. For clarity, the above are not regional groundwater availability assessments.

The Senior Freshwater Specialist (SFWS) has been a lead with technical staff in the Salt Spring Watershed Protection Plan project in coordination with the Salt Spring Island Watershed Protection Alliance (SSIWPA), Capital Regional District, North Salt Spring Waterworks District and other organizations. The SFWS has been involved in watershed hydrology support for the Xwe'etay-Lasqueti Archeology Lost Stream Project providing data from the Islands Trust. Similarly, the SFWS has coordinated groundwater recharge data and information to the Sunshine Coast Regional District for groundwater exploration project on Keats Island. The SFWS has provided support to several current planning applications, answered dozens of inquiries from trustees, residents, provincial staff, realtors, developers, consultants, and regional district staff. The SFWS attended the Healthy Watershed Initiatives Celebration Symposium to represent the work of the Islands Trust in supporting watershed security and freshwater sustainability.

LTC Project Management

In 2022, the Islands Trust Council adopted amended policies (5.9.1; 6.2.1; and 6.7.1) to support the systematic update of Official Community Plans and Land Use Bylaws on a regular basis, support co-ordination of LTC projects with regional initiatives, support realistic expectations for volume and timing of project completion, and promote the fair, efficient and equitable allocation of staff and financial resources for major LTC projects. The policies are steadily being implemented and applied. The current status of major and extraordinary LTC projects (projects over $5,000) are listed in Table 1 below.

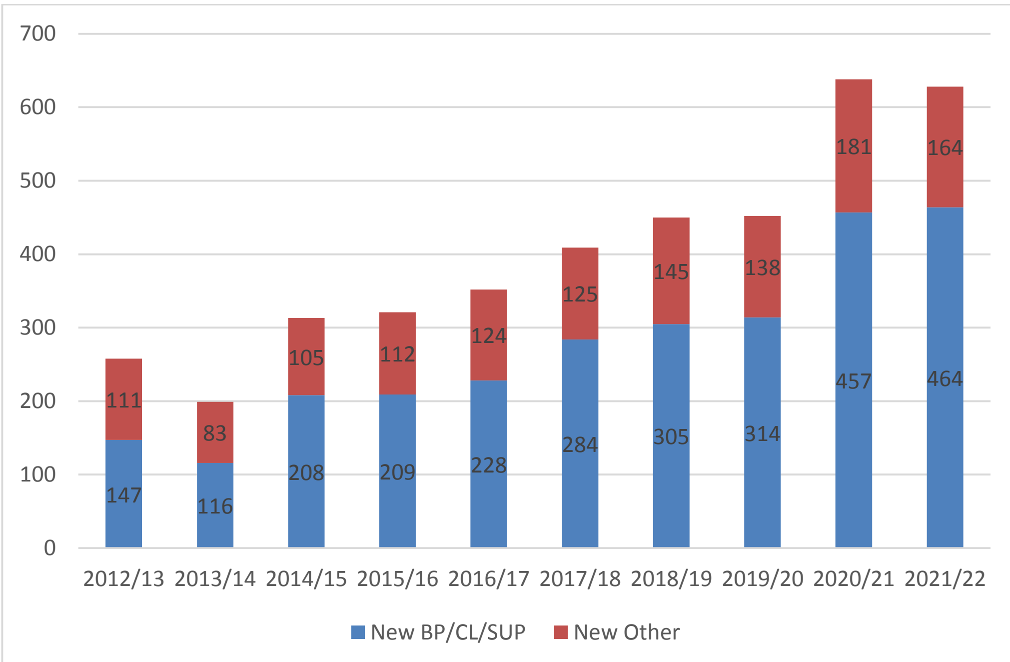
Table 1 Major and Extraordinary LTC Projects - Current and Pending 2023/24 Budget Approval

Local Trust Committee	Name	Project Phase	Current Status
MA	Flex Housing	Implementation	Finalizing
DE	Housing Review	Initiation	On-going
GL	Groundwater Implementation	Legislative	On-going
GM	OCP/LUB Targeted Amendments	Consultation	On-going
HO	OCP Amendments	Consultation	On-going
NP	LUB Review	Legislative	On-going
NP	Groundwater Implementation	Drafting	On-going
SS	Ganges (Shiya'hwt/SYOWT) Village Area Plan	Consultation	On-going
RPC	Freshwater Sustainability Strategy Implementation	Analysis and Implementation	On-going
GB	OCP/LUB	Pre-project	Pending
SS	OCP/LUB (CDF and Housing)	Pre-project and Drafting	Pending

Current Planning (applications, referrals, and enquiries)

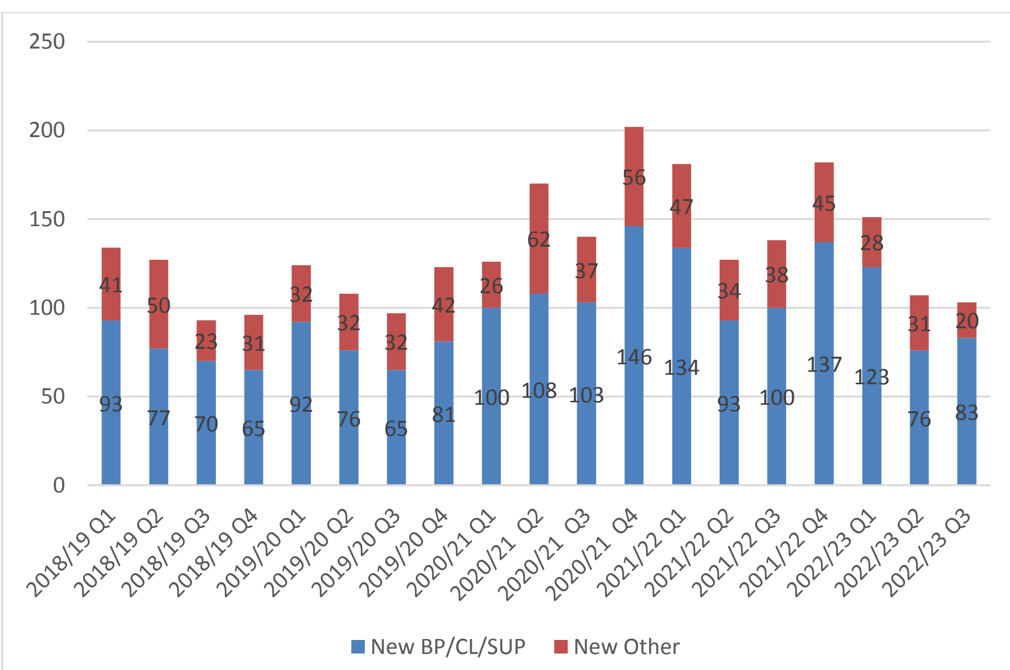
Planning Services opened 361 applications and referrals in the first 3 quarters of the fiscal year 2022/23. This is trending down from the previous two years which had an exceptionally high volume of applications and referrals. Staff are cautious to advise that this trend may result in a resumption of the more regular growth pattern seen over the last ten years as the first three quarter of 2022/23 more closely match the 2018/19 fiscal year (see Tables 1 and 2 below).

Table 2 Applications Opened by Fiscal Year (last 10 years)



Legend: BP = Building Permit; CL = Crown Lease Referral; SUP = Siting and Use Permit;
Other = all other applications and referrals

Table 3 Applications Opened by Fiscal Quarter (last 4 fiscal years)



Local Planning (LTC Business including Minor Projects)

In the last two quarters staff have administered:
- 25 LTC regular business meetings and 6 special business meetings;
- 9 LTC regular business meetings and two special business meetings are scheduled to end the quarter.

These numbers are lower than typical due to Holiday closures and elections.
Staff are not tracking minor projects at this time although remind trustees that only one active minor project is permitted per LTC as per Islands Trust Council policies – with the exception that the Salt Spring Island LTC is permitted three active projects.

<u>Fees Bylaw</u>
All LTCs, except Saturna and North Pender Island LTCs, have adopted a new fees bylaw based on the recently amended Islands Trust Council Application Services Policy. Saturna and North Pender Island LTCs have deferred consideration.

<u>Delegation of Permits</u>
The Province has amended the Islands Trust Regulation (BC Reg 119/90) to permit local trust committees, by bylaw, to delegate issuance of development permits to planning staff, and amended the *Local Government Act* to allow local governments (including local trust committees) to delegate minor development variance permits. Trust Council endorsed a delegation policy and a model development permit delegation bylaw at the June Council. Based on the Trust Council policy, staff are proceeding with delegation bylaws for local trust committees. The following Local Trust Committees have adopted delegation bylaws:

- Galiano Island LTC; Nov. 4, 2022;
- Salt Spring Island; Jan. 16, 2023.

Delegation of development variance permits will be brought back as an amendment at a future Trust Council meeting.

BRIEFING

To:	**Trust Council**	**For the Meeting of:**	March 8, 2023
From:	**Warren Dingman, Bylaw Compliance and Enforcement Manager**	**Date Prepared:**	February 14, 2023
SUBJECT:	**Bylaw Enforcement Statistical Reports**		

PURPOSE:

This report summarizes the number and type of bylaw enforcement files for 2022, and a summary of bylaw violation notices issued, and adjudication hearing outcomes for 2022.

BACKGROUND:

There were 605 open files at the end of 2022. Files for short-term vacation rentals (STVR) remain the most significant number at 161, and then 113 files for unlawful dwellings, followed by 92 files for siting contraventions. A total of 53 files were opened without the receipt of a written complaint, the majority being STVR files.

By region, there were 76 Bylaw Violation Notices (BVNs) were issued for 22 files in the Northern Local Trust Areas (LTA), and seven compliance agreements signed; 82 BVNs for 27 files in the Southern LTAs, and with 3 compliance agreements signed; and for Salt Spring, 76 BVNs issued for 26 files, and 6 compliance agreements were signed. A total of $15,637.50 was collected for the BVNs issued.

There were 3 adjudication hearings held, involving 6 separate files. There were 2 BVNs that were upheld, 2 were cancelled, and there was adjournment for 1 file. One disputant signed a compliance agreement before the hearing commenced so no decision was required. The hearing for December was cancelled as the Ministry of Attorney General was not able to schedule an adjudicator. The next hearing is scheduled for March 24th, and there are 14 files that need to go to a hearing.

ATTACHMENT(S):

1. Bylaw Enforcement Tables and Charts:
    a. Open Files
    b. Closed files
    c. New Files
    d. Violation type
    e. Length of time

Prepared By: **Warren Dingman, Bylaw Compliance and Enforcement Manager**

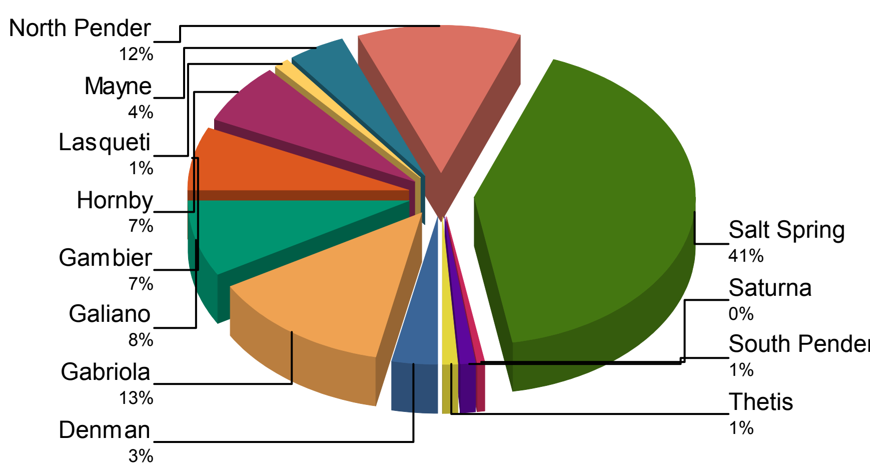
Reviewed By/Date: **Stefan Cermak, Director of Planning Services**

Bylaw Enforcement - Open Files as of December 31, 2022

Local Trust Area	2019		2020		2021		2022		2022 Q1		2022 Q2		2022 Q3		2022 Q4*	
	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%	Open	%
Denman	15	4%	21	5%	22	4%	21	3%	21	4%	21	4%	21	4%	21	3%
Gabriola	32	9%	49	11%	84	15%	79	13%	77	14%	83	14%	78	13%	79	13%
Galiano	51	15%	51	12%	48	9%	51	8%	53	9%	54	9%	51	9%	51	8%
Gambier	20	6%	24	5%	23	4%	42	7%	32	6%	32	5%	42	7%	42	7%
Hornby	20	6%	32	7%	37	7%	41	7%	40	7%	40	7%	41	7%	41	7%
Lasqueti	6	2%	7	2%	7	1%	6	1%	6	1%	6	1%	6	1%	6	1%
Mayne	14	4%	20	5%	20	4%	26	4%	24	4%	25	4%	25	4%	26	4%
North Pender	41	12%	62	14%	70	13%	72	12%	73	13%	78	13%	73	12%	72	12%
Saturna	6	2%	4	1%	3	1%	2	0%	2	0%	2	0%	2	0%	2	0%
South Pender	1	0%	5	1%	6	1%	7	1%	6	1%	6	1%	7	1%	7	1%
Salt Spring	124	37%	158	36%	217	40%	251	41%	219	39%	234	40%	247	41%	251	41%
Thetis	7	2%	5	1%	6	1%	7	1%	6	1%	5	1%	6	1%	7	1%
TOTAL	337	100%	438	100%	543	100%	605	100%	559	100%	586	100%	599	100%	605	100%

*2022 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2022

Open Files in 2022



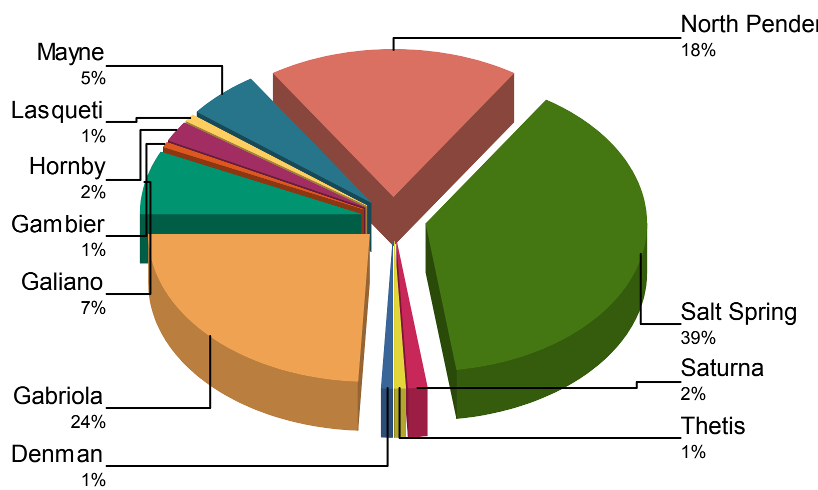
Islands Trust

Bylaw Enforcement - Closed Files as of December 31, 2022

Local Trust Area	2019		2020		2021		2022		2022 Q1		2022 Q2		2022 Q3		2022 Q4*	
	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%	Closed	%
Denman	13	6%	6	4%	10	5%	1	1%	0	0%	1	1%	0	0%	0	0%
Gabriola	46	21%	29	20%	27	12%	32	24%	12	22%	22	33%	11	34%	0	0%
Galiano	24	11%	14	9%	26	12%	9	7%	2	4%	3	4%	2	6%	5	28%
Gambier	1	0%	6	4%	9	4%	1	1%	1	2%	0	0%	0	0%	0	0%
Hornby	9	4%	11	7%	7	3%	3	2%	0	0%	0	0%	3	9%	0	0%
Lasqueti	0	0%	0	0%	1	0%	1	1%	1	2%	0	0%	0	0%	0	0%
Mayne	20	9%	4	3%	10	5%	7	5%	3	6%	2	3%	3	9%	1	6%
North Pender	34	16%	17	11%	12	5%	24	18%	6	11%	5	7%	8	25%	11	61%
Saturna	3	1%	5	3%	2	1%	2	2%	0	0%	2	3%	0	0%	0	0%
South Pender	3	1%	3	2%	2	1%	0	0%	0	0%	0	0%	0	0%	0	0%
Salt Spring	62	29%	50	34%	115	52%	51	39%	29	54%	31	46%	4	13%	1	6%
Thetis	1	0%	3	2%	1	0%	1	1%	0	0%	1	1%	1	3%	0	0%
TOTAL	216	100%	148	100%	222	100%	132	100%	54	100%	67	100%	32	100%	18	100%

*2022 Q4 refers to the time that passed between the beginning of Q4 and December 31, 2022

Closed Files in 2022



Print Date: February 2, 2023

IslandsTrust

Bylaw Enforcement - New Files as of December 31, 2022

Local Trust Area	2019		2020		2021		2022		2022 Q1		2022 Q2		2022 Q3		2022 Q4*	
	New	%	New	%	New	%	New	%	New	%	New	%	New	%	New	%
Denman	6	2%	12	5%	11	3%	0	0%	0	0%	0	0%	0	0%	0	0%
Gabriola	52	20%	46	18%	62	19%	27	14%	7	11%	16	21%	12	17%	2	6%
Galiano	45	17%	14	6%	23	7%	12	6%	6	10%	4	5%	2	3%	2	6%
Gambier	6	2%	10	4%	8	2%	20	10%	9	15%	1	1%	6	9%	10	28%
Hornby	9	3%	23	9%	12	4%	7	4%	2	3%	3	4%	4	6%	1	3%
Lasqueti	4	2%	1	0%	1	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Mayne	13	5%	10	4%	10	3%	13	7%	6	10%	4	5%	4	6%	2	6%
North Pender	42	16%	38	15%	20	6%	26	13%	9	15%	10	13%	11	16%	3	8%
Saturna	3	1%	3	1%	1	0%	1	1%	1	2%	0	0%	0	0%	0	0%
South Pender	2	1%	7	3%	3	1%	1	1%	0	0%	0	0%	1	1%	1	3%
Salt Spring	81	30%	84	34%	176	53%	86	44%	22	35%	38	50%	29	41%	13	36%
Thetis	3	1%	1	0%	2	1%	2	1%	0	0%	0	0%	1	1%	2	6%
TOTAL	266	100%	249	100%	329	100%	195	100%	62	100%	76	100%	70	100%	36	100%

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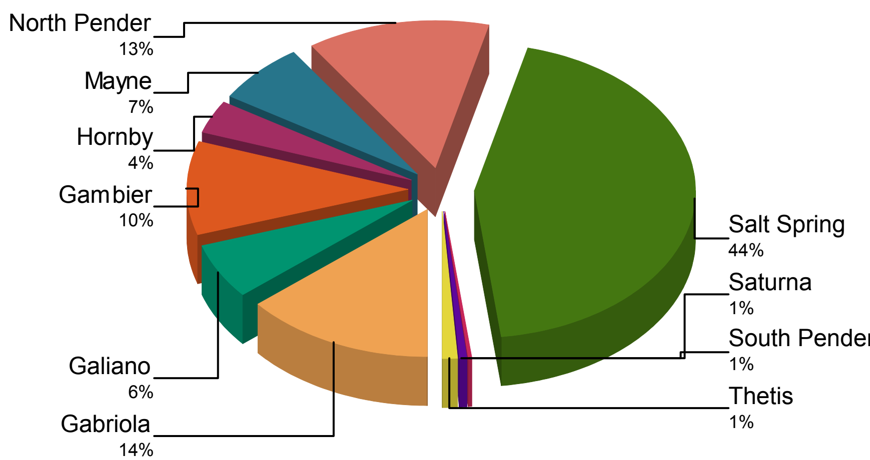
New Files in 2022



Islands Trust

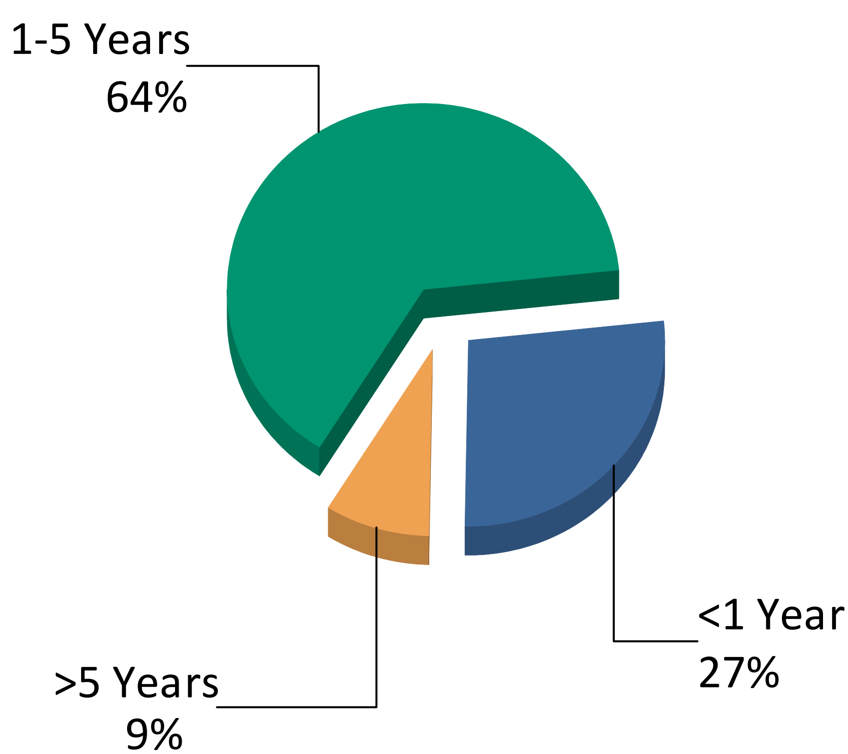
Bylaw Enforcement Open Files by Violation Type as of December 31, 2022

LTC	Development Permit	Foreshore	Home Occupation	Siting	Soil Bylaw	STVR	Unenclosed Vehicle	Unlawful Dwelling	Density	Other Land Use	TOTALS	Percentage
	Violation Type											
Denman	4	0	0	3		6	1	5	0	2	21	3%
Ballenas-Winchelsea	0	0	0	0		0	0	0	0	0	0	0%
Gabriola	5	3	2	13		8	15	18	1	14	79	13%
Galiano	13	1	1	11		9	0	11	1	4	51	8%
Gambier	3	5	2	30		0	0	1	0	1	42	7%
Hornby	1	0	3	7		11	0	11	1	7	41	7%
Lasqueti		0	0	0		0		1	0	5	6	1%
Mayne	1	2	1	4		3		4	0	9	26	4%
North Pender	13	2	6	2		3	16	22	0	8	72	12%
Salt Spring	26	4	5	19	9	120	2	37	2	26	250	41%
Saturna	1	0	0	0		0	0	1	0	0	2	0%
South Pender	0	0	1	1		0	3	1	0	1	7	1%
Thetis		1	0	2		1	0	1	0	2	7	1%
TOTAL	67	18	21	92	9	161	39	113	5	79	604	100%
Percentage	11%	3%	3%	15%	1%	27%	6%	19%	1%	13%	100%	

Bylaw Enforcement
Length of Time Files Have Been Open
As Of December 31, 2022

Local Trust Area	<1 Year	1-5 Years	>5 Years	Total
Denman	0	17	4	21
Ballenas-Winchelsea	0	0	0	0
Gabriola	21	55	3	79
Galiano	9	34	8	51
Gambier	18	18	6	42
Hornby	7	25	9	41
Lasqueti	0	4	2	6
Mayne	11	14	1	26
North Pender	18	51	3	72
Salt Spring	76	160	15	251
Saturna	0	2	0	2
South Pender	1	6	0	7
Thetis	2	4	1	7
TOTAL	163	390	52	605
Percentage %	27%	64%	9%	

Age of File



Islands Trust

March 8, 2023

Islands Trust Council

Bylaw Enforcement Policy and Practices Overview

Background: Following a delegation at the December 2022 Trust Council meeting regarding the application of bylaw enforcement procedures, Trust Council, during the disposition of delegations session, made the following motion: *That Trust Council requests that Executive Committee include a session on bylaw enforcement policy and practice in the March 2023 Trust Council meeting agenda.*

Purpose:

1. **To provide an overview of Islands Trust enforcement policy and practices**
2. **To hear staff from the Office of Ombudsperson and Attorney Generals Office to speak to current best practices and any issues with the Islands Trust**

Resources: Russ Hotsenpiller, Chief Administrative Officer
Stefan Cermak, Director of Planning Services
Warren Dingman, Manager of Bylaw Compliance and Enforcement

TIME	TOPIC	WHO
1:10 pm – 3:00 pm	1. Introduction to topic including key statistics 2. Guest Speaker: Jennifer Jones, Ombudsperson Officer, Consultation and Training Team. Fairness Workshop. 3. Guest Speaker: Matthew Jackson, LLB, MPP, Program Policy and Research Analyst, Attorney Generals Office. Adjudication System.	Director Cermak; Guest Speakers.
3:15 pm – 5: 30 pm	4. Bylaw Compliance and Enforcement Policy and Practices Overview	Manager Dingman; CAO Hotsenpiller; Director Cermak.

Islands Trust

APPLICATION FORM FOR DELEGATIONS TO ADDRESS ISLANDS TRUST COUNCIL OR A COUNCIL COMMITTEE

Overview

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Submissions

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- Rules governing delegations are outlined in the Islands Trust Council Meeting Procedures Bylaw 101.

All meetings are open to the public, are live streamed and recorded. Physical locations of the meeting are posted on the Islands Trust website.

Submit this form to ExecAdmin@islandstrust.bc.ca or mail to Islands Trust #200 – 1627 Fort St. Victoria B.C. V8R 1H8

I wish to address Islands Trust Council or ____________ Council Committee

at the meeting of MARCH 7, 2023

I REPRESENT GULF ISLANDS ALLIANCE
(Name of Organization if applicable)

AS BOARD MEMBER
(Capacity/Office)

NAME OF PRESENTER or Alternate Deborah Ferens

ADDRESS [redacted] Gabriola Island, BC V0R1X1

TELEPHONE NO.(s) [redacted] E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

On the topic of the climate emergency and biodiversity collapse

(If more space is required, please attach an additional page to this form.)

☐ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
☑ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

*Please note personal information contained on this form is collected under the authority of the *Local Government Act* and is subject to the *Freedom of Information and Protection of Privacy Act*. The personal information will be used for contact purposes only. Enquiries about the use of information in this form can be directed to the Legislative Services Manager at information@islandstrust.bc.ca

Date: Feb 14, 2023 Signed: [redacted]
(Signature of Applicant)

March 7, 2023
To: Islands Trust Council
From: Gulf Islands Alliance

"Unprecedented changes in climate and biodiversity, driven by human activities, have combined and increasingly threaten nature, human lives, livelihoods and well-being around the world. Biodiversity loss and climate change are both driven by human economic activities and mutually reinforce each other. Neither will be successfully resolved unless both are tackled together."

This is the message of a workshop report, published in June 2021 by fifty of the world's leading biodiversity and climate experts.

The combination of climate change and biodiversity loss impacts countries around the world and our local communities. Our food supplies, medicines, access to clean and abundant water, clear air, healthy soil, and safe human settlements are threatened by:

- overexploitation (overfishing, overhunting and overharvesting)
- pollution associated with widespread pesticide use, overuse of fertilizer and plastic waste
- massive deforestation
- invasive species and diseases spreading through trade and travel
- warming and changing rainfall patterns which alter species ranges
- wildlife habitat loss
- glacier melting
- rising sea levels and flooding
- ocean acidification
- droughts and fires

Climate change is a major driver of biodiversity erosion. Loss of biodiversity accelerates climate change processes, as the capacity of degraded ecosystems to assimilate and store CO_2 decreases. We have a global and local responsibility to address these two crises together, in complementary ways.

The Gulf Islands Alliance supports the Global Diversity Framework (GBF) signed in Montreal in Dec 2022, the concrete actions for governments in the Montreal Pledge and highlighting The Year of the Salish Sea.

The GBF features 23 biodiversity targets to achieve by 2030, including:

- Effective conservation and management of at least 30 per cent of the world's land, coastal areas and oceans. Currently, 17 percent of land and *8 per cent of marine areas are under protection
- Restoration of 30 per cent of terrestrial and marine ecosystems
- Reduce to near zero the loss of areas of high biodiversity importance and high ecological integrity

Three categories that cities pledge to take action in the Montreal Pledge include:

- Reducing threats to biodiversity
- Sharing the benefits of biodiversity
- Solutions, governance, management and education

The Year of the Salish Sea (June 8, 2022-June 7, 2023) has three broad goals:

- Amplifying existing stewardship work and encouraging greater collaboration between stakeholders who are involved in various projects and initiatives that promote the health of the Salish Sea ecosystem.
- Calling on the members of the public to learn more about the Salish Sea ecosystem, find out how they can help, and shift towards an ocean-centered way of living through various forms of engagement.
- Opening windows for effective and meaningful policy change in ocean governance that will support existing ocean-centered work and improve the health and management of the Salish Sea for generations to come

The Gulf Islands in the Trust Area are neither remote nor isolated from ongoing and significant development and land use pressures that threaten ecosystems and livelihoods.

Over **7** million people live within the drainage basin of the Salish Sea from Nanaimo to Vancouver, to Tacoma. Between 1990-1991 and 2019, the Salish Sea Bioregion's population increased by more than 50%, from approximately 5,700,000 to 8,975,000. Of that increase, 34% occurred in the Greater Vancouver regional district alone. By the year 2040, we can expect the population in the Salish Sea ecosystem to expand to over 10.5 million people.

The imperative to protect Trust Area's ecosystems and biodiversity is of further urgent concern given that Eastern Vancouver Island has been named one of nine of Canada's Ecocrisis Regions by the Nature Conservancy of Canada (NCC). The crisis eco-regions are situated in the most heavily settled and developed landscapes and where more than 60 per cent of Canada's species at risk are found.

GIA believes that the Islands Trust has a duty of care to address the climate change emergency and biodiversity collapse at the highest level of attention for these following reasons:

- It is a special purpose government mandated to preserve and protect over 450 islands in the Salish Sea.
- The province created the Islands Trust in 1974 in response to the environmental effects of dense residential subdivisions and increasing development pressures
- The object of the Trust to preserve and protect extends to the benefit of residents of British Columbia as well as for the residents of the Trust Area.
- The object to preserve and protect is undertaken in cooperation with municipalities, regional districts, improvement districts, First Nations, and other persons and organizations and the government of British Columbia.

- The 26 member Islands Trust Council has an interest in, and historical commitment to, advocacy on issues important to the entire region of the Salish Sea.
- In 2019 Trust Council adopted the Climate Emergency Declaration and the Reconciliation Declaration.

Achieving sustainable outcomes and avoiding existential threats becomes progressively easier when integrating a mix of actions at larger spatial scales, through cross-border collaboration and joint consultative planning with other levels of government, the stewards in island communities and particularly with First Nations in the Trust Area.

As the land use regulator of the Trust Area with established cross jurisdictional influences, the opportunity exists for the Islands Trust to take a leadership role in Reconciliation, Climate Action and Preserving Biodiversity.

GIA believes that this is the critical work of the Trust now and into the future.

The Gulf Islands Alliance is a non-profit grassroots organization actively dedicated to the protection of the natural environment and habitats of BC’s Gulf Islands for now and future generations. GIA supports the Islands Trust federation in achieving its legislated Object.

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I wish to address Islands Trust Council or ______________________ Council Committee

at the meeting of March 7 - 9, 2023

I REPRESENT Raincoast Conservation Foundation

(Name of Organization if applicable)

AS the Forest Conservation Program Director

(Capacity/Office)

NAME OF PRESENTER or Alternate Shauna Doll

ADDRESS [redacted] Sidney BC, [redacted]

TELEPHONE NO.(s) [redacted] E-MAIL shauna@raincoast.org

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

To encourage Trust Council to adopt and pursue the 15 goals set out in the Montreal Pledge in accordance with COP15's 30x30 commitment.

(If more space is required, please attach an additional page to this form.)

☑ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
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Date: February 14, 2023 Signed: [redacted]

(Signature of Applicant)

Delegation to Islands Trust Council

March 2023

Presented by:

Shauna Doll, Forest Conservation Program Director

Raincoast Conservation Foundation

RAINCOAST CONSERVATION FOUNDATION

30 x 30: A commitment to protect biodiversity in Canada

"The stakes could not be higher: the planet is experiencing a dangerous decline in nature as a result of human activity. It is experiencing its largest loss of life since the dinosaurs. One million plant and animal species are now threatened with extinction, many within decades."

- *UN Environment Programme, 2022*

United Nations Environment Programme. (2022, Decc 22). COP15 ends with landmark biodiversity agreement. *News, Stories, & Speeches.* https://www.unep.org/news-and-stories/story/cop15-ends-landmark-biodiversity-agreement

THE MONTREAL PLEDGE

CITIES UNITED IN ACTION FOR BIODIVERSITY

15

Cities are at the forefront in observing biodiversity loss and being impacted by its effects. As local governments, they are also well placed to take rapid, concrete action to halt this decline.

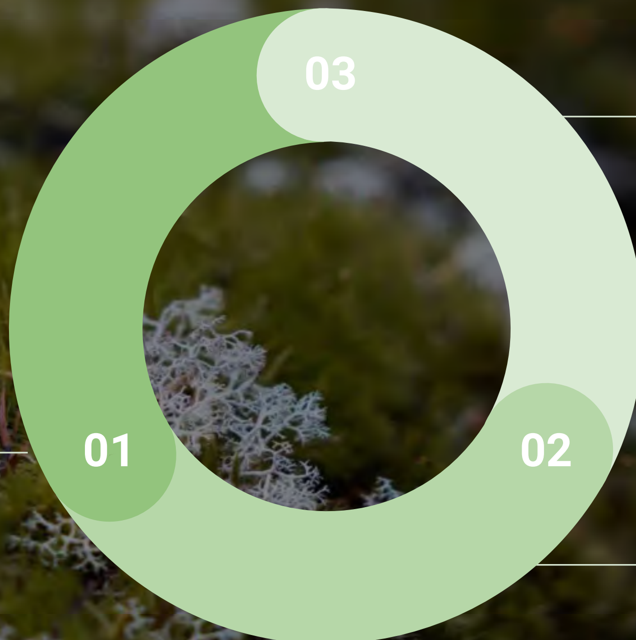
At the COP-15 conference on biodiversity, taking place in Montréal from December 7 to 19, 2022, the countries of the world will adopt the Post-2020 Global Biodiversity Framework. As this major event approaches, Montréal Mayor and ICLEI Global Ambassador for Local Biodiversity Valérie Plante is calling on cities to continue and accelerate their actions towards protecting biodiversity and ecosystems.

Cities are invited to commit to 15 concrete actions, in coherence with the Post-2020 Global Biodiversity Framework. These actions are also coherent with the CitiesWithNature initiative and the C40 Urban Nature Accelerator.

With this strong commitment, the signatory cities of the Montréal Pledge will demonstrate the leadership and ambition of cities around the world to act swiftly and influence their partners to do the same, in order to reverse the trend and protect our biodiversity.

Montréal

Cities across the globe, including Vancouver, have committed to the Montreal pledge.



Reduce threats to biodiversity
Example(s):

1. **Integrate biodiversity into** territorial and **regulatory planning**

2. **Restore and rehabilitate ecosystems and their connectivity**

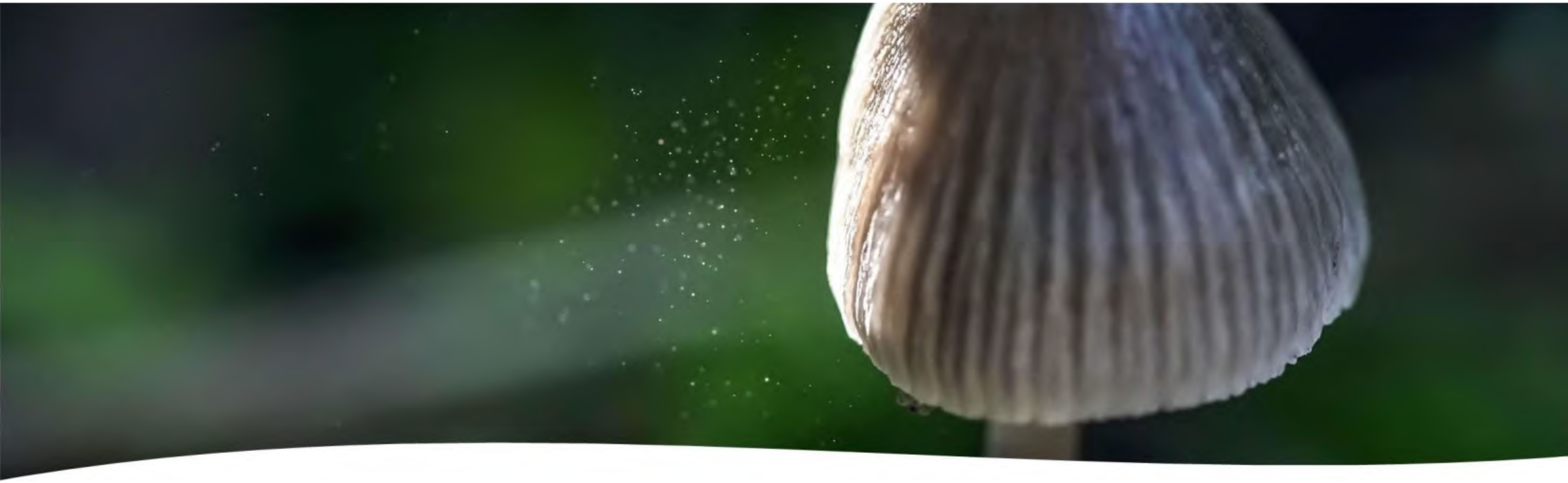
3. **Conserve existing natural environments** through protected areas and other effective and equitable measures

Share benefits of biodiversity
Example(s):

11. Prioritize nature-based solutions to protect against extreme weather events and hazards and to regulate air and water quality

Solutions, governance, management, and education
Example(s):

13. **Integrate biodiversity into governance frameworks and public policies**, and increase financial resources allocated to conservation and sustainable use



2019: Reconciliation Declaration

2019: Climate Emergency Declaration

June 2022 – June 2023: Year of the Salish Sea

Questions?

Contact: shauna@raincoast.org
Visit: www.raincoast.org/forests
Follow on Twitter: @shauna_doll or @Raincoast

www.raincoast.org

Complete list of the 15 concrete actions of the Montreal Pledge:

Reduce threats to biodiversity	Share benefits of biodiversity	Solutions, governance, management, and education
1. **Integrate biodiversity into** territorial and **regulatory planning** 2. **Restore and rehabilitate ecosystems and their connectivity** 3. **Conserve existing natural environments** through protected areas and other effective and equitable measures 4. **Ensure the conservation and recovery of vulnerable species,** both wild and domestic, and effectively manage their interactions with humans 5. **Control or eradicate invasive alien species** to eliminate or reduce their impacts 6. Reduce pollution from all sources to levels that do not adversely affect biodiversity, ecosystem functions or human health 7. Aim to eliminate plastic waste 8. Aim to reduce pesticide use by at least ⅔ 9. **Contribute to climate change mitigation and adaptation measures via ecosystem-based approaches**	10. Aim to **ensure that urban agriculture**, aquaculture, **and forestry zones are** accessible, **sustainably managed** and contribute to food security 11. **Prioritize nature-based solutions** to protect against extreme weather events and hazards and to regulate air and water quality 12. **Increase amount of green and blue spaces** and improve equitable access to them	13. **Integrate biodiversity into governance frameworks and public policies**, and increase financial resources allocated to conservation and sustainable use 14. Through citizen education and participation, help **ensure that people and businesses are encouraged to make responsible choices toward biodiversity** and **have the resources and knowledge** to do so 15. Ensure equitable and effective **participation of Indigenous peoples and local communities in decision-making and in processes of knowledge acquisition** and transmission

https://montreal.ca/en/articles/montreal-pledge-call-cop15-launched-to-worlds-cities-39529

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I wish to address Islands Trust Council or Islands Trust Council Council Committee

at the meeting of 7 March 2023

I REPRESENT Myself, David Dunnison
(Name of Organization if applicable)

AS Myself
(Capacity/Office)

NAME OF PRESENTER or Alternate David Dunnison

ADDRESS [redacted]

TELEPHONE NO.(s) [redacted] E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

"Valid/Invalid Information" - An update and revierw of three Delegation Presentations (Extent of the CDF, Islands Trust Area Biodiversity, Carbon Storage in the IT Area)

(If more space is required, please attach an additional page to this form.)

[x] I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
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*Please note personal information contained on this form is collected under the authority of the *Local Government Act* and is subject to the *Freedom of Information and Protection of Privacy Act*. T[redacted]on will be used for contact purposes only. Enquiries about the use of information in this form can be directed to[redacted]s Manager at information@islandstrust.bc.ca

Date: 6 Feb 2023 Signed: [redacted]
(Signature of Applicant)

“…the Inquisition’s verdict (on Galileo) was uncannily similar to cautious statements by modern officialdom on more recent scientific conclusions…”

It Moves: Valid or Invalid Information

Delegation to Islands Trust Council

7 March 2023

David Dunnison, Salt Spring Island

Valid or Invalid

Valid

- Information that is **valid** means that it is factually correct, is based on data that can be confirmed, and is not misleading in any way.

Invalid

- **Inaccurate** information is either incomplete or manipulated in a way that portrays a false narrative.
- **False** information is incorrect and there is data that disproves it.
- **Unsustainable** information can neither be confirmed nor disproved based on the available data.

Source: Government of Canada, Canadian Centre for Cyber Security

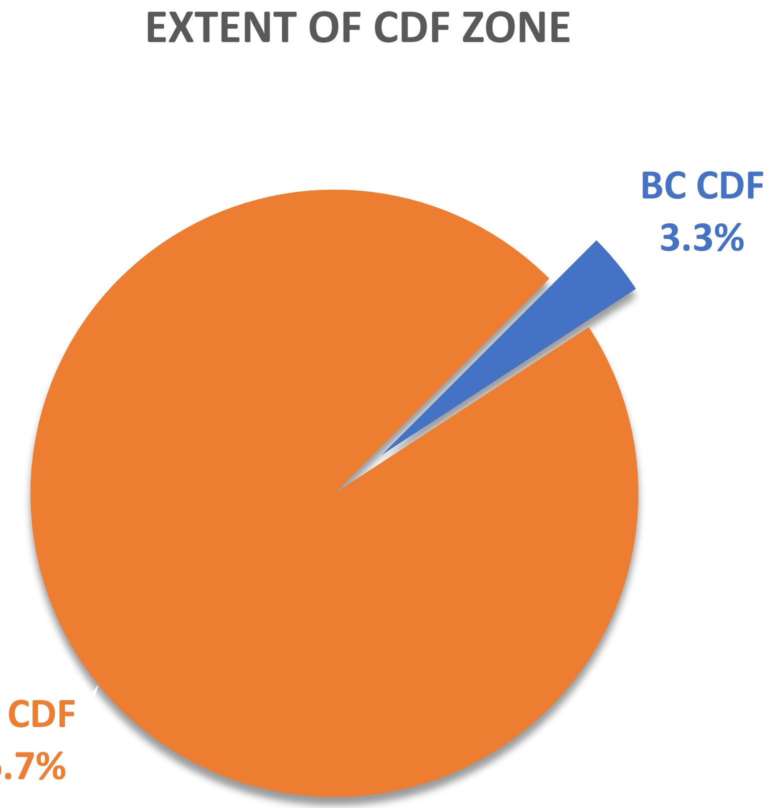
Three Delegations – One Theme

Title	Extent of the CDF Zone	Islands Trust Area Biodiversity	IT Carbon Storage Myth
Date	1 December 2021	8 March 2022	6 December 2022
Valid	IT Area not unique Fraction of CDF in Canada CDF not politically bound	IT Area ranks low in Canada on biodiversity & threat level Not a Hotspot	Low stored carbon Modest sequestration
Invalid Islands Trust Claim	"CDF Ecosystems are found (only in the IT Area and) nowhere else in the world"	"Incredible biodiversity... a hotspot for biodiversity loss"	IT Area has "Highest carbon storage and sequestration in BC (and Canada)"

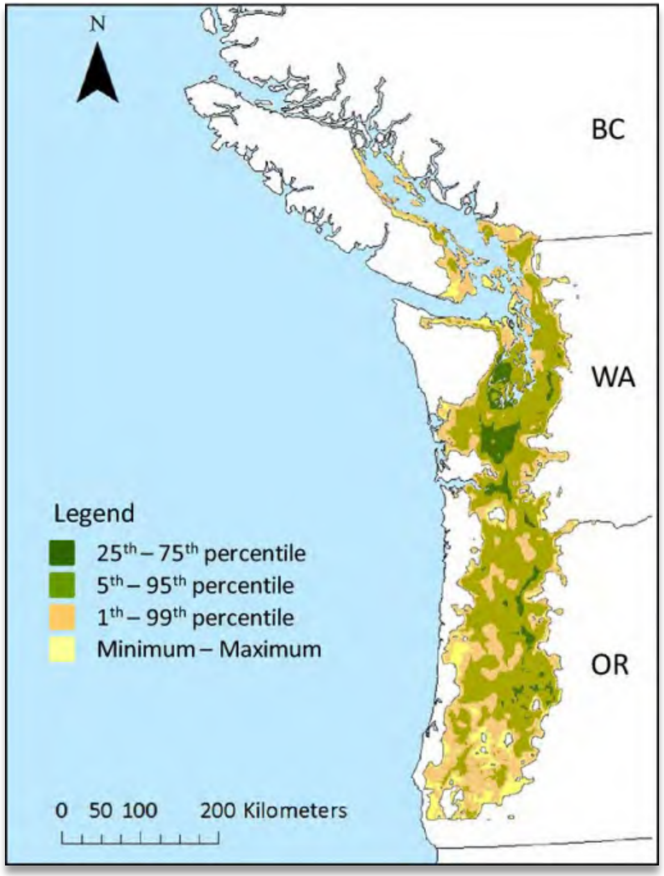
Review #1: Extent of the CDF

From IT Council Meeting 1 December 2021

Valid: The CDF is US Centric



Bulk of CDF Zone is in US



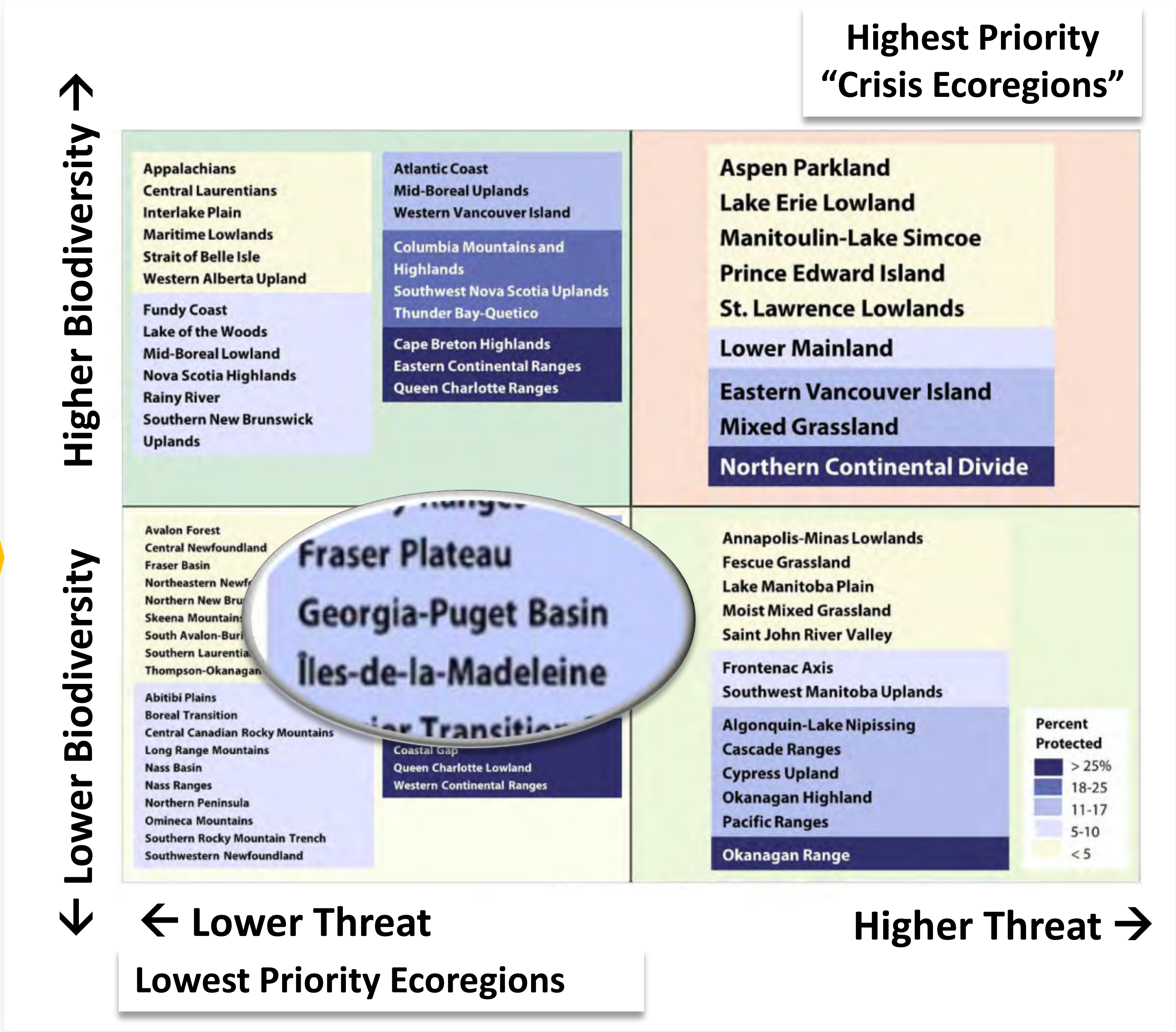
Klassen and Burton (2015), Climatic characterization of forest zones across administrative boundaries improves conservation planning. Appl Veg Sci, 18: 343-356.

Review #2:
IT Area Biodiversity

From IT Council Meeting 8 March 2022

Valid: IT Area (Georgia-Puget Basin) Least Significant & Least Threatened in Canada

65th of 77 Ecoregions

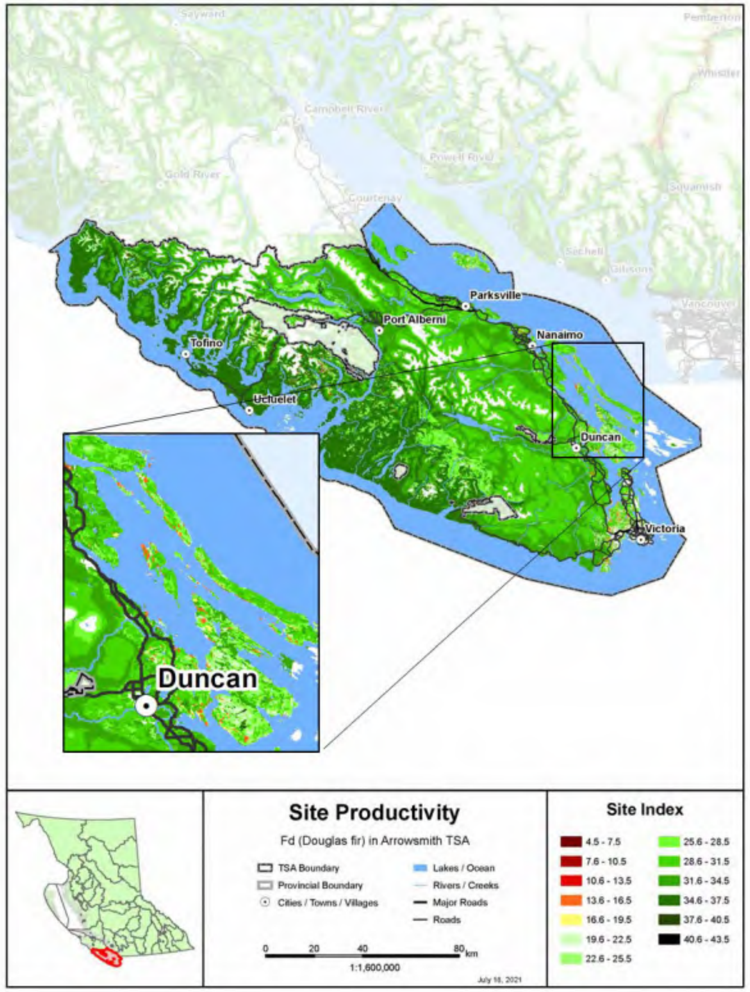


Kraus & Hebb (2020). [Southern Canada's crisis ecoregions: identifying the most significant and threatened places for biodiversity conservation: Figure 5]. Biodivers Conserv 29, 3573–3590.

Review #3:
IT Area Carbon Storage

From IT Council Meeting 6 December 2022

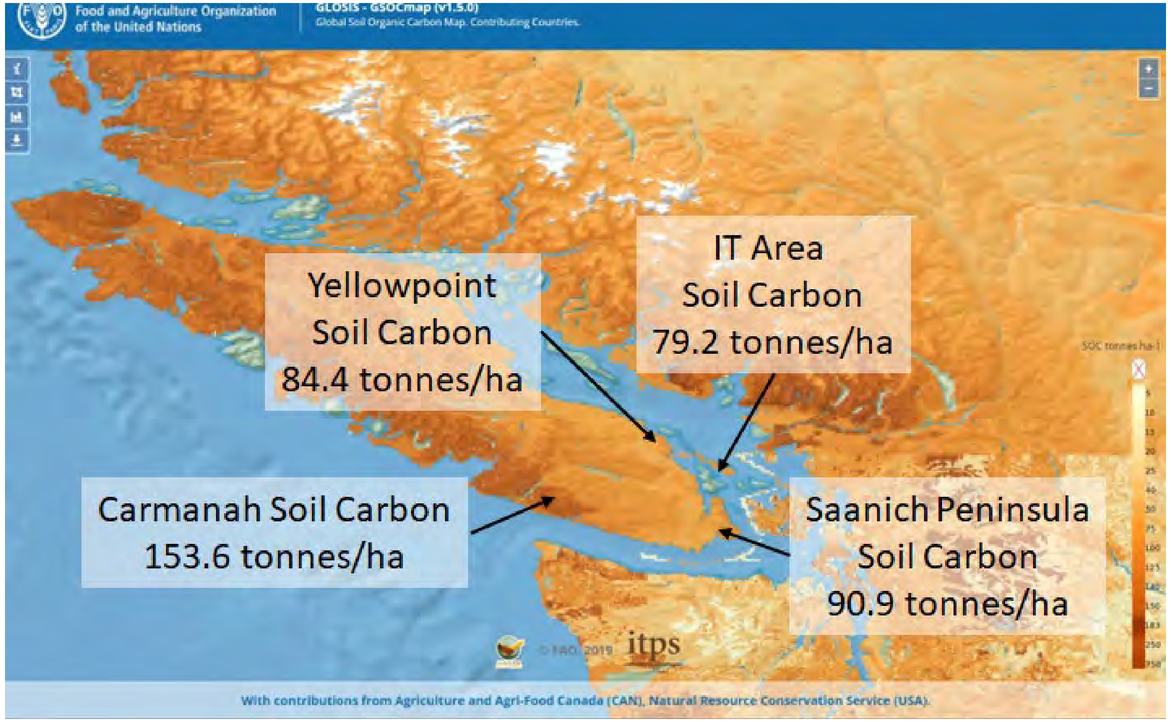
Valid: Lowest Forest Productivity in Region



Carbon Storage capability is directly related to Site Productivity/Site Index

Source: BC Ministry of Forests. PM/TEM Data for Site Productivity Layer, Version 8 (2021-07-23).

Valid: Even our Soils Have Lower Carbon



Source: **GLOSIS - GSOCmap (v1.5.0)** Global Soil Organic Carbon Map.

Islands Trust Action Taken

Staff Have Edited Carbon Storage Statement

Original CDF Toolkit Text (p. 11)

The Islands Trust Area Mitigates Impacts of Climate Change

The Islands Trust Area's forests are unique and globally important. The significant role these forests play in mitigating the impacts of climate change is not always recognized. Forests provide biomass and soils as "living carbon," using natural processes to remove and store carbon dioxide from the atmosphere in a dynamic process of growth, decay, disturbance and renewal. At a global scale, forests help maintain Earth's carbon balance.[9] The carbon cycling of forests provide essential life support services that protect us from the impacts of climate change.

British Columbia ecosystems have some of the highest carbon stores in Canada and play an important global role in carbon cycling and storage. As of 2008, the total carbon stored by BC's forests was 88 times Canada's annual greenhouse gas emissions.[10] However, Coastal Douglas-fir forests within the Islands Trust Area store and sequester more carbon per hectare than the rest of British Columbia. This carbon sequestration is likely due to a higher density of maturing forests, which store and take in more carbon to support their growth.[11] Islands Trust has an important role and responsibility for "carbon stewardship"[12] by protecting its intact Coastal Douglas-fir forests.

Modified Toolkit Text (p. 11)

The Islands Trust Area Mitigates Impacts of Climate Change

The Islands Trust Area's forests are unique and globally important. The significant role these forests play in mitigating the impacts of climate change is not always recognized. Forests provide biomass and soils as "living carbon," using natural processes to remove and store carbon dioxide from the atmosphere in a dynamic process of growth, decay, disturbance and renewal. At a global scale, forests help maintain Earth's carbon balance.[9] The carbon cycling of forests provide essential life support services that protect us from the impacts of climate change.

British Columbia ecosystems have some of the highest carbon stores in Canada and play an important global role in carbon cycling and storage. As of 2008, the total carbon stored by BC's forests was 88 times Canada's annual greenhouse gas emissions.[10] Islands Trust forests contribute a significant amount to carbon storage and sequestration in the Coastal Douglas-fir zone. This carbon sequestration is likely due to a higher density of maturing forests, which store and take in more carbon to support their growth.[11] Islands Trust has an important role and responsibility for "carbon stewardship"[12] by protecting its intact Coastal Douglas-fir forests.

IT Staff Sought Valid CDF Data

"Do you think it would be possible to have a letter response from provincial staff stating that qualified staff XYZ has reviewed these materials for accuracy and provide any recommendations for changes?"

Islands Trust Staff Letter, 28 January 2022

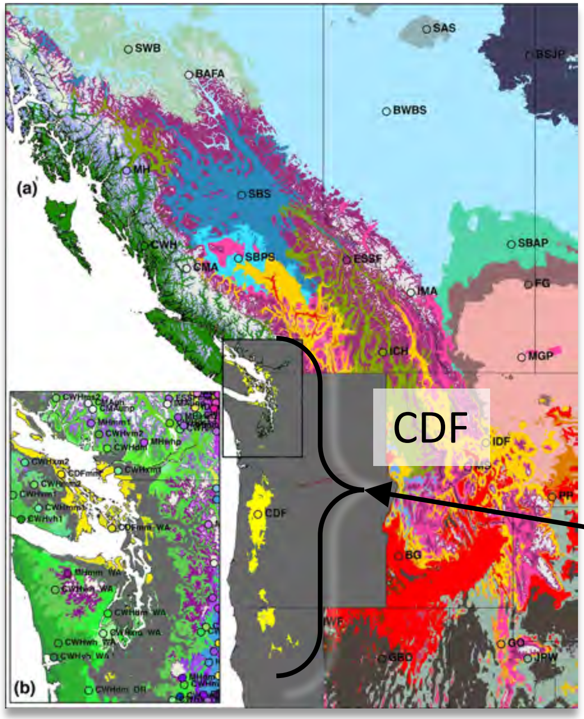
To No Avail

Provincial response did not

- Identify qualified provincial staff
- Provide qualified provincial staff written response
- Provide review of each statement
- Provide recommendations for change

Valid Provincial Staff Research

Valid Information

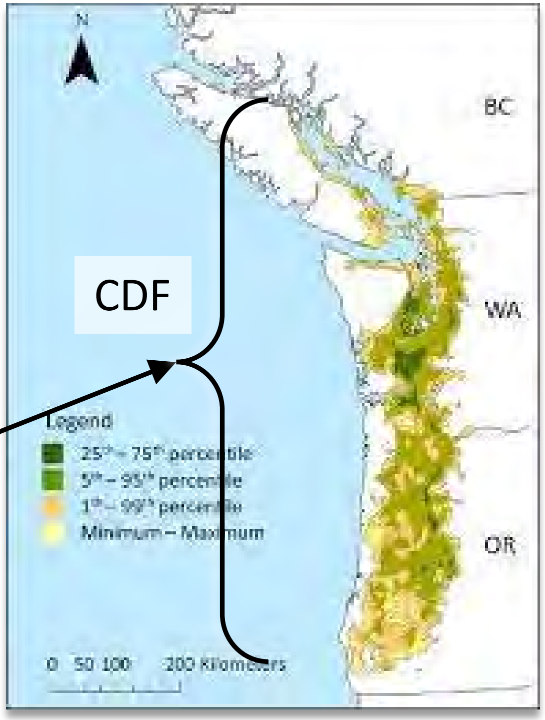


After: [Baseline biogeoclimatic zones of British Columbia and adjacent jurisdictions, MacKenzie & Mahony 2021]

[Ministry of Forests BEC Program Staff Web Page]

Valid Experts

Valid Information



[Extended Coastal Douglas-fir (CDF) forest zone, Klassen & Burton 2015]

Application of Invalid Information

Hundreds of Donate Buttons

Registered Charity	"Donate" Usage on Website
Islands Trust	1,970
Doctors Without Borders	1,790
World Vision Canada	1,300
Food Banks Canada	502

Source: Google Search. Accessed 19 January 2023.

Juxtaposition

Invalid Information on IT Website

Keyword(s) / Phrase	Instances
Carbon	1,250
Rare	1,180
Biodiversity	1,140
"Ecosystems" "Rare"	1,030
High Biodiversity	944
Endangered	771
300 Species	749
CDF	429
Carbon Storage	411
Highly endangered	377
Exceptional, Biodiversity	288
"CDF" "Endangered"	230
Hotspot Biodiversity	80

Solicitation on IT Website

Keyword(s) / Phrase	Instances
Donate	1,970
Donate to Conservancy	1,470
Biodiversity Donate	753
Rare Donate	670
Endangered Donate	538
CDF Donate	403
"High Biodiversity" Donate	223

Source: Google Search. Accessed 8 January 2023.

Experts Being Consulted

Gathering:

- Extensive literature and studies
- Database queries and results
- Domain expert insight
- Etc.

References & Benchmarks

- Resort Municipality of Whistler (Referenced by IT in CDF Toolkit)
- Yellowstone to Yukon Conservation Initiative
- BEC Experts and MOF BEC Program Staff
- Respected Consultants
  - Madrone Environmental Services Ltd.
  - BA Blackwell & Associates Ltd.
  - Forsite Consultants Ltd.
- Science Advisors

Valid Information is Critical

- Valid information is critical for meaningful solutions
- This presentation illuminates inaccurate science in Islands Trust materials
- Many issues to address, including many environmental issues
- Especially so in the light of the impacts of Climate Change!
- Please review these statements and consult with recognized experts

Appendix

Valid or Invalid Information, 7 March 2023

30 Year Evolution from Valid to Invalid Information

Invalid : Extrapolating from two of the largest cities in America to the rural Islands Trust Area

Dwyer et al (1992):
"A conservative estimate of a 5 percent increase in property values due to trees and forests on (certain American city) residential properties."
Orland et al (1992)
Assessed "perceived value" based upon "computer video-simulation techniques"

↓ Presence of trees, not on property

Urban Forest Values Fact Sheet (1998):
"In one area a 6% increase in value was found to be associated with the presence of trees; an increase of 3.5 to 4.5% was reported in another study"

↓ Restated as BC homes,

Planting our Future (2008):
"Trees: Increase property values. Trees increase the value of homes by 3–6% (or more)."

↓ Restated as CDF forests in proximity

CDFCP Quick Guide (2018):
"CDF forests … add value to our properties and communities. On individual properties, proximity to trees and parkland can increase property values by 3–6% (or more)"

↓ Restated as CDF zone, natural areas in vicinity no longer specific to forests or trees

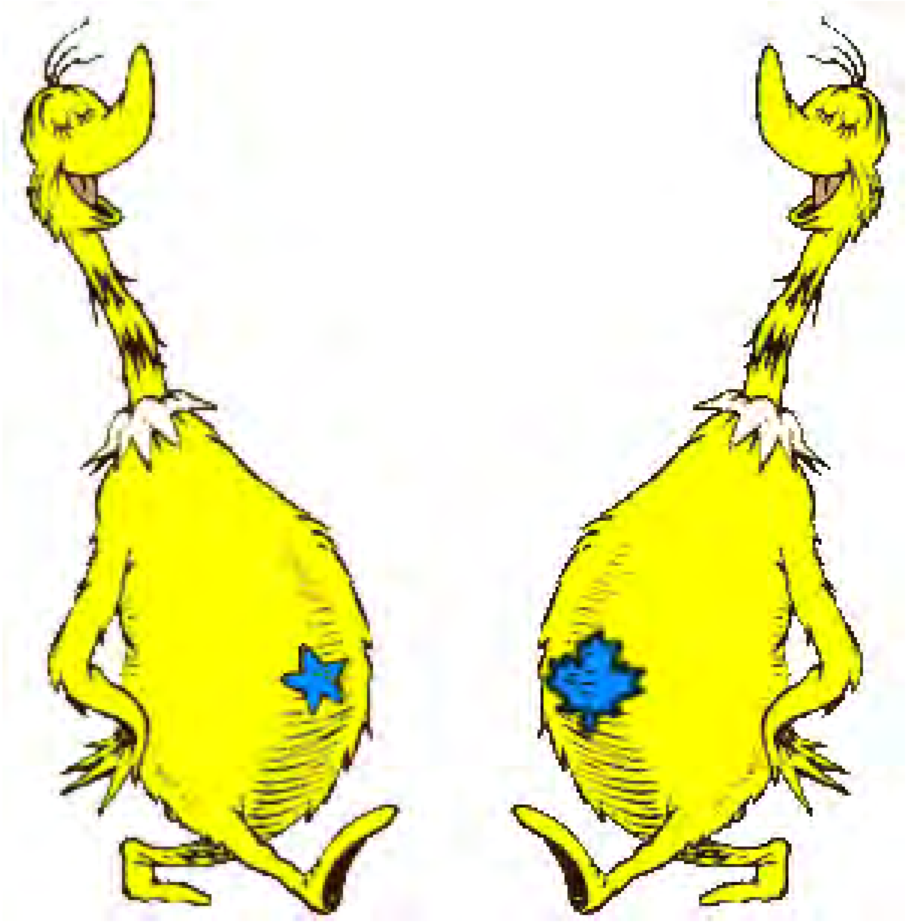
Islands Trust CDF Toolkit (2018/2023):
"The CDF zone can also add to property values. Individual properties that are in the vicinity of natural areas and parkland can increase property values by 3–6% (or more)."

Hundreds of Donate Buttons

Website Code:

```
<div class = "col col-2">
        <h3 class = "title">Donate to Conservancy</h3>
        <p>Your donation goes directly to acquiring and
        protecting landscapes in the Salish Sea.
                </p>
        <a class="btn"
        href="https://islandstrust.bc.ca/donate-to-
        conservancy/" target="">Donate to Conservancy</a>
</div>
```

A Seussian Context



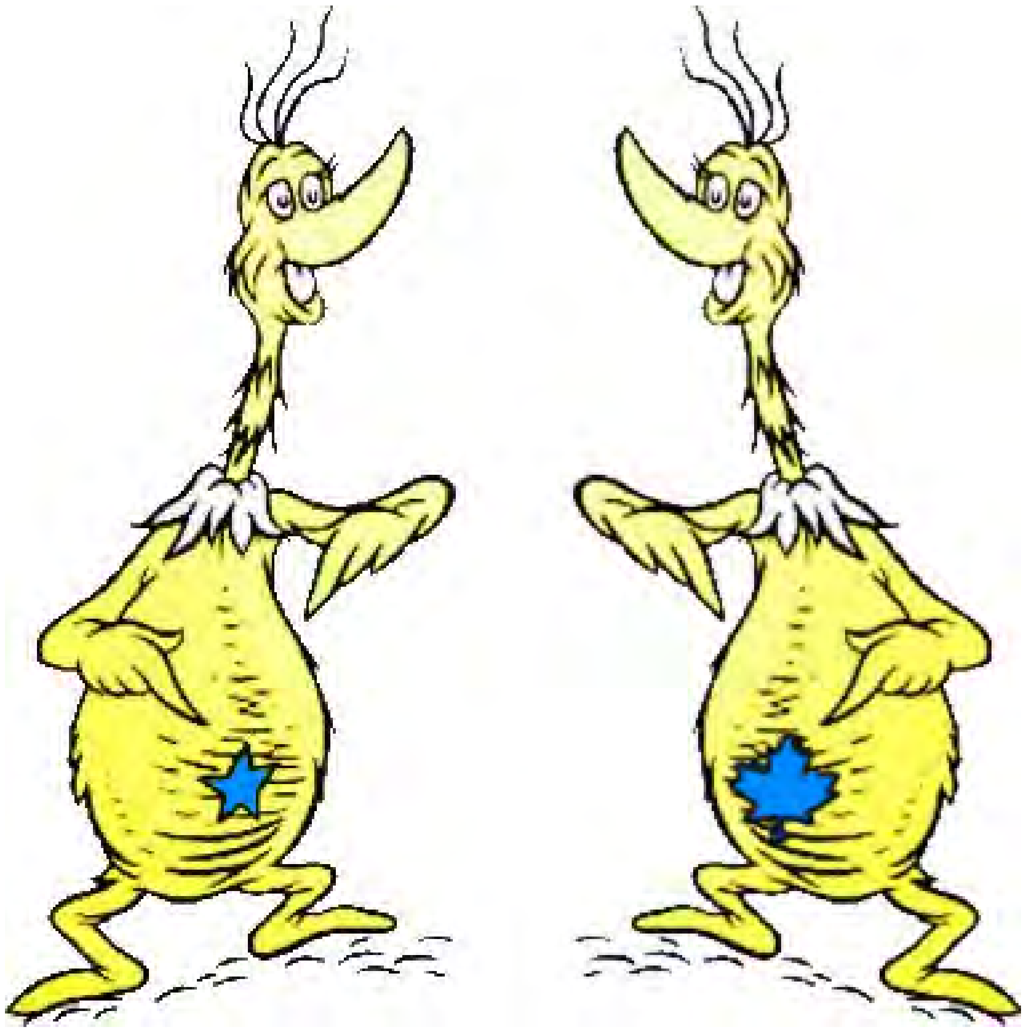
Maple leaf or union star?

The CDF Zone is near *and* far.

A Seussian Context

Not only here and not just there,

The CDF Zone is ours to share.



Islands Trust

APPLICATION FORM FOR DELEGATIONS TO ADDRESS ISLANDS TRUST COUNCIL OR A COUNCIL COMMITTEE

Overview

You may address Council (or a Council Committee) formally by: (a) presenting a petition or making a presentation as a delegation; or informally, by participating in (b) public comment sessions or (c) by correspondence. All correspondence, formal delegation presentations and petitions are treated as a public record.

Submissions

- Each delegation is required to complete this form and submit it to Islands Trust, along with any PowerPoint or video presentation that accompanies a delegation's written presentation by 4:30 pm at least 3 weeks prior to the meeting.
- If you miss this deadline, you may still submit this form; however, such requests will require approval by Executive Committee before the meeting or, 2/3 majority approval of Trust Council at the meeting.
- Each address shall be limited to 10 minutes unless a longer period is agreed to by approval of Executive Committee before the meeting or, of Trust Council at the meeting.
- *Application deadlines and approval requirements to address a Trust Council Committee may vary from the above. Contact* ExecAdmin@islandstrust.bc.ca *for guidance.*
- Rules governing delegations are outlined in the Islands Trust Council Meeting Procedures Bylaw 101.

All meetings are open to the public, are live streamed and recorded. Physical locations of the meeting are posted on the Islands Trust website.

Submit this form to ExecAdmin@islandstrust.bc.ca or mail to Islands Trust #200 – 1627 Fort St. Victoria B.C. V8R 1H8

I wish to address Islands Trust Council or Trust Council Council Committee

at the meeting of March 2023

I REPRESENT myself
(Name of Organization if applicable)

AS
(Capacity/Office)

NAME OF PRESENTER or Alternate Maxine Leichter

ADDRESS [redacted]

TELEPHONE NO.(s) [redacted] E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

How bylaw enforcement procedures and Guide are not consistent with Trust Bylaw Enforcement Policy 5

How bylaw enforcement can be more effective and transparent.

(If more space is required, please attach an additional page to this form.)

☑ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
☑ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

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Date: February 6, 2023 Signed: [redacted]
(Signature of Applicant)

Bylaw Enforcement
A Responsibility Unmet

Maxine Leichter
[redacted]

Why I'm here

To represent the people who file the complaints.

What is "enforcement"?

Advising violators what the bylaws are and how to comply is part of the enforcement PROCESS.

After a advice and a reasonable time is given, enforcement means obtaining compliance.

Islands Trust

Bylaw Enforcement
Length of Time Files Have Been Open
As Of August 31, 2022

Local Trust Area	<1 Year	1-5 Years	>5 Years	Total
Denman	0	17	4	21
Ballenas-Winchelsea	0	0	0	0
Gabriola	50	30	3	83
Galiano	16	31	7	54
Gambier	9	17	6	32
Hornby	6	23	11	40
Lasqueti	0	4	2	6
Mayne	12	12	1	25
North Pender	22	53	3	78
Salt Spring	83	136	14	233
Saturna	0	2	0	2
South Pender	0	6	0	6
Thetis	1	3	1	5
TOTAL	199	334	52	585
Percentage %	34%	57%	9%	

Age of File

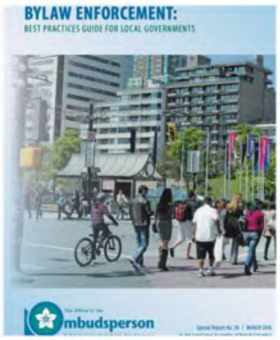
Why do we have bylaws?

Weak bylaw enforcement means that:

Islands Trust bylaws are only meant for those who chose to comply.

ISLANDS TRUST POLICY 5.5.1 STATES:

2.1 The Bylaw Compliance and Enforcement Manager will maintain a best practices operating manual in accordance with the administrative fairness principles outlined in the BC Ombudsperson's report "Bylaw Enforcement: Best Practices Guide for Local Governments", March, 2016.



The Islands Trust bylaw enforcement manual is NOT in accordance with with the Bylaw Enforcement: Best Practices Guide for Local Governments", March, 2016.

From Ombudsman Guide Best Practices

Best Practices: Developing an Investigation Plan (Pages 28-30)

• *Bylaw enforcement staff create an investigation plan before initiating a complex investigation, and follow the plan to the conclusion of the investigation. Each investigation plan developed by bylaw enforcement staff includes, at a minimum:*

1. *a summary of the complaint or alleged infraction*
2. *the relevant bylaw and the test that must be met to confirm that a bylaw infraction has occurred*
3. *the evidence staff will need to gather to meet the test and where and how they will obtain that evidence*
4. *any applicable timelines for completing steps in the investigation*

Best Practice: Documenting an Investigation

• *Bylaw enforcement staff thoroughly document their investigation and any resulting decisions. Each investigation file includes:*

- *the investigation plan*
- *significant steps taken during the investigation*
- *material evidence collected and the source of that evidence*
- *significant decisions made and the rationale for those decisions*
- *references to all relevant legislation, bylaws or policy*

Trust manual lacks and should have:

1. Considerations for staff when exercising discretion
2. Written policies and procedures readily accessible to the public
3. Standard written information given to complainant and violator regarding the violation and the enforcement process
4. Written policies on how investigations are conducted, such as documentation of the violation, when and how violators are advised.

What can be done?

1. Adopt effective and consistent procedures for bylaw enforcement staff to follow.
2. Inform complainants and violators of these policies and procedures with deadlines, so they know what to expect.
3. Allocate sufficient budget to support enforcement staff and prompt follow up in court when necessary.
4. Decide what to do about violators who cannot afford to comply.

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Islands Trust

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I wish to address Islands Trust Council or ______________________ Council Committee

at the meeting of March 7, 2023

I REPRESENT island residents who want their human right to housing to be affirmed, supported and fulfilled
(Name of Organization if applicable)

AS ______________________
(Capacity/Office)

NAME OF PRESENTER or Alternate Riane da Silva

ADDRESS [redacted] Denman Island, BC, [redacted]

TELEPHONE NO.(s) [redacted] E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

The Islands Trust, as a governing body and agent of the state, is required to centre human rights. This presentation and appendices contain information and details on all (including local) government's obligations to uphold the Human Right to Housing. I hope that with this knowledge Trust Council will immediately make the changes necessary to "meet a minimum core obligation to recognize, to respect, to protect, and to fulfill" everyone's human right to their adequate home.

☐ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
☒ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

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Date: February 13, 2023 Signed: Riane da Silva
(Signature of Applicant)

March 2023

How the Islands Trust and Bylaw Enforcement practices consistently and systemically violate the Human Right to Housing

I personally acknowledge that I am an uninvited guest living on the traditional and unceeded lands of the Pentlach people and the Komox Nation. While the legitimacy of the Nation of Canada and the Islands Trust to administer over these lands remains under judicial question, I am choosing to engage with this colonial system, using this system's own rules and governing laws, in accordance with Canadian and International law...

Housing is a human right

"Everyone has the right to a standard of living adequate for the health and well-being of himself and of his family, including food, clothing, housing and medical care and necessary social services, and the right to security in the event of unemployment, sickness, disability, widowhood, old age or other lack of livelihood in circumstances beyond his control."[1]

Whereas: "Housing is essential to the inherent dignity and well-being of the person and to building sustainable and inclusive communities. Access to affordable housing contributes to achieving beneficial social, economic, health and environmental outcomes. Improved housing outcomes are best achieved through cooperation between governments and civil society as well as the meaningful involvement of local communities...

4. It is declared to be the housing policy of the Government of Canada to

- (a) recognize that **the right to adequate housing is a fundamental human right affirmed in international law**;
- (b) recognize that housing is essential to the inherent dignity and well-being of the person and to building sustainable and inclusive communities;"[2]

All levels of government have an obligation to respect, protect and fulfill human rights

International and Canadian legislation declares that housing is a human right. The progressive realization of this human right is the responsibility of all levels of government and state agents, including all staff and elected officials of any level of government, including any special agencies of a government.

"Governments, no matter what level of resources are at their disposal, are obligated to make sure that people living under their jurisdiction enjoy at least essential levels of protection of each of their economic, social, and cultural rights. Protection from starvation, primary education, emergency healthcare, and **basic housing are among the minimum requirements to live a dignified life and it is the duty of governments to ensure these at all times.**"[3]

"Legislation should be interpreted broadly, in light of its purposes and content, and recognizing that **all orders of government are committed to the right to housing affirmed in international human rights law**, even if they have not declared this in legislation."[4]

1 UNDRAH Fact Sheet No. 21 (Rev. 1): The Human Right to Adequate Housing https://www.ohchr.org/sites/default/files/Documents/Publications/FS21_rev_1_Housing_en.pdf
2 National Housing Strategy Act https://laws-lois.justice.gc.ca/eng/acts/n-11.2/FullText.html
3 https://www.escr-net.org/resources/minimum-core-obligations
4 https://housingrights.ca/wp-content/uploads/Porter-NRHN-OFHA-Paper-2021-FINAL.pdf

“While local governments cannot address these challenges on their own, they are on the front lines of the housing crisis, and they play a critical role in addressing it. In addition to implementing many federal and state programs, they have tools at their disposal that other levels of government do not, including land use regulations, building and housing codes, and permitting processes. They also have a deep understanding of local needs and market conditions. Local governments are thus uniquely positioned to weave together different funding sources and regulations into a comprehensive local housing strategy – a necessary step in meaningfully tackling the affordability challenges that so many localities confront.”[5]

“Like civil and political rights, economic, social and cultural rights impose three different types of obligations on States: the obligations to respect, protect and fulfill. Failure to perform any one of these three obligations constitutes a violation of such rights. The obligation to respect requires States to refrain from interfering with the enjoyment of economic, social and cultural rights.” [6]

Because this is a systemic, rather than an individual matter, the onus is not on me to prove that the Islands Trust (and their agents) have been consistently and systemically violating my human right to housing. The onus is on the Islands Trust to demonstrate that they are meeting their minimum core obligations to progressively realize the Human Right to Housing. This **minimum requirement includes "meaningful engagement" with rights holders and community**. "Engagement with communities might be better defined as a process through which they are able to advocate for their right to housing and negotiate solutions to systemic issues.”[7]

“The question of what constitutes reasonable policy from a human rights standpoint starts by considering the dignity and rights of those who need housing, and from there, considering whether the government’s response to their circumstances is reasonable and proportional. It is a similar process as has been applied under human rights legislation with respect to the accommodation of disabilities.

First, we must hear from rights-holders about what they need from the government to ensure dignity and rights, and then we must consider how to address those needs as human rights priorities, within available resources. This new human rights approach can cast a very different light on our assessment of whether housing policies and programs are “reasonable”—and it also leads to innovative and creative solutions which often result in longer term cost-savings.”[8]

"The legal obligation... requires that certain steps be taken immediately and others as soon as possible. Therefore, the burden is on the State to demonstrate that it is making measurable progress toward the full realization of the rights in question. The State cannot use the "progressive realization" provisions in article 2 of the Covenant as a pretext for non-compliance."[9]

"Thus, for example, a State party in which any significant number of individuals is deprived of ... basic shelter and housing... is, prima facie, violating the Covenant. Such minimum core obligations apply irrespective of the availability of resources of the country concerned or any other factors and difficulties... **A violation of economic, social and cultural rights occurs when a State pursues,**

5 Claiming the right to housing in BC https://static1.squarespace.com/static/5e3aed3ea511ae64f3150214/t/61855e1bc6bf8578767ae16b/1636130341860/Claiming+the+R2H+in+BC+-+workshop+report.pdf

6 THE MAASTRICHT GUIDELINES ON VIOLATIONS OF ECONOMIC, SOCIAL AND CULTURAL RIGHTS http://hrlibrary.umn.edu/instree/Maastrichtguidelines_.html

7 https://housingrights.ca/wp-content/uploads/Porter-NRHN-OFHA-Paper-2021-FINAL.pdf

8 https://housingrights.ca/wp-content/uploads/The-right-to-housing-in-action_Transforming-housing-law-and-policy-in-Canada-2021-MEMO.pdf

9 THE MAASTRICHT GUIDELINES ON VIOLATIONS OF ECONOMIC, SOCIAL AND CULTURAL RIGHTS http://hrlibrary.umn.edu/instree/Maastrichtguidelines_.html

by action or omission, a policy or practice which deliberately contravenes or ignores obligations of the Covenant."[10]

How current bylaw enforcement practices systemically violate human rights

While Islands Trust staff is certainly comprised of individuals who care deeply about human rights, systemic failures to keep the Islands Trust current with legislative obligations means that "doing their job" often results in unintended human rights violations.

Reviews of enforcement issues and human rights violations must NOT be done by staff, who are required to operate within current Islands Trust parameters - which violate the human right to housing. Reviews of offending bylaws, policies and procedures must be conducted by a committee, which must include members of the affected groups – in this case those whose human right to housing is being violated.

Current bylaw enforcement policy and procedure allows Islands Trust Bylaw Enforcement Officers (hereafter referred to as BEO) to: 1) attend any property without prior notice to property owner and tenant; 2) inspect said property without permission of landowner/tenant; 3) issue monthly fines against landowners for allegedly being "out of compliance" with bylaws by providing access to "unlawful" or other forms of housing.

To penalize a landowner, through a monthly fine, for providing a human with access to their human right is a direct violation of the human right to housing, and contrary to the clear obligations of all states to uphold the human right to housing.

Current bylaw enforcement practices state, "The Bylaw Investigations Officer of the Islands Trust is authorized to enter, at all reasonable times, on any property to ascertain whether bylaws adopted by Denman Island Trust Committee and/or the terms of permits issued by the Trust Committee are being observed."[11]

Enforcement bylaws and practices of site visits and entries must be changed to include prior respectful communication with landowners (who are required by provincial legislation to give a minimum of 24 hours notice to their tenants – lawful or "unlawful") and appointments made, before any site investigations are conducted by any BEO.

The purpose of bylaw enforcement it is to ensure land owners and their properties are "in compliance with bylaws" (many of which violate the human right to housing). Some believe that surprise visits are necessary to catch people in the act (of being non-compliant). The fear is that, if the BEO made an appointment to visit 24 hours or more in advance, an alleged "infraction" could be hidden, or made compliant, before the enforcement officer can see it.

If the purpose of enforcement is compliance, it does not harm the goal of compliance to make an appointment 24 hours, or more, before a site visit. Getting into compliance before a site visit meets the stated goal of seeking "compliance".

The current approach of "catch them in the act" violates human rights, flies in the face of our social right of "innocent until proven guilty", and in many cases (ex. "unlawful" housing) can be a traumatic violation of the human right of those who are subject to a surprise visit.

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10 THE MAASTRICHT GUIDELINES ON VIOLATIONS OF ECONOMIC, SOCIAL AND CULTURAL RIGHTS http://hrlibrary.umn.edu/instree/Maastrichtguidelines_.html

11 https://islandstrust.bc.ca/document/denman-bylaw-infractions-investigations-bylaw-no-51/

Failure to make an appointment prior to a site visit is not a justifiable practice. It contravenes a person's right to "health and well-being".

"The most basic thing to keep in mind is when a person with a background of trauma or toxic stress comes in contact with any member of Law Enforcement or the Justice System, they may already feel unsafe. The uniform or authority figure alone may remind them of past experiences where they felt unsafe, and they may have the physiologic reaction that they had in the past. When this happens the Survival/Emotional part of the brain is dominant and they have less access to their Rational/Neocortex brain."[12]

Making an appointment will not significantly effect, impact or diminish the ability of the BEO to do their job. However, not receiving notice can negatively and significantly diminish quality of life for residents. Residents have a human right to enjoy their homes, their dignity and to be treated with the respect of not being assumed to be, nor treated like, a criminal.

If/when the only reason to support a policy of surprise visits is to 'catch residents in the act' of breaking by-laws (which is not a criminal offense) then the Islands Trust is systemically allowing, supporting and engaging in violations of human-rights at people's own homes. By allowing these practices to continue the Islands Trust is asking and/or allowing their staff members to continue to violate human rights.

Action necessary to bring the Islands Trust, staff and Trustees into compliance with their Human Rights obligations:

1) Acknowledge, learn, affirm the commitment of the Islands Trust to meet its obligations to "respect, protect and fulfill" the International Human Right to Adequate Housing; and its commitment to meaningfully engage with rights holders at Trust Council, in committee meetings, and on any and all matters that pertain to affordable housing, or otherwise meeting the housing need of rights holders.

2) Acknowledge, learn, affirm, advocate and educate all island residents about the Island's Trust obligation to "respect, protect and fulfill" the International Human Right to Adequate Housing, and to meaningfully engage with rights holders.

3) Ensure that all further work of the Islands Trust is done in a manner that "respects, protects and fulfills" the International Human Right to Adequate Housing, through meaningful engagement with rights-holders. Ensure people's dignity and rights, and consider how to address housing need as human rights priorities, within available resources, while protecting our eco-systems and water.

4) Acknowledge, learn, affirm, advocate and educate for the Human Right to Adequate Housing to be included in updates to all of the following: Policy Statements; Policy Statement Directives Checklist; OCP reviews; LUB reviews; Standing resolutions; APC appointments; bylaw enforcement policy, procedure and practice; Housing Authority; and any other relevant policies, procedures, and/or practices.

5) Form a Trust Council Advisory Planning Committee, or other Committee(s), on Housing to review bylaws and policies, across the Trust and all islands in the Trust, which must change in order to align with the Human Right to Adequate Housing, and meet housing need. Include meaningful engagement and participation of rights holders on this committee, to meet equity and engagement requirements.

12 https://www.traumainformedmd.com/law-enforcement-101.html

6) Require that all Trustees of the Islands Trust, all Local Trust Committees, and all planning and enforcement Staff read thoroughly, and familiarize themselves with each of the following documents, and their obligations to support the human right to housing under these texts:

1. *UNDRAH*[13];
2. *the National Housing Strategy Act*[14];
3. *Implementing the Right to Adequate Housing Under the NHS Act: The International Human Rights Framework*[15]; and
4. *Implementing the Right to Housing in Canada: Expanding the National Housing Strategy*[16];

7) Change all Bylaw Enforcement policy and procedure to ad a requirement for all Bylaw Enforcement Officers (and other staff) to make appointments with property owners **a minimum of 24 hours before any site visits** to people's homes (or suspected homes) on private property (see Appendix A)

8) Require all Bylaw Enforcement Staff (or anyone who may be making site visits) to undergo TIP (Trauma Informed Practice) training to learn how to respectfully interact with vulnerable and marginalized people as human rights holders (as per Appendix A)

9) Repeal all sections of the Bylaw Enforcement Notification System Trust-wide, which characterize housing as a bylaw infraction. Remove all fines that might be applied against housing. Repeal and remove any other sections of documents that violate or limit the human right to housing. It is a violation of human rights to enforce against citizens who provide others access to their human rights.

10) Change the anonymous complaint system (which currently allows devastating use of the BEO to carry on harassment of neighbours) to one that is more generative and community building. We must seek to actually address complaints between neighbours. If the issue is water, or septic, we must address the issue, not the home.

11) Establish an ongoing process of engagement (renter's committee?) that welcomes the meaningful participation of renters and other rights-holders in identifying systemic barriers and appropriate remedies to meet the human rights, and need for housing, on these Islands in the Salish Sea.

12) Reverse the Islands Trust official stance on the Provincial Speculation and Vacancy Tax, and lobby the Provincial Government of BC to apply this tax on all vacant homes and properties on Islands Trust islands. Advocate to have this tax money returned to each island to support affordable housing projects.

The Islands Trust, as a governing body and agent of the state, is required to centre human rights. I have provided more information and details on all (including local) government's obligations to uphold the Human Right to Housing in the attached Appendix B. I hope that with this knowledge Trust Council will immediately make necessary changes to "meet a minimum core obligation to recognize, to respect, to protect, and to fulfill"[17] everyone's human right to their adequate home.

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13 UNDRAH Fact Sheet No. 21 (Rev. 1): The Human Right to Adequate Housing https://www.ohchr.org/sites/default/files/Documents/Publications/FS21_rev_1_Housing_en.pdf

14 https://laws.justice.gc.ca/eng/acts/N-11.2/page-1.html#docCont

15 https://housingrights.ca/wp-content/uploads/Porter-NRHN-OFHA-Paper-2021-FINAL.pdf

16 NRHN - The right to housing in action: Transforming housing law and policy in Canada

17 National Housing Strategy Act

Thank you for working to make our communities more aligned with human rights obligations and thus safer, more resilient, and kinder - as we navigate the storms of late-stage capitalism. May we acknowledge, learn, affirm, advocate and educate for better ways to be in this world together. Together we are stronger.

Sincerely,
Riane da Silva
rriane@yahoo.com
Denman Island resident since 1997 – Renter, Human Rights Holder

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Appendix A - Trauma Informed practice

How law (and bylaw) enforcement can and must support human rights and dignity

"Traumatic stress can be devastating and long-lasting. To develop an understanding about how to build trauma-sensitive services, we need to first clearly understand that the impact of traumatic stress can be devastating and long-lasting, interfering with a person's sense of self, and sense of safety, leading to feelings of helplessness, terror, and disempowerment. Traumatic exposure may lead to responses including Post Traumatic Stress Disorder (PTSD) and Complex Trauma."[18]

"Realize the widespread impact of Trauma on citizens and first responders alike. Recognize the signs and symptoms of trauma in citizens, self and colleagues. Respond by fully integrating knowledge of trauma into policies, procedures and practices. Resist Re-traumatization actively through trauma informed and compassionate responses.

The most basic thing to keep in mind is when a person with a background of trauma or toxic stress comes in contact with any member of Law Enforcement (including bylaw enforcement), they may already feel unsafe. The authority figure alone may remind them of past experiences where they felt unsafe, and they may have the physiologic reaction that they had in the past. When this happens the Survival/Emotional part of the brain is dominant and they have less access to their Rational/Neocortex brain. They may not hear and process instructions, and they may not be able to take in new information."[19]

According to Islands Trust policy, the purpose of bylaw enforcement it is to ensure compliance with bylaws. Many believe that surprise visits are necessary to catch people in the act (of being non-compliant). The fear is that, if the bylaw enforcement officer made an appointment to visit 24 hours or more in advance, an "infraction" could be hidden or made compliant, before the enforcement officer can see it.

If the purpose of enforcement is compliance, how does it harm that goal to give residents 24 hours notice of a site visit? Getting into compliance before a site visit meets the stated goal of "compliance".

The current approach of "catch them in the act" violates human rights, flies in the face of our social

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18 Shelter from the Storm: Trauma-Informed Care in Homelessness Services Settings https://www.homelesshub.ca/sites/default/files/cenfdthy.pdf
19 https://www.traumainformedmd.com/law-enforcement-101.html#/

right of “innocent until proven guilty”, and in many cases (ex. "unlawful" housing) can be traumatic to those who are subject to the surprise visit.

Making an appointment for a site visit, 24 hours or more in advance, will not significantly affect or diminish the ability of the Bylaw Enforcement Officer to do their job. However, not having notice can significantly and negatively violate human rights, and affect the residents (many who are neurodiverse, trauma survivors, and/or otherwise marginalized people who have historically been victimized by "authority" figures). Residents have a right to enjoy their homes, their dignity and to be treated with the respect of not being assumed to be a criminal.

If/when the only reason to support a policy of surprise visits is to 'catch residents in the act' of breaking by-laws (rather than truly seeking compliance) then the Islands Trust is clearly allowing, supporting and engaging in violations of human-rights at people's own homes. It is also encouraging their staff to engage in these systemic violations of human rights.

“The Vancouver Police Department (VPD) acknowledges that social issues, including mental health, homelessness, substance use and sex work, intersect with public safety issues. The VPD takes efforts to ensure inappropriate, ineffective, and unnecessary criminalization does not occur, but rather focuses on community-based, harm reduction strategies in collaboration with community service providers.

By working together we can alleviate the stigmas and societal impacts surrounding untreated mental health conditions, lack of stable and affordable housing, inability to access appropriate addictions treatment and safety concerns for marginalized sex workers.

The VPD takes a compassionate approach to homelessness in Vancouver, recognizing that homelessness is a social condition reflective of society’s failure to adequately support those most vulnerable and marginalized.

Individuals experiencing homelessness are often encumbered with a multitude of challenges on a daily basis, from an overwhelming lack of stability, shelter, and resources, to the complications that may arise from poor nutrition and health, often further compounded by substance use issues and mental health conditions.

In July 2020, as the President of the Canadian Association of Chiefs of Police (CACP), Chief Palmer recommended that that all police agencies in Canada recognize substance abuse and addiction as a public health issue to help reduce drug overdoses.

The Chief Coroner of BC announced that June 2020 was the deadliest month on record for drug overdoses (breaking the record set just one month earlier) and in the past decade alone, 7,934 British Columbians have died from illicit drug overdoses.

It is important to the VPD that the considerable steps taken in the past decade continue towards appropriate continuums of care. The VPD recognizes that, while strides have been made, the significance of these societal issues necessitates that ongoing efforts be maintained. As such, the VPD remains dedicated to the pursuit of improved conditions, services, and programs in the areas of mental health, homelessness, substance use issues and sex work, in close collaboration with community partners and service providers.”[20]

“Adaptive approaches are especially important for policing vulnerable populations, including people who are elderly, homeless, disabled, undocumented, addicted, and physically or mentally

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20 https://vpd.ca/wp-content/uploads/2021/06/our-community-in-need.pdf

ill."[21] Other human rights-holding vulnerable populations include those who are racially profiled, members of the LGBT2SQIA community, neurodiverse individuals, disabled individuals, survivors of trauma, survivors of interpersonal abuse, and other survivors of systemic discrimination and abuses. Communities should "support a culture and practice of policing that reflects the values of protection and promotion of the dignity of all—especially the most vulnerable."[22]

"Homelessness constitutes a prima facie violation of the right to housing. It is a profound assault on a person's dignity, security, and social inclusion. Homelessness violates not only the right to housing, but often, depending on circumstances, violates a number of other human rights, including: non-discrimination; health; water and sanitation; freedom from cruel, degrading, and inhuman treatment; and the rights to life, liberty, and security of the person.

Regardless of the reasons why a person resides in a homeless encampment [or "unlawful housing"], homeless encampments do not constitute adequate housing, and do not discharge governments of their positive obligation to ensure the realization of the right to adequate housing for all people. Under international human rights law, "States have an obligation to take steps to the maximum of their available resources with a view to achieving progressively the full realization of the right to adequate housing, by all appropriate means, including particularly the adoption of legislative measures." As part of these obligations, States must prioritize marginalized individuals or groups living in precarious housing conditions - including residents of homeless encampments.

The fact that encampments violate the right to housing does not in any way absolve governments of their obligations to uphold the basic human rights and dignity of encampment residents while they wait for adequate, affordable housing solutions that meet their needs. The Principles outlined in this Protocol seek to support governments and other stakeholders to ensure that their engagements with encampments are rights-based and recognize residents as rights holders, with a view to realizing the right to adequate housing for these groups while respecting their dignity, autonomy, individual circumstances, and personal choices."[23]

As so many levels of government and law enforcement adjust to realizing their Human Rights obligations to the populations that they serve, trauma informed practices are emerging far and wide.

Any employer who wishes to support their enforcement staff must give them access to the appropriate tools to keep them from violating human rights and thus causing trauma, and/or from experiencing vicarious trauma themselves. Becoming a trauma-informed organization is, therefore, a sound business practice.

"Vicarious trauma is an occupational challenge for people working and volunteering in the fields of victim services, law enforcement, emergency medical services, fire services, and other allied professions, due to their continuous exposure to victims of trauma and violence. Exposure to the trauma of others has been shown to change the world-view of these responders and can put people and organizations at risk for a range of negative consequences.

Vicarious trauma-informed organizations proactively address the existence and impact of vicarious trauma on their staff through policies, procedures, practices, and programs that mitigate the risk of negative consequences for employees, the organization as a whole, and the quality of services delivered.

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21 https://www.theiacp.org/sites/default/files/2018-11/IACP_PMP_VulnerablePops.pdf

22 https://www.theiacp.org/sites/default/files/2018-11/IACP_PMP_VulnerablePops.pdf

23 https://www.make-the-shift.org/wp-content/uploads/2020/04/A-National-Protocol-for-Homeless-Encampments-in-Canada.pdf

Vicarious traumatization is a negative reaction to trauma exposure and includes a range of psychosocial symptoms that providers and responders may experience through their intervention with those who are experiencing or have experienced trauma. It can include disruptions in thinking and changes in beliefs about one's sense of self, one's safety in the world, and the goodness and trustworthiness of others; as well as shifts in spiritual beliefs. Individuals may also exhibit symptoms that can have detrimental effects, both professionally and personally."[24]

"It is reasonable to assume that individuals and families who are homeless have been exposed to trauma. Research has shown that individuals who are homeless are likely to have experienced some form of previous trauma; homelessness itself can be viewed as a traumatic experience; and being homeless increases the risk of further victimization and retraumatization. Historically, homeless service settings have provided care to traumatized people without directly acknowledging or addressing the impact of trauma.

In addition to the experience of being homeless, an overwhelming percentage of homeless individuals, families, and children have been exposed to additional forms of trauma, including: neglect, psychological abuse, physical abuse, and sexual abuse during childhood; community violence; combat-related trauma; domestic violence; accidents; and disasters. Trauma is widespread and affects people of every gender, age, race, sexual orientation, and background within homeless service settings.

Early developmental trauma—including child abuse, neglect, and disrupted attachment—provides a subtext for the narrative of many people's pathways to homelessness. Violence continues into adulthood for many people, with abuse such as domestic violence often precipitating homelessness, and with homelessness leaving people vulnerable to further victimization. The impact of traumatic stress often makes it difficult for people experiencing homelessness to cope with the innumerable obstacles they face in the process of exiting homelessness, and the victimization associated with repeated episodes of homelessness. Research has found that people who experienced repeated homelessness were more likely than people with a single episode of homelessness to have been abused, often during childhood

Researchers have documented that the rates of traumatic stress are extremely high, and may even be normative, among those experiencing homelessness. Individuals who are homeless may have been exposed to neglect, psychological abuse, physical abuse, or sexual abuse during childhood; community violence; sexual assault; combat-related traumas; domestic violence; and accidents or disasters. A literature review found consistent and well-documented evidence of high levels of multiple forms of traumatic stress within individuals and families who are homeless. It is clear that trauma affects people of every gender, age, race, sexual orientation, and background within homeless service settings. No one is immune.

Women/Mothers
• Although many people think of men when they consider the issue of homelessness, families—typically single mothers with young children—now comprise up to 40% of the overall homeless population.
• Trauma is extremely prevalent among homeless women: over 90% of homeless mothers report having experienced severe physical or sexual assault during their lifetimes.
• The majority of homeless mothers were abused during childhood, with nearly 2/3 reporting severe physical abuse and 42% reporting sexual abuse; 60% were abused before the age of twelve.
• More than 70% of homeless mothers have at least one childhood risk factor , including: severe physical abuse, unwanted sexual contact, having a parent who was mentally ill or who abused substances, running away for a week or more, or being in foster care.

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24 https://ovc.ojp.gov/sites/g/files/xyckuh226/files/media/document/imp_making_the_business_case-508.pdf

• Homeless mothers are also frequently the victims of abuse during adulthood, with 61% reporting a history of domestic violence and 32% acknowledging recent domestic violence.
• Homelessness puts women at risk for assault ; being homeless was associated with more than three times the risk of sexual assault for women.
• Homelessness and victimization are associated with adverse mental health outcomes: more than 50% of homeless mothers reported depression, and more than 40% reported posttraumatic stress disorder (PTSD)"[25]

List of professional development courses that assist in understanding and mitigating trauma:

https://www.cpkn.ca/en/course/using-a-trauma-informed-approach/

The Using a Trauma-Informed Approach course will introduce the concept of trauma, the different range of reactions to trauma, and conducting investigations using a trauma-informed approach. We will examine trauma, its impacts, and the potential challenges you may face when interacting with victims of trauma.

The objectives of this Using a Trauma-Informed Approach online course are to ensure that upon completion, you will be able to:
Recognize the biological impacts of trauma on the brain
Identify the different types of trauma
Recognize the range of reactions that can occur as a result of a traumatic event
Recognize the importance of your role and the potential impact you can have when interacting with a victim of trauma
Recognize the individual impacts trauma can have on diverse populations

Trauma informed practice training through the Justice Institute of BC
https://www.jibc.ca/course/trauma-informed-practice-justice-public-safety-anti-violence

will support learners in recognizing and understanding trauma and its effects on victims/survivors and witnesses and having a clear understanding of how violence and abuse may shape victims/survivors responses; assessing their own practices and processes with a trauma-informed lens; and incorporating trauma-informed learnings to reduce potential re-traumatization experienced by victims/survivors and witnesses participating in the justice system.

https://www.jibc.ca/course/building-trauma-informed-organization

Building a trauma informed organization involves shifts in our approaches to interactions with service users, worker wellness, organizational culture and practices, and interagency and community engagement. This one day, virtual course will focus on the components of becoming a trauma informed organization and provide examples of social service, health and other organizations that have put these changes into place.
Additional reading:

https://www.msn.com/en-ca/news/other/policing-and-evicting-people-living-in-encampments-will-not-solve-homelessness-in-canada/ar-AAKkV58

25 Shelter from the Storm: Trauma-Informed Care in Homelessness Services Settings
https://www.homelesshub.ca/sites/default/files/cenfdthy.pdf

https://www.make-the-shift.org/wp-content/uploads/2020/04/A-National-Protocol-for-Homeless-Encampments-in-Canada.pdf

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Appendix B

The Human Right to Adequate Housing in British Columbia, Canada and Internationally

On June 21, 2019, Parliament passed the *National Housing Strategy Act* which affirmed for the first time in federal legislation that housing is a fundamental human right in Canada.

Furthermore, the right to adequate housing is an important precondition for exercising other human rights, including the rights to life, good physical and mental health, education, and political participation.

The human rights-based approach to housing adopted in the Act and the National Housing Strategy underlines that housing must provide more than four walls and a roof. It should be equitable and accessible to all without discrimination based on gender, race, Indigenous identity, disability, faith, place of birth, age, family status, sexual orientation, gender identity or other factors.[26]

Canada's first National Housing Strategy is to eliminate homelessness and realize the right to adequate housing for all in the shortest possible time, using all appropriate means and the maximum of available resources. Among other goals to: Ensure that vulnerable groups and those affected by homelessness and inadequate housing are able to participate in developing housing policy to realize their right to housing.[27]

Now, more than ever, people living in vulnerable circumstances must be at the forefront of government efforts to address housing need. In particular, marginalized groups, including Indigenous people, members of Black and racialized communities, persons with disabilities, those dealing with mental health and addiction issues, women and children experiencing domestic violence, those facing economic hardship, individuals identifying as LGBTQ2S+, and youth are disproportionately represented among those facing homelessness. [28]

While local governments cannot address these challenges on their own, they are on the front lines of the housing crisis, and they play a critical role in addressing it. In addition to implementing many federal and state programs, they have tools at their disposal that other levels of government do not, including land use regulations, building and housing codes, and permitting processes. They also have a deep understanding of local needs and market conditions. Local governments are thus uniquely positioned to weave together different funding sources and regulations into a comprehensive local housing strategy – a necessary step in meaningfully tackling the affordability challenges that so many localities confront. [29][30]

In assessing whether governments have met their obligation to progressively realize the human right

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26 National Housing Strategy Act https://laws.justice.gc.ca/eng/acts/N-11.2/page-1.html#docCont
27 https://laws-lois.justice.gc.ca/eng/acts/N-11.2/FullText.html
28https://www.chrc-ccdp.gc.ca/en/resources/statement-canada-must-uphold-the-rights-persons-experiencing-homelessness
29https://static1.squarespace.com/static/5e3aed3ea511ae64f3150214/t/61855e1bc6bf8578767ae16b/1636130341860/Claiming+the+R2H+in+BC+-+workshop+report.pdf
30 https://localhousingsolutions.org/plan/what-is-a-local-housing-strategy-and-why-is-it-important/

to housing, the UN has applied a standard of "reasonableness." The reasonableness standard encourages us to ask questions like:

5. Have government departments engaged with people affected to develop solutions to systemic housing issues?
6. Has a horizontal, cross-department approach been adopted?
7. Has the federal government exercised leadership to ensure that all levels of government are cooperating to implement their shared human rights obligations with respect to the right to adequate housing?
8. Are programs and policies consistent with a commitment to realize the right to housing for all, in the shortest possible time?

The question of what constitutes reasonable policy from a human rights standpoint starts by considering the dignity and rights of those who need housing, and from there, considering whether the government's response to their circumstances is reasonable and proportional. It is a similar process as has been applied under human rights legislation with respect to the accommodation of disabilities.

First, we must hear from rights-holders about what they need from the government to ensure dignity and rights, and then we must consider how to address those needs as human rights priorities, within available resources. This new human rights approach can cast a very different light on our assessment of whether housing policies and programs are "reasonable"—and it also leads to innovative and creative solutions which often result in longer term cost-savings.[31]

When rights-holders are asked about claiming their right to housing, they invariably refer to the fact that they are not seen as human beings or treated with dignity. It is in those moments that the importance of recognizing the right to housing as a human right rather than as a mere commitment to solve a social problem for government to solve on its own is clearest.

Housing policies and programs must prioritize the needs of marginalized and vulnerable groups and engage directly with the needs and rights of those who have been left behind. General indicators of over-all progress in achieving housing outcomes are helpful, particularly if they include disaggregated data to capture the circumstances of particular groups, but statistics do not capture the experience of social exclusion or stigmatization or the root causes of systemic inequality.

Experiences of recent decades have shown, however, that governments are only well placed to respond to competing needs and rights if they are committed to the broader human rights project and if there are processes in place to ensure that the human rights of those whose needs and interests are likely to be ignored are being adequately considered.

One of the lessons for Canada from the challenges faced in South African is how difficult it is to reverse embedded inequality and how important it is to prevent socioeconomic inequality and segregation from becoming entrenched in Canada. As Canadian advocates have learned in Geneva, it is also important to be able to feel shame for one's country when it fails to live up to its commitment to human rights.

The court wrote that "those seeking eviction should be encouraged not to rely on concepts of faceless and anonymous squatters automatically to be expelled as obnoxious social nuisances. Such a stereotypical approach has no place in the society envisaged by the Constitution; justice and equity require that everyone is to be treated as an individual bearer of rights entitled to respect for his or her dignity."

31 NRHN - The right to housing in action: Transforming housing law and policy in Canada

Meaningful consultation and meaningful engagement are often used interchangeably, but meaningful engagement can be distinguished from consultation in two ways. First, meaningful engagement requires actual partnership in decision-making while consultation may occur prior to decisions being made by others. And second, consultation does not require any particular result while meaningful engagement must achieve compliance with the right to housing.

Engagement with communities might be better defined as a process through which they are able to advocate for their right to housing and negotiate solutions to systemic issues. In some cases, they may rely on the Federal Housing Advocate or a Review Panel to make findings and recommend measures but in others, rights-based solutions may emerge from the process of meaningful engagement itself.

Using the analogy of reasonable accommodation of disabilities, the application of the reasonableness standard based on a firm normative framework recognizes that what the right means in each case will be different, to be determined through a process of engagement and negotiation, but the rights themselves are not negotiable and the approach has to be coherent and consistent so that there is a clear sense of what constitutes human rights compliance.

The assessment of reasonableness may, through meaningful engagement, generate a collaborative, open and inclusive exploration, facilitated in some cases by the Federal Housing Advocate but driven as much as possible by rights-holders, on how to implement the right to housing in concrete terms.

There is often a tendency to think of State obligations with respect to the right to housing as they relate to direct government involvement through programs to create housing supply or to provide assistance with rent. However, systemic issues frequently relate to failures of governments to regulate private investment or development, and the requirement to realize the right to housing "by all appropriate means" includes the requirement to regulate private actors.

As noted by the former Special Rapporteur on the right to housing in her report on the financialization of housing: The tripartite obligations of States in relation to the management of financial markets and the regulation of private actors are often interpreted too narrowly. Under international human rights law States' obligations in relation to private investment in housing and the governance of financial markets extend well beyond a traditional understanding of the duty to simply prevent private actors from actively violating rights. The assumption, bolstered by neo-liberalism, that States should simply allow markets to work according to their own rules, subject only to the requirement that private actors "do no harm" and do not violate the rights of others, is simply not in accordance with the important obligation to fulfill the right to adequate housing by all appropriate means, including legislative measures.

The State must regulate, direct and engage with private market and financial actors, not simply to ensure that they do not explicitly violate rights, but also to ensure that the rules under which they operate and their actions are consistent with the realization of the right to adequate housing.[32]

The Committee described the reasonableness standard as requiring the State to make "all possible effort, using all available resources, to realize, as a matter of urgency, the right to housing of persons who, like the authors, are in a situation of dire need." This requires measures to address systemic issues and structural causes of evictions as well as the individual circumstances of the authors. "The lack of housing is often the result of structural problems, such as high unemployment or systemic patterns of social exclusion, which it is the responsibility of the authorities to resolve

32 The Provincial Speculation and Vacancy Tax is one example of the mechanisms outlined in this and the 2 previous paragraphs

through an appropriate, timely and coordinated response, to the maximum of their available resources."

Many of the concepts that have been developed to understand systemic discrimination experienced by persons with disabilities, such as the "social construction of disability", can enrich the understanding of systemic issues under the NHSA. Similarly, approaches that have been developed under the ICESCR to understand positive obligations and progressive realization can help to assist the disability rights movement better address issues such as disproportionate homelessness among persons with disabilities.

A particularly important provision in the CRPD that must be directly incorporated into the understanding of the right to housing in the NHSA is Article 19 of the CRPD, guaranteeing the right to live independently and be included in the community. Article 19 requires that persons with disabilities have the opportunity to choose where and with whom they live and access to a range community support services to facilitate inclusion in the community and prevent isolation or segregation. The standard to be applied in assessing the implementation of this right is similar in wording to the "all appropriate means" standard in article 2(1) of the ICESCR. In Article 19, however, this is an immediate obligation, not subject to progressive implementation over time. States must adopt "effective and appropriate measures to facilitate full enjoyment by persons with disabilities of this right."

In its most recent review of Canada's compliance with article 19, the Committee on the Rights of Persons with Disabilities recommended that Canada adopt a national guideline on the right to live independently in the community; adopt a human-rights based approach to disability in all housing plans; ensure that provinces and territories establish a timeframe for closing institutions and create a comprehensive system of support for community living; ensure that accessibility legislation facilitates inclusion in the community; and implement appropriate service provision within First Nation communities.

The Convention on the Elimination of All forms of Racism (CERD) is unique among international human rights treaties in that it affirms the right not only to non-discrimination in access to housing but also the substantive right to the equal enjoyment of the right to housing and other ESC rights.

The Convention on the Rights of the Child (CRC) is also a relevant source for the interpretation of the right to housing under the NHSA, particularly as the Supreme Court of Canada has recognized that the "best interests of the child" principle in the CRC should be considered when exercising discretion based on a reasonableness standard. This would apply to evictions cases in which children are forced from their homes and often, as a result, from their schools and friends. The CRC has expressed concern about the extent of homelessness among families with children and about the circumstances of "street children" in Canada, noting that many are Indigenous.

The NHSA is federal legislation and must be interpreted and applied as such. It could not, for example, have required provincial and territorial ministers of housing to respond to findings and recommended measures in the way that this is required of the federal minister. But beyond these obvious restrictions, the legislation should be interpreted broadly, in light of its purposes and content, and recognizing that **all orders of government are committed to the right to housing affirmed in international human rights law, even if they have not declared this in legislation.**

Violations of human rights can be either individually based or system based. The two types of violation require different remedial approaches. An individual violation affects one person or a small number of persons and is often perpetrated by one or a small number of individuals. Economic, social and cultural rights are generally more often the subject of systemic violations.

Systemic violations have broad causes and effects, often arising from the ways in which society is organized politically, socially and economically. It is often difficult to identify individual perpetrators who bear individual responsibility for systemic violations. The State as a whole will be responsible.

The commitment to the right to housing under international human rights law requires co-ordination of various spheres of government.

The social housing deficit that was created by the federal withdrawal from social housing programs after 1995 was reinforced by a social rights deficit created at the same time. These are the historical antecedents to the present crisis.

As a fundamental right inextricably linked to the right to a dignified life and core human rights values affirming equality in dignity and rights, the right to housing is a right whose meaning must be clarified by engaging meaningfully with rights-holders.

There are still many in government and elsewhere who are mystified as to what a right to housing means in practice. They understand the value of a rights based approach if it means consulting with vulnerable and marginalized groups in order to allow governments to better design programs and achieve better housing outcomes for constituents. But they are less clear on what it means to recognized the right to housing as a right that can be claimed, adjudicated and made subject to effective remedies. Even in the dialogic and participatory procedures under the NHSA, the idea of claiming a right to housing still seems to create fears of irresponsible and unmanageable demands that the government provide housing for everyone. Will the federal government and other orders of government relinquish their past resistance to recognizing housing as a fundamental right and their insistence that housing policy should be left to governments?

We ultimately rely on faith that governments either believe in human rights, or they believe that it would be politically damaging to turn their backs on them. The challenge with the NHSA is to turn the legislative affirmation of the right to housing under international human rights law into what the Supreme Court refers to as “a moral imperative and a legal necessity.”

The lessons learned by civil society engaging with international human rights mechanism suggest that the best way to make the right to housing meaningful is to utilize procedures that provide an adjudicative space in which it can be claimed. Modern commitments to the right to housing have emerged from new human rights practice that recognizes a previously excluded category or rights claimants as entitled to claim their right to dignity in rights and to recognize that the right to housing requires meaningful accountability, access to justice and effective remedies.

Affected communities must be provided with the resources necessary to organize, with the support of civil society and human rights advocacy organization, and they must be treated with respect and dignity, recognized as absolutely necessary to any assessment of compliance with international human rights norms. Governments, on the other hand, must be convinced to recognize the value of affirming a new human rights framework for policies and decision making, both as a recommitment to core values of Canada’s constitutional democracy and as the most effective means to address the housing crisis and realize the commitment to ensure access to housing for all by 2030 and beyond.[33]

Furthur reading materials found at this webpage https://housingrights.ca/resources/

33 https://housingrights.ca/wp-content/uploads/Porter-NRHN-OFHA-Paper-2021-FINAL.pdf

APPLICATION FORM FOR DELEGATIONS TO ADDRESS ISLANDS TRUST COUNCIL OR A COUNCIL COMMITTEE

Islands Trust

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- If you miss this deadline, you may still submit this form; however, such requests will require approval by Executive Committee before the meeting or, 2/3 majority approval of Trust Council at the meeting.
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Submit this form to ExecAdmin@islandstrust.bc.ca or mail to Islands Trust #200 – 1627 Fort St. Victoria B.C. V8R 1H8

I wish to address Islands Trust Council or Council Council Committee

at the meeting of 7 March, 2023, Nanimo

I REPRESENT ______________________
(Name of Organization if applicable)

AS ______________________
(Capacity/Office)

NAME OF PRESENTER or Alternate Michael Sketch

ADDRESS [redacted]

TELEPHONE NO.(s) [redacted] E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

On a positive obligation given by the Act for Local Trust Committees to carry out the Object

and therefore not to delegate the consequent decision making

(If more space is required, please attach an additional page to this form.)

☐ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.
☑ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

*Please note personal information contained on this form is collected under the authority of the *Local Government Act* and is subject to the *Freedom of Information and Protection of Privacy Act*. The personal information will be used for contact purposes only. Enquiries about the use of information in this form can be directed to the Legislative Services Manager at information@islandstrust.bc.ca

Date: 14 February, 2023 Signed: [redacted]
(Signature of Applicant)

Delegation submission from Michael Sketch for the Trust Council meeting,
Coast Bastion Hotel, 11 Bastion Street, Nanimo,
7:00 P.M. Session, on Tuesday, 7 March, 2023

On a positive obligation given by the Act for Local Trust Committees to carry out the Object and therefore not to delegate the consequent decision making

Councilors – I speak to a draft bylaw on offer to Local Trust Committees (LTCs) which allows delegation of LTC deliberation and decision making to staff; respecting issuance of development permits in a Development Permit Area (DPA).

Two Trust Area jurisdictions have adopted the DPA permit delegation bylaw and one LTC has delayed decision on adoption for a year.

In this submission, I argue - based on the Act - that i) delegation of decision making on matters directly relating to the preserve and protect Trust Object is inappropriate at best and ii) that the recent enabling legislation[1] should be rescinded.

\- - - - - - - - - - - - - - -

The consultants for Council's recent governance review commented that, to a person, whatever their differences on collateral matters, Councilors supported the legislated preserve and protect Trust Object.

The realistic caveat is that disagreement amongst Councilors, amongst land use planning staff and amongst public advice givers has confounded an effective implementation of the Object in the Trust Area policy statement (TPS). The disagreements can be traced to conflicting interests. In the decades since a TPS was legislated, Council should have recognized the conflicting interests and given direction on an effective implementation of the Object in TPS Trust Area policies which is securely based on the Act.

The consequence has been allowance for flexible implementation, to the extent that key preserve and protect policies may be adhered to in Local Trust Area jurisdiction bylaws, or reason given by the local area not to adhere. Such flexibility isn't given in the Act.

To the contrary, Section 4 of the Act states that Council and LTC Trust Bodies are established (the 1989 Act) and continued (current Act) for the purpose of carrying out the Object. It follows that LTC decision making must carry out the Object.

1 Amendment 275/2021 of 8 February, 2021 to Islands Trust Regulation 119/90. See Exhibit 1.

With potential for failure of the TPS to carry out the Object, the Trust mustn't fail to be fully effective in LTC decision making for DPA permits.

Development Permit Area (DPA) legislation is consistent with the Object

In part, DPA legislation in the Local Government Act (LGA) and authorized in the Islands Trust Act, is intended to protect the natural environment and as such, assignment of a DPA can be consistent with carrying out the Trust Object. So too is subsequent LTC deliberation and decision making for granting – or not - a development permit within a DPA.

Deborah Curran, UVIC environmental law, advises:

A LTC "can have a significant impact on how and how much development may occur on a property within a DPA"[2].

Under the LGA and the Act, a LTC may designate a DPA in the OCP for a part of a Local Trust Area "where the LTC has evidence before them that would convince a reasonable person that a DPA designation is necessary[3]" to carry out the Object.

Given the Object and Section 4 of the Act, a LTC must take particular care with both i) assignment of DPAs and ii) subsequent decisions to allow development within a DPA - or not - and conditions thereon.

The Object and Section 4 of the Act, constrains a LTC in land use deliberation and decisions, compared with greater flexibility for municipal councils.

Witness that Part 7 of the LGA allows an elected municipal council to delegate development permit and other decision making to employees (Exhibit 1).

But the Islands Trust Act does not authorize the general delegation permissions in Part 7 of the LGA, as is reasonable given the Object and Section 4 of the Act.

Nor does the Act give specific permission to a LTC to delegate the issuance of DPA land use permits, to staff.

Councilors, do I hear you say "As it should be"?

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2 "Development Permit Areas: Guidelines and Permit Conditions" Deborah L. Curran, Environmental Law Centre, University of Victoria, January, 2009. See pages 2 & 3 and Section 4 of the Islands Trust Act.
3 ibid

Notwithstanding, internal Trust Policy Manual Policy 4.1.15 (Exhibit 3) of 22 June, 2022 includes a bylaw template which would permit a LTC to delegate its authority to decide on issuance of development permits in a DPA.

How could that be if the Act doesn't give authority to delegate?

The extraordinary answer is that the Trust asked for - and received (Exhibits 2&3) - provincial authority to delegate in Islands Trust Regulation (Islands Trust Regulation 119/90).

That is, regulation which should follow from the Act, but does not.

The cart before the horse cliché is appropriate, but here we have the cart moving without the horse. Obviously downhill.

Note the staff rationale for DPA delegation policy 4.1.15. Principles 1 and 3 (Exhibit 3) read:

1) to improve land use planning efficiency, reduce the number of items on LTC agendas and streamline permit processing and
2) that delegation of the power to issue development permits to staff has been recommended by external reviews

The rationale appears to serve the planning staff interest, but neither rationale is based on Section 4 of the Act, which requires that a LTC carry out the Object, with no provision in the Act for delegation of decision authority in matters germane to that purpose.

Conclusion

Councilors, please give direction to begin the process to rescind provincial Regulation 175/2021, which now amends Islands Trust Regulation 119/90, so returning certainty that it is the LTC decides on issuance of development permits for land in a DPA.

Thank you in anticipation of Council's attention to this important matter.

Michael Sketch North Pender Island

Exhibit 1 – Excerpt from the Islands Trust Act which gives a LTC all the power and authority of a regional district board, subject to conditions and an excerpt from the Local Government Act which authorizes a regional district board to delegate its powers, duties and functions, with conditions, to an employee of the board or to another.

Islands Trust Act

[RSBC 1996] CHAPTER 239 This Act is current to February 8, 2023

Corporate status

25 (1) Each local trust committee is a corporation.

Land use and subdivision regulation

29 (1) Each local trust committee has, in respect of its local trust area, all the power and authority of a regional district board under the following enactments:

Local Government Act

[RSBC 2015] CHAPTER 1 This Act is current to February 8, 2023

Part 6 — Regional Districts: Governance and Procedures

Division 7 — Delegation of Board Authority

Delegation of board authority

229 (1) Subject to the specific limitations and conditions established under this or another Act, a board may delegate its powers, duties and functions, including those specifically established by an enactment, to

(a) a board member or board committee,

(b) an officer or employee of the regional district, or

(c) another body established by the board.

Exhibit 2 – Excerpts from Islands Trust Regulation 119/90, as amended by Regulation 275/2021 of 8 February, 2021, which enabled the LTC to delegate its powers, duties and functions under sections 490 and 491 [development permits] of the Local Government Act, as adopted by section 29 of the Islands Trust Act.

Islands Trust Act

ISLANDS TRUST REGULATION

B.C. Reg. 119/90

Last amended November 1, 2021 by B.C. Reg. 275/2021

Consolidation current to February 8, 2022

Local Government Act provision	**applies to**
section 229 [delegation of board authority], other than subsection (1) (a) and (c)	the local trust committees
section 230 [bylaw required for delegation]	the local trust committees
section 232 [reconsideration of delegate's decisions]	the local trust committees

(5.1) For the purposes of the application of section 229 of the Local Government Act, a local trust committee may delegate only its powers, duties and functions under sections 490 and 491 [development permits] of that Act, as adopted by section 29 of the Islands Trust Act.

Exhibit 3 – Islands Trust Policy 4.1.15, 22 June, 2022. Delegation of issuance of land use permits by a LTC to staff. Note the rationale in Principles 3 and 1.

Islands Trust

Policy:	4.1.15
Approved By:	Trust Council
Approval Date:	June 22, 2022
Amendment Date(s):	
Policy Holder:	Director of Planning

DELEGATION OF LAND USE PERMITS

Purpose

To provide policy for local trust committee consideration of the delegation of the power to issue certain land use permits to staff.

Principles

1. Local trust committee delegation of the issuance of development permits to staff is intended to improve overall efficiency, reduce the number of items on local trust committee agendas and streamline processing of permits.

2. Delegation may be warranted as the scope of determining the approval or refusal of permits is determined by consistency with guidelines adopted by local trust committees.

3. Delegation of the power to issue development permits to staff has been recommended by external reviews, and amendments to the *Islands Trust Regulation* now provide local trust committees with the authority to delegate the issuance of development permits to staff.

4. The delegation of the issuance of development permits to staff by local trust committees should only be implemented where development permit area provisions are consistent with the criteria outlined in this policy.

5. The delegation of the power to issue minor development variance permits to staff may be considered by future amendment of this policy and amendment of delegation bylaws.

A. Definitions

B. Policy

1. Delegation by Bylaw

1.1 Delegation of the power to issue development permits may only be implemented by the adoption of a delegation bylaw by a local trust committee.

1.2 Delegation bylaws adopted by local trust committees should be substantially consistent with the bylaw template attached to this policy.

1.3 A delegation bylaw should only delegate to staff the power to issue permits for development permit areas (DPA) that meet the criteria outlined in this policy.

1.4 A delegation bylaw should only delegate the authority to issue permits to the Director and in their absence to Regional Planning Managers.

1.5 The staff person reviewing the application shall not also approve or refuse the permit.

1.6 A delegation bylaw should not delegate authority to issue form and character development permits except where a local trust committee considers the guidelines to be sufficiently objective.

1.7 A delegation bylaw should not delegate permits requiring variances unless the local trust committee has also delegated the issuance of minor development variance permits to staff.

1.8 The bylaw must include the opportunity for the owner of the land subject to the decision to have the local trust committee reconsider the decision.

2. Local trust committees should only consider delegation of issuance of permits to staff for development permit areas that meet the following criteria:

2.1 The development permit area provisions are relatively current.

2.2 A development approval information bylaw has been adopted, or the application requirements are equivalent (e.g. a DPA enacted consistent with the *Riparian Area Protection Regulation* or geo-technical hazard area DPA).

2.3 Professional reports can be required to provide an assessment of impacts and to recommend measures that can be included as conditions of a permit.

2.4 Guidelines have been assessed by staff to be relatively thorough, clear, current and certain.

3. Local Planning Services staff should prioritize drafting of delegation bylaws for:

3.1 Local trust committees that have indicated support for delegation.

3.2 Local trust committees that receive higher volumes of permit applications.

4. Local Planning Services shall implement the following procedures where delegation has been authorized by a local trust committee bylaw:

4.1 Checklists for compliance or non-compliance with guidelines for each DPA shall be prepared prior to implementing delegation.

4.2 The local trust committee shall be provided with a copy of permit applications and copied on the decision to issue or to refuse a permit.

4.3 Where the planner reviewing the application determines that the application does not comply with one or more of the guidelines, applicants shall be provided with advice as to why the application does not comply and shall be given the opportunity to revise the application before a decision to issue or refuse the application is made.

4.4 The planner reviewing an application shall provide the checklist, draft permit and a written recommendation with reasons to the Director or Regional Planning Manager prior to the delegate making a decision to approve or refuse issuance of a permit.

4.5 Where the Director or Regional Planning Manager determines that an application is contrary to one or more of the guidelines, the application shall be refused unless the delegate is satisfied that the permit would be consistent with the overall objectives of the development permit area, that the non-compliance is minor, and that compliance with the guideline would result in the application being contrary to other, more relevant guidelines.

4.6 If issuance of a permit is refused, the owner of the subject property shall be provided written reasons for the refusal and informed of the opportunity to request a reconsideration by the local trust committee.

4.7 The Director may recommend that an applicant for a refused permit apply for reconsideration by the local trust committee.

4.8 Procedures for reconsideration, consistent with the bylaw, shall be established by the Director.

C. Legislated References

Local Government Act sections 229 [delegation of authority], 230 [bylaw required for delegation], 232 [reconsideration of delegate's decision] 490(5) [development permits: general authority] and 498.1 [delegation of power to issue development variance permit].

BC Reg 119/90 as amended by *B.C. Reg 275/21* [delegation of authority]

D. Attachment:

Attachment A: Delegation Bylaw Template

End of Exhibit 3

Islands Trust

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I wish to address Islands Trust Council or ______________________ Council Committee

at the meeting of March 2023

I REPRESENT ______________________

(Name of Organization if applicable)

AS ______________________

(Capacity/Office)

NAME OF PRESENTER or Alternate Eric Booth

ADDRESS [redacted] Salt Spring Island, BC, V8K2R6

TELEPHONE NO.(s) [redacted] E-MAIL [redacted]

My reason(s) for appearing is (are) and the substance of my presentation is as follows:

Application processing.

(If more space is required, please attach an additional page to this form.)

☐ I will have a PowerPoint or video presentation and will submit it at least three weeks in advance of the meeting.

☑ I am aware that the meeting and my presentation will be live streamed via the Islands Trust website and recorded.

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Date: February 14,2023 Signed: [redacted]

(Signature of Applicant)

Delegation to March 2023 Trust Council – Eric Booth (Islands Trustee 2002-2005)

Its been 3 years since I came before Trust Council and read the riot act (see attached) regarding how the inefficiency of processing of development applications is costing taxpayers over $2 million a year (over 20% of the proposed 2023-2024 budget), primarily due to staff not following the established cost recovery policy which states, "(it) is intended to provide the principles by which cost recovery for extraordinary services beyond the fee schedule **can be negotiated** between an applicant and a local trust committee and implemented."

So, in those 3 years, what has been done to address the "problem"?

In June 2020 the Director of Local Planning Services, responded to my claim policies were not being followed by staff, by, rather incredulously, stating that it was "impossible" for staff to follow the cost recovery policies…the very same policies which were written by staff, 30 years ago, in1993, and which were specifically enacted by Council to ensure taxpayers would not be saddled with the cost of processing more complex applications.

Staff's response begs a number of questions, none of which, to date, and to the best of my knowledge, have been either asked, or answered.

1. Why did it take my submission to Trust Council for staff to admit they were not following policies for 30 years?
2. When exactly did staff "realize" the policies they had written were allegedly "impossible" to follow, before or after Trust Council asked?
3. Subsequent to the response, did Trust Council ask legal council for a legal opinion on whether the policies were impossible to follow as staff has suggested?
4. If in fact the existing policies are legally impossible to enforce, what has Trust Council done over the past 3 years to amend the policies to allow them to be used to protect taxpayers?

With all due respect, staff's 2020 response does not pass the smell test. We are asked to believe that for 30 years either (a) staff knowingly ignored the policies, or (b) staff knew they were unenforceable and did not inform LTC's, or (c) staff were encouraged not to enforce them, or (d) senior staff knowingly ignored the policy and/or (e) staff were just incompetent and for 30 years didn't pay any attention to policy.

I don't know which of these is true…but at least one of them is.

In any case, 9 Trust Councils, and all of the Local Trust Committees, from 1993 to 2020 were kept in the dark and uninformed, as the metric of inefficiency plummeted from an estimated 40% in 2007 to 7.4% in 2019. Conversely the burden on taxpayers continued to climb and is now, still, as I claimed, and using Trust data, over $2,000,000 a year.

This is not a minor problem. This is a major functional problem which should have been addressed long ago.

However, I am not one who exposes a problem without proposing a solution.

The primary reason staff is working at less than 10% efficiency would appear to be, for whatever reasons, they are spending too much time on processing applications.

I have been dealing with the Islands Trust on a professional level for about 35 years, including my time as a developer, a land use planning consultant and a Trustee (2002-2005). It has been my observation from both outside, and inside, the organization that the Trust has had an ongoing problem with keeping planning staff. Salt Spring is a prime example. As a result of regular turnover, we have new planners, usually junior planners with little or no real world experience in planning, being dropped into a jurisdiction with a complicated OCP and land use bylaws.

My suggestion, given this is and has been an ongoing challenge, is to have Staff and the Local Trust Committees recommend to development application proponents that they contract with independent, land use contract planners to develop the staff reports necessary to process their applications. This is not an unknown or unusual event. Many applicants have previously contracted planners who, while being paid by the applicants, report directly to the Regional Planning Managers. The contract planners are certified Registered Professional Planners. The vast majority of these independent planners are well seasoned and are more experienced than the average Islands Trust planner.

The benefit of this direction would be three fold –

Firstly, it could save taxpayers hundreds of thousands of dollars, and quite possibly more than a million dollars per year.

Secondly, it would reduce the burden on Islands Trust staff's time, which could free them up for dealing with all of the other non-application work. If the direction proves itself very successful, it would likely reduce the need for the existing number of Trust planners long term.

Thirdly, it would allow an applicant to proceed with an application in less time, given contract planners work like any contracted professional architect, engineer or construction contractor.

Thus, the applicants, the taxpayers, the Local Trust Committees and staff could benefit from this proposal.

My proposal will not cost the Trust or taxpayers a penny to implement. It would be implemented by staff simply suggesting to applicants they consider the benefit of saving time and money by using any RPP contract planner.

To assist the implementation, assembling a list of independent planners on Vancouver Island or Vancouver area, who would be prepared to work with the Trust would be beneficial to applicants.

As I stated at the outset, the underlying intent of the policy of cost recovery is to ensure that taxpayers do not have to subsidize developers, but rather that developers pay their fair share, while receiving fair value for the fees they pay for processing applications in an efficient manner.

So, I will leave you to consider and answer the questions I've raised and, consider the implementation of my proposal as an effective and efficient method of reducing the Trust's budgetary requirements for the benefit of those who are paying the cost and salaries of the Trust – the taxpayers who, according to the Islands Trust Act itself, elected each and every one of you to represent their best interests.

I've attached to this submission the Application Processing Services policy, along with 15 work sheets showing just how long an application should take to process. E.g. – 60 hours for a land use bylaw amendment (rezoning).

I've also included my submission to March 2020 Trust Council meeting – Reading the Riot Act.

March 2020 Delegation to Trust Council

Thank you Mr. Chairman

I do not relish being here today to speak to this issue.

I am here today speaking on behalf of all property owners in the Trust Area who are or should be outraged at the state of affairs of application processing in the Trust Area as I outlined in my recent letter to you all.

As a taxpayer I was shocked last year to find just how poorly the Trust has been operating when it comes to processing land use applications, and, the resulting impact on taxes.

To be clear, when I say “the Trust” I am collectively referring to the corporate body, Trust Council, its appointed CAO, the provincial government employees employed as planning staff, including the Director of Local Planning Services and the Regional Planning Managers, all of whom have a statutory duty to follow established Trust Policies.

In 2004 I was likewise shocked to find the average cost of processing an application within the Trust Area was $17,000. When I brought the matter to the attention of Trust Council senior staff could not provide a substantial explanation of why it was costing so much, or where the time was being spent. I recommended to Council that time tracking software be purchased and implemented, and, I understand my recommendation was followed in 2006 after I left office.

However, at the time there was already Trust Policy, established circa 1993 through 1996, which should have acted as a failsafe to protect taxpayers. However, that failsafe has failed because the Policy has not been followed by Staff, and, has been ignored by Trust Council as a whole.

As a result of that failure, I estimate that over $20 million of subsidy to development within the Trust Area has been inappropriately been placed on the backs of the very same taxpayers who elected every local trustee sitting around this table to represent their best interests…as local trustees who have a duty to ensure the trust placed in their elected representative is upheld and not broken.

It was reported to you last year at this time that 92.7%, or $2,092,000, of the cost of application processing was paid by taxpayers.

How much should have been paid by taxpayers if the failsafe Trust Policies were followed? Zero dollars.

How then has this been allowed to continue since 2004 when I first rang the alarm on behalf of those I represented?

Well, in 2007 the Trust paid thousands of dollars to Stantec Consulting to look into the matter. Stantec completed their report and provided recommendations which were brought forward to this corporate body in September 2007. The efficiency of processing applications was quantified by Stantec at 43%…put in another way, the inefficiency at the time was 57%.

So, according to the data published last year, the Trust is now about 6 times less efficient in processing an application than in 2007, and about 13 times less efficient than Trust Policy dictates it should be.
It is unquestionable and undeniably clear that Staff have not been following Policy. However, the question as to “why” Staff haven’t been following policy is not.

And that is what is really at the heart of this issue. How is it that for 16 years, two Chief Administrative Officers, three Directors of Local Planning Services later, staff is still, to this day, not following Policies?

The Policies are clear. They were intended to be clear when they were written and adopted by Trust Council. They set out exactly how long Application Processing should take for any one of 15 different applications. They set out exactly the process Staff are to follow when first considering the cost of processing an application. They set out exactly how much time it should take, and therefore how much an average application will cost, planners to process. They set out exactly how Staff are to estimate and calculate extraordinary costs, and they set out exactly how Staff are to invoice applicants, not taxpayers, for additional costs.

And yet, the Policies have been entirely ignored.

When we explore the results of ignoring them, a number of things become clear.

1. There is consequently no time constraint on how much time Staff can spend on an application. In other words, ignoring the policies means there is no check on the efficiency of any planner as to how efficiently they process a particular application. Time becomes meaningless.

2. The result of no check on efficiency of application processing means applications take longer to process. The proof of this is clearly presented in the fact that applications, on average, are taking 13 times longer than they should. I'm going to say that again – Applications are taking 13 times longer on average to process than they should.

3. What is the impact on applicants when an application takes 13 times longer than it should? I would suggest you ask that question of virtually any applicant which has come before any of your Local Trust Committees over the past 16 years. Ask them what their additional costs have been due to the time delays they have experienced.

4. The impact on taxpayers is startling. Over 25% of the Trust's entire budget last year, paid for by the electors you were all elected to represent, was in essence flushed down the proverbial drain. Because of this, given the 16 years since I first brought this to the attention of the Trust, it is not a stretch to suggest the cost to taxpayers has been well over $20 million dollars. $20 million dollars of taxpayers' hard earned, after tax dollars, to subsidize development within the Trust Area simply because this corporation has ignored Policy.

5. The fact that applications take 13 times longer begs the question whether there is an actual unwritten, internal policy adopted by staff to ignore the written policies and take their time processing applications, in order to slow development in the Trust Area down. Given the entirety of circumstances, and the magnitude of the issue, that's NOT an unreasonable question to ask.

The Trust has woken somewhat to this issue, because there is now a new, proposed Application Processing Template bylaw in draft form.

When I read through it I was impressed by the fact the Trust Policies which are still not being adhered to are not even mentioned…while at the same time the primary "solution" being touted is simply to raise application fees.

With all due respect, this is akin to a chicken farmer being told by the fox he doesn't need to mend the fence… he just needs to get a few more chickens.

According to the Staff report on the draft bylaw, an average rezoning application costs about $12,000 to process. Comparing that to the existing Policy guidelines, that suggests an average rezoning application is taking only 3 times longer than it should, not 13 times longer than the financial data show for applications. Then where is the additional time spent? Something doesn't add up here and no audit has been conducted which would shed more light.

In addition, even if Staff's current recommendations are adopted, it means taxpayers will still be picking up about $1.5 million a year in subsidizing development applications.

To that point, there is some discussion within the Staff Report about the "benefit" to the public of the Trust in processing a development application. With all due respect, if one taxpayer wants to make an application to rezone a property, why should a taxpayer from Lasqueti pay for ANY part of processing a land use application on Salt Spring? Especially when there are specific policies to address this?

With all due respect the current proposal is entirely inadequate, and, in my opinion, attempts to veil the underlying inefficiency which is apparent.

And this is where the issue begins to boil down to its essence. If applications are taking 13 times longer on average to process, one approach would be to increase application fees 13 fold. However, what would the consequences of that be?

Well, the very first taxpayer to apply for a rezoning application would be told the application fee has recently been increased from $5,000 to $65,000. And, what do you think you, as the elected representative, would hear from that taxpayer? This would become front page news, as it should now be.

Instead, Staff are recommending you make things more complicated, add on a few additional charges here and there, and only charge a total of say $12,000….which would leave taxpayers to pick up the additional $53,000 of processing.
I'm going to put it to you all that this situation has been out of control for over 16 years, and has gotten worse, not better, over that time.

The question of whether this whole matter is actionable has arisen. Do you, and this corporate body, owe an administrative duty of care to the electors of the Trust Area to ensure the Trust's Policies are followed, to ensure the taxpayers are receiving fair service for fair cost? That's a great question, and as our representative one you should all be asking yourselves.

If this was a private corporation which you owned, and you discovered it was operating at a 7.1% efficiency, and that you were subsidizing that inefficiency by over $2,000,000 a year, and that the reason for the subsidy was that the CAO you appointed, and your Directors and employees had been collectively blatantly ignoring company policies for 16 years, in spite of an independent consultant's report and recommendations leading to a $20 million loss…I'm going to ask you… would you demand that heads roll and that existing policies be enforced, or, just continue business as usual and raise rates to try and cover the ongoing losses?

It’s entirely your decision to make, one way or another. You are the captains of this enterprise, but, it is long past time to right this ship.

Thank you.

Eric Booth, Islands Trustee (2002-2005).

5.6.i. Policy

APPLICATION PROCESSING SERVICES

Trust Council: March 13, 1993
Amended: June 13, 2002; June 10, 2004

A: PURPOSE:

1. This policy is intended to distinguish services along a continuum from property tax subsidy to applicant cost responsibility. It provides the parameters for application processing services by which service levels can be distinguished as a basis for preparing the Fees Bylaw and Schedule.

B: REFERENCES:

1. *Local Government Act*: S.931

2. Trust Council Model Fees Bylaw

C: DEFINITIONS:

1. APPLICATION PROCESSING SERVICES include:

1.1. **Amendments** to an Official Community Plan, Zoning Bylaw, Subdivision Bylaw or Land Use Bylaw.

1.2. **Requests** for Development, Development Variance, or Commercial/ Industrial Temporary Use Permits, Soil Removal and Deposit Permits, Board of Variance, and Liquor Licensing Permits and Siting & Use Permits.

1.3. **Comments** on applications referred from other agencies.

2. SERVICE LEVELS are defined as follows:

2.1. **Information Service** providing an information service to applicants and the general public at no cost, as a public service, and funded by property taxation revenues.

2.2. **Processing Service** providing a specific service to applicants as a direct response to an application and primarily funded by an established fees paid by an applicant.

2.3. **Extraordinary Processing Service** providing a planning review related service to an applicant beyond the standard processing service with funding provided by the applicant or through a cost recovery agreement.

D: POLICY:

1. SERVICE LEVEL - DETAILS

1.1. Information Service – No Fee Required

i. The service level below indicates the information services which will be provided to an applicant as a public service:

1) information on application process requirements including a meeting with staff

2) assistance to complete an application

3) determination of applicable fees

4) identification of potential issues to be addressed

ii. **Funding Basis:** These services are funded 100% by property tax revenues.

1.2. Processing Service – Application Fee Required

i. The service levels below indicate specific services that will be provided to an applicant who has paid an application processing fee:

1) comprehensive staff assessment

2) staff referral to other agencies, advisory planning commissions, and analysis of their comments

3) discussions between planners and applicant throughout process as required

4) bylaw or resolution drafting including review for compatibility with Trust object and policies and the relevant Official Community Plan

5) one community information meeting with planning staff present

6) notification of public hearing including cost of placing ad

7) conducting one public hearing with staff present

8) staff report with recommendation for LTC approval consideration

9) processing bylaws through Executive Committee for approval consideration, if necessary

10) forwarding to Minister of Community, Aboriginal and Women's Services for approval consideration, if necessary

11) adoption of all bylaws or issuing of permits as required.

ii. **Funding Basis:** These services are funded primarily through fees as per a local trust committee's Fees Bylaw. The fees will be based on average processing costs as per Section 931 of the *Local Government Act*. Actual costs of processing an application may be less or greater than the established fee for that application. These costs are calculated as the product of staff labour costs X processing time (including Planner, and administrative support positions), adding to this other direct costs such as mapping expenses, registration fees, travel expenses and advertising, then multiplying the total by a factor which incorporates the indirect costs such as general administration and overhead.

iii. **Fee Adjustments:** A local trust committee may enact variances to Trust Council's Model Fee Schedule of up to 20% when adopting a local trust committee fees bylaw. The following criteria must be considered when evaluating a fee variance:

- the level of community benefit offered by the type of application
- availability of LTC approved design guidelines for projects requiring development permits
- an amendment to an approved application occurring within 6 months of the approval date

Variance to a fees bylaw must be adopted by bylaw amendment. All local trust committee fees bylaws and fees bylaw amendments must be approved by the Executive Committee before adoption by a local trust committee. Executive Committee may consider requests for adjustments greater than 20%. Fee variances must be adopted by December 31 annually and can only be implemented on April 1 of the following year and following Trust Council's budget approval.

1.3. Extraordinary Processing Service – Cost Recovery Agreement Required

i. The service activities below indicate services beyond the scope of a general processing service and the required fees and require that additional fees be paid on the basis of a cost recovery agreement between the Islands Trust and an applicant:

1) covenant development

2) continuous dedicated staffing

3) additional public consultation including community information meetings, advisory planning commission meetings and public hearings

4) technical assessments or studies as required by the LTC

5) retaining special technical assistance required by the LTC

6) legal counsel services required for the application

7) process agreement negotiation

8) other resources and/or services required by the LTC to process the application

9) accelerated timeframe to process the application

ii. **Funding Basis:** These additional services are funded by an applicant via a cost recovery agreement <u>in addition to</u> any applicable fee established in the fee bylaw.

5.6.ii. Policy

COST RECOVERY AGREEMENTS

Trust Council: September 10, 1994
Amended: June 10, 2004

A: PURPOSE:

1. The Cost Recovery Agreement Policy is intended to provide the principles by which cost recovery for extraordinary services beyond the fee schedule can be negotiated between an applicant and a local trust committee and implemented.

B: REFERENCES:

1. Policy Manual: Application Processing Services Policy (5.6.i.)

2. LTC Fees Bylaws

C: BACKGROUND:

1. The Application Processing Services Policy outlines three service levels, namely "information", "processing", and "extraordinary". The basis for establishing cost recovery agreements falls under the "extraordinary" service level which is defined as "providing a planning review related service to an applicant beyond the standard processing service with funding provided by the applicant or through a cost recovery agreement”.

2. The Cost Recovery Agreement Policy is intended to:

2.1. Outline principles for undertaking cost recovery.

2.2. Establish authority to enter into cost recovery.

2.3. Provide a consistent approach for cost recovery to ensure procedural certainty.

D: POLICY:

1. Cost Recovery Agreements are voluntary on the part of the applicant.

2. Cost recovery reflects a service level which includes extraordinary, discrete costs as well as requirements to efficiently and effectively undertake the approval process for a complex application.

3. Agreements will endeavour to recover all costs of processing that exceed the applicable average costs of processing; such costs may include but are not limited to complex covenant requirements, dedicated staffing, public consultation beyond a statutory public hearing, specialized technical assistance/assessment, legal counsel services and process agreement negotiation costs.

4. The existence of a Cost Recovery Agreement will not fetter a local trust committee's discretion with respect to an application before the committee.

5. Authority for negotiating cost recovery agreements is provided within the respective local trust committee fee bylaws.

6. Cost Recovery Agreements will proceed only by resolution of the local trust committee after consultation with the Regional Planning Manager.

7. Cost Recovery Agreements will be negotiated with the applicant by the Regional Planning Manager, and approved by the Director of Local Planning Services.

5.6.iii Guidelines

EXTRAORDINARY PROCESSING SERVICES GUIDELINES

Trust Council: March 9, 1996
Amended: June 10, 2004

PURPOSE

Extraordinary Processing Services Guidelines are designed to assist local trust committees and planning staff in the identification and implementation of extraordinary application processing services.

The intent of these guidelines is to provide alternate means of handling extraordinary costs - either through applicant provided services or applicant payment of Trust provided services.

RELATED POLICY

Application Processing Services (Policy 5.6.i); Cost Recovery Agreement (Policy 5.6.ii); and LTC Fees Bylaws.

DETAILS

1. Identifying Extraordinary Processing Service Requirements

a) Local trust committees have the ability to determine the necessary requirements for processing applications. These requirements may include the need for extraordinary processing services, which a LTC may recommend, where:

  i) the actual or estimated Processing Service level costs are in excess of the costs reflected in the relevant application fee (determined as the average cost of processing) (eg. additional public consultation, complex covenant requirements or extensive staff requirements); or

  ii) the processing requirements include services that are beyond the Processing Service level (eg. special technical assistance, specific legal services).

b) The Regional Planning Manager is responsible for assisting local trust committees in identifying and costing extraordinary processing service requirements and advising the local trust committees of the options available to handle these requirements. For reference, criteria for extraordinary processing service requirements are outlined in the Application Processing Services policy (5.6.i).

c) The Regional Planning Manager is responsible for ensuring that complex service requirements include terms of reference which outline detailed criteria and parameters for studies.

2. Provision of extraordinary processing services

a) Extraordinary processing services can be provided:

i) directly by the applicant, in addition to paying to the Islands Trust the applicable standard fee; the local trust committee must be satisfied that the services have been fulfilled before further processing of the application will occur or,

ii) by the Islands Trust via a cost recovery agreement, with costs to be paid by the applicant, in addition to the applicable standard fee.

b) With respect to both options noted above, a resolution of the local trust committee, following the recommendation of the regional Planning Manager is required to proceed.

3. Negotiating with the applicant

a) When extraordinary processing service requirements have been identified, the applicant should be advised by staff that the application can not be processed because the extraordinary processing service requirements are not available within existing resources. The requirements to properly process the application must be clearly identified to the applicant.

b) A Cost Recovery Agreement needs to be endorsed by resolution of the respective local trust committee.

c) Upon agreement with the applicant, all requirements, in the case of 2.a and 2.b, must be met prior to approval of a permit or adoption of a bylaw.

4. Approval of agreements

a) The cost recovery agreement letter will be submitted, together with the recommendation of the Regional Planning Manager and the local trust committee resolution, for approval by the Director of Local Planning Services (or designate) prior to final agreement with the applicant.

Official Community Plan Amendment
Work Order

Application/File No.______________ **Date:** ______________

Criteria	**Hours**	**Column 1** **Fee Schedule** **Regular**	**Column 2** **Complex**	**Cost Recovery**
Receipt, preliminary review	3.75			
Research, analysis, staff report	8			
Applicant communications	4.25			
APC discussions/meeting	4			
Standard Covenant review	2			
Draft bylaw, proof, LTC review	5.5			
First Reading	1.5			
Referral to agencies	3			
Public Hearing notice and followup	8			
Public Hearing preparation	8			
LTC consider; Referral to EC, MAH	10			
Notification to applicants, agencies	2			
		4000		
New covenant	3			
Studies/Assessments	5			
Additional public consultation	2			
			4600	
Fee levels	1	$4,000		
	2		$4,600	
Fee assessed				

Appendix 1

Official Community Plan Amendment
w/ Zoning/LUB/Subdivision/Land Use Contract Amendment
Work Order

Application/File No.______________ **Date:** ______________

		Column 1	Column 2	
		Fee Schedule		Cost
Criteria	Hours	Regular	Complex	Recovery
Receipt, preliminary review	3.75			
Research, analysis, staff report	11			
Applicant communications	6.25			
APC discussions/meeting	4			
Standard Covenant review	2			
Draft bylaw, proof, LTC review	7.5			
First Reading	1.5			
Referral to agencies	6			
Public Hearing notice and followup	8			
Public Hearing preparation	10			
LTC consider; Referral to EC, MAH	8			
Notification to applicants, agencies	2			
		5000		
New covenant	3			
Studies/Assessments	3			
Additional public consultation	2			
			5500	
Fee levels	1	$5,000		
	2		$5,500	
Fee assessed				

Appendix 2

Rural Land Use Bylaw Amendment - Part 1 or 2
Work Order

Application/File No.______________ **Date:** ______________

		Column 1	Column 2	
		Fee Schedule		Cost
Criteria	**Hours**	**Regular**	**Complex**	**Recovery**
Receipt, preliminary review	3.75			
Research, analysis, staff report	8			
Applicant communications	4.25			
APC discussions/meeting	4			
Standard Covenant review	2			
Draft bylaw, proof, LTC review	5.5			
First Reading	1.5			
Referral to agencies	3			
Public Hearing notice and followup	8			
Public Hearing preparation	8			
LTC consider; Referral to EC, MAH	10			
Notification to applicants, agencies	2			
		4000		
New covenant	3			
Studies/Assessments	5			
Additional public consultation	2			
			4600	
Fee levels	1	$4,000		
	2		$4,600	
Fee assessed				

Appendix 3

ISLANDS TRUST
Rural Land Use Bylaw Amendment - Part 1
w/ Amendment to Part 2, Zoning Bylaw, Subdivision Bylaw or land use contract
Work Order

Application/File No.______________ **Date:** ______________

		Column 1	**Column 2**	
		Fee Schedule		**Cost**
Criteria	**Hours**	**Regular**	**Complex**	**Recovery**
Receipt, preliminary review	3.75			
Research, analysis, staff report	11			
Applicant communications	6.25			
APC discussions/meeting	4			
Standard Covenant review	2			
Draft bylaw, proof, LTC review	7.5			
First Reading	1.5			
Referral to agencies	6			
Public Hearing notice and followup	8			
Public Hearing preparation	10			
LTC consider; Referral to EC, MAH	8			
Notification to applicants, agencies	2			
		5000		
New covenant	3			
Studies/Assessments	3			
Additional public consultation	2			
			5500	
Fee levels	1	$5,000		
	2		$5,500	
Fee assessed				

Appendix 4

APPENDIX 5

Zoning Bylaw Amendment
Work Order

Application/File No.________________ Date: ______________

		Column 1	Column 2	
		Fee Schedule		Cost
Criteria	**Hours**	**Regular**	**Complex**	**Recovery**
Receipt, preliminary review	3.75			
Research, analysis, staff report	8			
Applicant communications	4.25			
APC discussions/meeting	4			
Standard Covenant review	2			
Draft bylaw, proof, LTC review	5.5			
First Reading	1.5			
Referral to agencies	3			
Public Hearing notice and followup	8			
Public Hearing preparation	8			
LTC consider; Referral to EC, MAH	10			
Notification to applicants, agencies	2			
		4000		
New covenant	3			
Studies/Assessments	5			
Additional public consultation	2			
			4600	
Fee levels	1	$4,000		
	2		$4,600	
Fee assessed				
excldata\dl\fees\append5.xls				

Zoning Bylaw Amendment Work Order				
Application/File No.______________			Date: ______________	
		Column 1	Column 2	
		Fee Schedule		Cost
Criteria	Hours	Regular	Complex	Recovery
Receipt, preliminary review	3.75			
Research, analysis, staff report	8			
Applicant communications	4.25			
APC discussions/meeting	4			
Standard Covenant review	2			
Draft bylaw, proof, LTC review	5.5			
First Reading	1.5			
Referral to agencies	3			
Public Hearing notice and followup	8			
Public Hearing preparation	8			
LTC consider; Referral to EC, MAH	10			
Notification to applicants, agencies	2			
		4000		
New covenant	3			
Studies/Assessments	5			
Additional public consultation	2			
			4600	
Fee levels	1	$4,000		
	2		$4,600	
Fee assessed				

Appendix 5

Land Use Bylaw Amendment Work Order					
Application/File No.______________			Date: ______________		
		Column 1	Column 2		
		Fee Schedule		Cost	
Criteria	Hours	Regular	Complex	Recovery	
Receipt, preliminary review	3.75				
Research, analysis, staff report	8				
Applicant communications	4.25				
APC discussions/meeting	4				
Standard Covenant review	2				
Draft bylaw, proof, LTC review	5.5				
First Reading	1.5				
Referral to agencies	3				
Public Hearing notice and followup	8				
Public Hearing preparation	8				
LTC consider; Referral to EC, MAH	10				
Notification to applicants, agencies	2				
		4000			
New covenant	3				
Studies/Assessments	5				
Additional public consultation	2				
			4600		
Fee levels	1	$4,000			
	2		$4,600		
Fee assessed					

Appendix 6

Subdivision Bylaw Amendment
Work Order

Application/File No.______________ **Date:** ______________

		Column 1	Column 2	
		Fee Schedule		**Cost**
Criteria	**Hours**	**Regular**	**Complex**	**Recovery**
Receipt, preliminary review	3.75			
Research, analysis, staff report	8			
Applicant communications	4.25			
APC discussions/meeting	4			
Standard Covenant review	2			
Draft bylaw, proof, LTC review	5.5			
First Reading	1.5			
Referral to agencies	3			
Public Hearing notice and followup	8			
Public Hearing preparation	8			
LTC consider; Referral to EC, MAH	10			
Notification to applicants, agencies	2			
		4000		
New covenant	3			
Studies/Assessments	5			
Additional public consultation	2			
			4600	
Fee levels	1	$4,000		
	2		$4,600	
Fee assessed				

Appendix 7

Land Use Contract Amendment					
Work Order					
Application/File No.______________			Date: ______________		
		Column 1	Column 2		
		Fee Schedule		Cost	
Criteria	**Hours**	**Regular**	**Complex**	**Recovery**	
Receipt, preliminary review	3.75				
Research, analysis, staff report	8				
Applicant communications	4.25				
APC discussions/meeting	4				
Standard Covenant review	2				
Draft bylaw, proof, LTC review	5.5				
First Reading	1.5				
Referral to agencies	3				
Public Hearing notice and followup	8				
Public Hearing preparation	8				
LTC consider; Referral to EC, MAH	10				
Notification to applicants, agencies	2				
		4000			
New covenant	3				
Studies/Assessments	5				
Additional public consultation	2				
			4600		
Fee levels	1	$4,000			
	2		$4,600		
Fee assessed					
Appendix 8					

ISLANDS TRUST
Development Permit Application - Protection Area
Work Order

Application/File No.______________ **Date:** ______________

		Column 1	Column 2	Column 3	Column 4	
		Fee Schedule				**Cost**
Criteria	**Units**	**Basic**	**Standard**	**Regular**	**Complex**	**Recovery**
Receipt, review	0.25					
Checklist	0.25					
Preparation or permit, approval	0.5					
		50				
Receipt, preliminary review	1.25					
Research and analysis	1					
Staff Report	2					
APC/Agenc/Applicant review	4					
Preparation of permit	1					
Review with LTC, applicant	2					
Prepare final permit; approval	1.5					
			500			
Comprehensive review	3					
Research and analysis	3					
Discussion w/LTC, ADP	3.5					
Agency review	2					
Additional permit preparation	1					
Additional applicant communications	2					
				1000		
Additional staff review	1					
Additional applicant communications	1					
Covenant negotiation	3					
					1300	
New covenant						
Studies/Assessments						
Additional public consultation						
Fee levels	1	$50				
	2		$500			
	3			$1,000		
	4				$1,300	
Fee assessed						
Appendix 9						

ISLANDS TRUST						
Development Permit Application - Commercial Revitalization						
Work Order						
Application/File No.______________					**Date:** ______________	
		Column 1	**Column 2**	**Column 3**	**Column 4**	
		Fee Schedule				**Cost**
Criteria	**Units**	**Basic**	**Standard**	**Regular**	**Complex**	**Recovery**
Receipt, review	0.25					
Checklist	0.25					
Preparation or permit, approval	0.5					
		50				
Receipt, preliminary review	1.25					
Research and analysis	1					
Staff Report	2					
APC/Agenc/Applicant review	4					
Preparation of permit	1					
Review with LTC, applicant	2					
Prepare final permit; approval	1.5					
			500			
Comprehensive review	3					
Research and analysis	3					
Discussion w/LTC, ADP	3.5					
Agency review	2					
Additional permit preparation	1					
Additional applicant communications	2					
				1000		
Additional staff review	1					
Additional applicant communications	1					
Covenant negotiation	3					
					1300	
New covenant						
Studies/Assessments						
Additional public consultation						
Fee levels	1	$50				
	2		$500			
	3			$1,000		
	4				$1,300	
Fee assessed						
Appendix 10						

ISLANDS TRUST						
Development Permit Application - Commercial, Industrial, Multi-Res. Design						
Work Order						
Application/File No.______________					Date: ______________	
		Column 1	Column 2	Column 3	Column 4	
		Fee Schedule				Cost
Criteria	**Units**	**Basic**	**Standard**	**Regular**	**Complex**	**Recovery**
Receipt, review	0.25					
Checklist	0.25					
Preparation or permit, approval	0.5					
		50				
Receipt, preliminary review	1.25					
Research and analysis	1					
Staff Report	2					
APC/Agenc/Applicant review	4					
Preparation of permit	1					
Review with LTC, applicant	2					
Prepare final permit; approval	1.5					
			500			
Comprehensive review	3					
Research and analysis	3					
Discussion w/LTC, ADP	3.5					
Agency review	2					
Additional permit preparation	1					
Additional applicant communications	2					
				1000		
Additional staff review	1					
Additional applicant communications	1					
Covenant negotiation	3					
					1300	
New covenant						
Studies/Assessments						
Additional public consultation						
Fee levels	1	$50				
	2		$500			
	3			$1,000		
	4				$1,300	
Fee assessed						
Appendix 11						

ISLANDS TRUST
Development Permit Application Amendment
Work Order

Application/File No.______________ **Date:** ______________

		Column 1	Column 2	Column 3	Column 4	
		Fee Schedule				**Cost**
Criteria	**Hours**	**Basic**	**Standard**	**Regular**	**Complex**	**Recovery**
Receipt, review	0.25					
Preparation or permit, approval	0.5					
		50				
Receipt, preliminary review	0.25					
Preparation of permit	0.25					
Review with LTC, applicant	0.5					
Prepare final permit; approval	0.25					
			150			
Additional Staff review	1					
Additional applicant communications	1					
				300		
Comprehensive staff review	1.5					
Additional applicant communications	0.5					
Covenant negotiation	1					
					450	
New covenant						
Studies/Assessments						
Additional public consultation						
Fee levels	1	$50				
	2		$150			
	3			$300		
	4				$450	
Fee assessed						

Appendix 12

ISLANDS TRUST					
D.P. Application w/ D.V.P. Application - Residential					
Work Order					
Application/File No.______________				Date: ______________	
		Column 1	Column 3	Column 3	
		Fee Schedule			Cost
Criteria	**Units**	**Standard**	**Regular**	**Complex**	**Recovery**
Receipt, preliminary review	1.5				
Research and analysis	1				
Staff Report	2				
APC/Agenc/Applicant review	4				
Preparation of permit	1				
Review with LTC, applicant	2				
Prepare final permit; approval	2				
		700			
Comprehensive review	3				
Research and analysis	3				
Discussion w/LTC, ADP	3.5				
Agency review	2				
Additional permit preparation	1				
Additional applicant communications	2				
			1200		
Additional staff review	1				
Additional applicant communications	1				
Covenant negotiation	3				
				1500	
New covenant					
Studies/Assessments					
Additional public consultation					
Fee levels	1	$700			
	2		$1,200		
	3			$1,500	
Fee assessed					
Appendix 13					

ISLANDS TRUST
D.P. Application w/ D.V.P. Application - Commercial
Work Order

Application/File No._______________ **Date:** _______________

		Column 1	**Column 3**	**Column 3**	
			Fee Schedule		**Cost**
Criteria	**Units**	**Standard**	**Regular**	**Complex**	**Recovery**
Receipt, preliminary review	1.5				
Research and analysis	2				
Staff Report	2.5				
APC/Agenc/Applicant review	4.5				
Preparation of permit	1				
Review with LTC, applicant	2				
Prepare final permit; approval	2				
		900			
Comprehensive review	3				
Research and analysis	3				
Discussion w/LTC, ADP	3.5				
Agency review	2				
Additional permit preparation	1				
Additional applicant communications	2				
			1400		
Additional staff review	1				
Additional applicant communications	1				
Covenant negotiation	3				
				1700	
New covenant					
Studies/Assessments					
Additional public consultation					
Fee levels	1	$900			
	2		$1,400		
	3			$1,700	
Fee assessed					

Appendix 14

ISLANDS TRUST

Temporary Commercial and Industrial Use Permit Application

Work Order

Application/File No.______________ **Date:** ______________

		Column 1	**Column 2**	
Criteria	**Units**	**Regular**	**Complex**	**Cost Recovery**
Receipt, preliminary review	1.5			
Analysis/review/staff report	4.5			
Preparation of permit	1			
Review with LTC, agencies	3.5			
Site visit	2			
Prepare final permit; approval	1.5			
		1000		
Comprehensive staff review	3			
Additional applicant communications	2			
			1250	
Fee levels				
	1	$1,000		
	2		$1,250	
Fee assessed				
Appendix 15				

Islands Trust *Freshwater Sustainability Strategy*: “great cry and little wool.”

If strategy is defined as a detailed plan for achieving success, the *Freshwater Sustainability Strategy* December 2021 report remains at the ruminating stage. Page 35 of the report outlines the decade-long planning program, timeline and budget. A decade to spend taxpayer money while watersheds and wetlands are destroyed, wells go dry, and aquifer salinization increases.

The report reflects the July 2020 Project Charter wherein aquifer protection plans are “out of scope.” There is no sign of a strategy outlining action in real time to preserve and protect watersheds and wetlands. Instead, the focus is on amassing data regarding aquifers –the water that managed to find its way below ground.

Unfortunately, the emphasis on “inventory and understand” puts off what local knowledge and Indigenous ways of knowing could say must be done… yesterday: preserve and protect watersheds and wetlands; stop diverting rainwater water into the ocean; reduce the human footprint.

The problem with the *Freshwater Sustainability* report is its narrow focus and seemingly leisurely approach to an immediate problem. Preserving freshwater is a multi-layered process and should include the following aspects.

1) Create a Trust Policy Statement that puts the natural environment first and insists that Local Trust Committees (LTC) and Trust Council evaluate development/land use in the context of impacts on the natural environment with emphasis on watersheds, wetlands and areas prone to erosion and/or flooding. The cautionary principle should apply rather than hoping that technology will save us. A healthy environment is the foundation of a sustainable island community.

2) Shift the freshwater focus to the visible environment wherein precipitation is gathered (rather than drained into the ocean) and can thus find its way into aquifers. Much of the visible environment of Denman Island and, presumably all islands, has been mapped.

3) Build on watershed and wetland documentation that already exists, though much was sidelined when the Trust digitalized mapping. Satellite imagery is not a fool-proof alternative. Consider examples on Denman Island. Forest rendered ‘invisible’ the massive wetland that feeds Two Roads Farm and Denman school. Consultants missed the 54 hectare Lindsay-Dickson forest when mapping old growth. The Denman Farm Plan might have been less regrettable if the consultants had not derived information on farms via driveway google and

omitted any discussion of protecting watersheds and wetlands. The eternal present should not be the starting point for research and planning.

4) Seriously dialogue with the Provincial and Federal Ministries whose decisions (or lack thereof) have an impact on the environment, including FLNRORD, the Ministry of Agriculture and MOTI. A serious dialogue means that Trust Council representatives clearly frame the problem, outline the possible solutions and then walk into a meeting with the goal of honing ideas and achieving results rather than achieving bureaucrat to bureaucrat bonhomie.

5) Reduce the human footprint by restricting lot coverage and including all man-made impermeable surfaces in coverage calculations; address the creation of roads in new developments –the 2019 *State of Islands Report* listed roads as covering 16.4% of existing 'converted' land; stop including designated parks as conserved land unless an agreement is in place to limit recreational access to paths and forbid use of the land for campsites, roofed accommodation, commercial enterprises and parking lots.

6) Create bylaws that protect wetlands and watersheds using Environmental Development Area designation http://www.elc.uvic.ca/wordpress/wp-content/uploads/2016/04/2016_01_02_EDPA_FINAL_March31_2016.pdf . Tree cutting bylaws are reviewed by *Raincoast Chronicles* https://www.raincoast.org/wp-content/uploads/2021/08/tree-protection-bylaws-in-bc-2021.pdf . Any limitation needs judicious evaluation and involve both community discussion and local knowledge (islands have a wealth of expertise).

7) Explore using Siting and Use provisions to require siting of impermeable structures so as not to necessitate/result in draining seasonally flooded areas. In addition, siting of a dwelling might include setbacks from existing treed areas on a lot so as to prevent subsequent deforestation to protect the house from storm damage or wild fires. Fire Smart BC https://firesmartbc.ca and insurance companies encourage significant clearing of vegetation around a residence.

8) Educate islanders, agencies and developers/planners about how to prevent water loss through run-off and excessive water use.

9) For islands with a beaver population, establish protective measures for the critters that manage water better than any human expert.

Harlene Holm   Denman Island

February 14th, 2023

Mielle Chandler
[redacted]
Salt Spring Island, BC
V8K 2B6

Dear Trust Council Trustees,

The Islands Trust takes great care to prevent, and to strike from the public record, any wording or phrasing which might be construed (or misconstrued) as defamatory to the bureaucracy's Staff.

I am writing to request that the same care be taken to prevent, and strike from the record, wording which defames residents. Please consider passing a motion, resolution, or policy to this effect at your upcoming March quarterly meeting.

Specifically, with respect to land use, please have the Staff employ the words "conforming" and "non-conforming", just as municipalities across our country do. The morally-laden and inaccurate language of "lawful/unlawful" and "legal/illegal" creates a subtle air of derision towards residents and landholders that could invite inflations in enforcement action.

Accurate and value-free language is particularly important to use when referencing housing. It sets an inflammatory tone to refer to someone's home as "illegal" or "unlawful."

In order to facilitate a balanced relationship between the Trust's bureaucracy and the residents who fund this bureaucracy, and whose homes and material lives are deeply shaped by it, it is important that accurate and non-defamatory language be used to describe residents' land uses.

Given that the Staff who make recommendations to Trustees about any individual resident's land use have access to the enforcement files on that resident—files which the resident has no access to, and thus no way of correcting any misleading information or phrasing—it is especially important that these files use accurate and non-defamatory language.

In the public record, and in spoken interactions with Staff, residents are disallowed from using the term "harassment" to describe our experiences with BCEOs. This is an understandable policy. Similarly, we need a policy to protect residents from defamatory language. Please disallow the value-laden words "legal/illegal" and "lawful/unlawful" to describe residents' land uses—especially our dwellings. Instead, please instruct Staff to employ the more accurate terms "conforming" and "non-conforming".

Thank you,
Mielle Chandler

Print Date: February 17, 2023

Island Trust Council
Priorities Chart

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. First Nations Reconciliation 5. Preserve and protect marine ecosystems	1. Strategic Planning/Administration 2. Covenant and Property Acquisitions 3. Property and Covenant Management 4. Communications 5. Fundraising and Conservancy Support
Financial Planning Committee	Regional **Planning Committee**	**Trust Programs Committee**
1. Budget 2023/24: Draft 1 Review 2. Budget 2023/24 Public Consultation: Planning 3. Financial Policy Review	1. Manage Trust Council Strategic Plan Action Items 1.2. (protect CDF), 2.2. (map eelgrass) 2.3. (foreshore policies), 2.4. (freshwater management), 2.5. (aquifers), 4.4iii., 4.4 iv., and 4.8 (housing)	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

- OCP / LUB Review

Denman Island

- Denman Housing Review Project - Phase 1
- Farming Regulations Review Project
- Comprehensive Official Community Plan / Land Use Bylaw Amendment

Gabriola Island

Develop Ecological Protection Zone

Review and update DAI bylaw

- Density Donation Outreach Program

Gambier Island

- Gambier OCP & LUB Targeted Review
- Keats Island Shoreline Protection Project - Phase 3
- Riparian Areas Regulation

Southern Islands

Galiano, Mayne, North Pender,
South Pender, Saturna

Galiano Island

- Groundwater Sustainability
- Rezoning of DL 64, 68, 72, 87

Mayne Island

- Flexible Housing Regulations and Policy Review
- Housing Options Project - Part 1 of next Phase
- OCP and LUB Minor Amendments
- Groundwater Sustainability Project

North Pender Island

- Groundwater Sustainability Project
- LUB Review Project
- Soil bylaw

Saturna Island

- LUB/OCP Minor Amendments

South Pender Island

- Land Use Bylaw Amendments Project
- Minor OCP Amendments
- Shoreline Review Project

Northern Islands

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

Hornby Island

- Comprehensive OCP Review
- Four Corners Neighbourhood Plan (OCP)
- 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
- Amend the Meeting Procedures Bylaw

Thetis Island

- Thetis OCP & LUB Amendment Project
- Shoreline and Coastal Protection Strategy
- Soil Removal Bylaw

Salt Spring

Salt Spring Island

- Housing Action Program
- Ganges (Shiya'hwt/Syowt) Village Planning
- Protection of the Coastal Douglas-fir and Associated Ecosystems: An Islands Trust Tool Kit (2018)
- Water Sustainability - coordinate multiple jurisdictions in planning for water sustainability and watershed protection.

REQUEST FOR DECISION

To:	Executive Committee	**For the Meeting of:**	February 22, 2023
From:	Trust Area Services	**Date Prepared:**	February 14, 2023

SUBJECT: **2022/23 Annual Report Format**

RECOMMENDATION: That the Executive Committee approves the format and outline the contents for the 2021/22 Annual Report.

DIRECTOR COMMENTS: The recommendation complies with Section 19 of the *Islands Trust Act and* Trust Council's Annual Report Policy 6.10.

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1. **PURPOSE:** To seek endorsement from Executive Committee for the 2022/23 annual report format and outline of contents.

2. **BACKGROUND:** The layout and design of the 2022/23 report will be similar to those produced in recent years, except as noted below.

   For the 2021/22 Annual Report, the Executive Committee requested that the Islands Trust Conservancy (ITC) information appear near the front of the document. After trialing this request, staff do not recommend continuing to insert the ITC annual report components into the body of the Islands Trust Annual Report. The *Islands Trust Act* requires that the ITC produce its own Annual Report to deliver to Trust Council and ITC also requires a stand alone annual report for clear communication of its work to donors and supporters. For efficient use of staff time staff when producing these two Annual Reports, staff plan to return the ITC section of the Annual Report to the end of the document, as has been done in previous years. ITC staff are also planning to rethink the ITC Annual Report for 2022/23 and plan to shorten the length and use more prominent design features to reflect the ITC brand and target audiences.

   As time permits, staff will also strive to develop infographics to convey key trends and facts to include in the report and associated promotional products.

   The content of the Islands Trust Annual Report is listed in the table of contents in the attached document.

3. **IMPLICATIONS OF RECOMMENDATION**

ORGANIZATIONAL: This annual project requires organization-wide support to meet established deadlines.

FINANCIAL: The graphic design of the annual report is approximately $2,500, which will come from the Trust Area Services communications budget.

POLICY: None.

IMPLEMENTATION/COMMUNICATIONS: Upon Executive Committee's approval, staff will draft the annual report for Trust Council's approval in June 2023. Staff will use the attached proposed table of contents.

FIRST NATIONS: None.

OTHER: None.

4. **RELEVANT POLICY(S):** Annual Report Policy 6.10

Section 19 of the *Islands Trust Act* requires the Islands Trust Council must prepare and file with the minister a report respecting the previous fiscal year that includes:

(a) an audited balance sheet and statement of receipts and expenditures;
(b) a report of the operations of the Trust Council, the Executive Committee, and the local trust committees;
(c) the annual report of the Islands Trust Conservancy submitted to the Trust Council under section 46; and
(d) other particulars required by the minister.

5. **ATTACHMENT(S):** Islands Trust 2022/23 Annual Report proposed table of contents

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RESPONSE OPTIONS

Recommended:

That the Executive Committee approves the format and content outlined for the 2022/23 Annual Report.

Alternative:

1) Request that staff provide a revised or alternative format and outline of contents for Executive Committee's consideration on March 14, 2023.

Prepared By: Morgana van Niekerk, A/ Communications Specialist

Reviewed By/Date: Clare Frater, Director, Trust Area Services/ February 15, 2023
Russ Hotsenpiller, CAO, February 15, 2023

Proposed Table of Contents for 2022/23 Annual Report

1. **Reconciliation Declaration**
2. **Message from the Islands Trust Council Chair + Photo**
3. **Message from the Chief Administrative Officer + Photo**
4. **Islands Trust Area**
5. **Organization and Responsibilities**
6. **2021/22 Key Accomplishments**
7. **Islands Trust Council**
    - Role
    - Members
    - 2021/22 Advocacy
    - Other Islands Trust Council Highlights
    - Communications
    - Policy Statement Amendment Process and Islands 2050
8. **Islands Trust Council Committees**
    - Executive Committee
    - Local Planning Committee
    - Trust Programs Committee
    - Financial Planning Committee
    - Governance and Management Review Select Committee
9. **Local Trust Committees and Bowen Island Municipality**
    - Ballenas-Winchelsea Islands (Executive) Local Trust Committee
    - Bowen Island Municipality
    - Denman Island Local Trust Committee
    - Gabriola Island Local Trust Committee
    - Galiano Island Local Trust Committee
    - Gambier Island Local Trust Committee
    - Hornby Island Local Trust Committee
    - Lasqueti Island Local Trust Committee
    - Mayne Island Local Trust Committee
    - North Pender Island Local Trust Committee
    - Salt Spring Island Local Trust Committee
    - Saturna Island Local Trust Committee
    - South Pender Island Local Trust Committee
    - Thetis Island Local Trust Committee
10. **Reconciliation and Relationship Building**
11. **Climate Change Action**
12. **Legislative Services — Administrative Fairness and Freedom of Information**
13. **Enforcement and Legal Action**
    - Appendix A: Strategic Plan 2018–2022
    - Appendix B: Islands Trust Financial Statements
14. **Message from the Islands Trust Conservancy Board Chair + Photo**
15. **Acknowledgement**
16. **Reconciliation Declaration**
17. **Islands Trust Conservancy**
18. **Regional Conservation Plan**

Appendix C: Islands Trust Conservancy Financial Statements

Islands Trust

BRIEFING

To:	Executive Committee	**For the Meeting of:**	February 22, 2023
From:	**Trust Area Services**	**Date Prepared:**	February 13, 2023
SUBJECT:	**Consultation - Changes to flight paths in Greater Vancouver Region and Southern Vancouver Island**		

PURPOSE:

To inform Executive Committee of consultation on changes to flight paths in Greater Vancouver Region and Southern Vancouver Island and concerns of Island residents.

BACKGROUND:

On Jan 26, 2023 The Gabriola Island Local Trust Committee added the following item to their Follow Up And Action (FUAL)List:

> **“Forward correspondence and Gabriola LTC concerns to EC for consideration of a letter of concern written by the Chair of Trust Council stating our concerns over the proposed flight path changes. Trustee Luckham will include documents from Transport Canada”**

Consultation on this subject was open from December 6, 2022, to February 3, 2023 through NAV CANADA. NAV CANADA is a privately run, not-for-profit corporation that owns and operates Canada's civil air navigation system. Staff were not aware of the consultation until a constituent brought it to the attention of a trustee.

On February 03, 2023, Chair Luckham emailed the consultation team at NAV CANADA to request an extension of 30 days to enable Islands Trust to respond accordingly. At the time of writing, no reply had been received.

The Trust Area Services team has limited capacity to support advocacy.

ATTACHMENT(S):

1. Correspondence to Gabriola Island Local Trust Committee on proposed changes to flight paths in Greater Vancouver Region and Southern Vancouver Island
2. Email from Chair Luckham to NAV CANADA to request an extension
3. NAV Canada Document - Changes in communities on Vancouver Island or along the Sunshine Coast

FOLLOW-UP:

1. Staff will follow-up as directed.

Prepared By: Mike Richards, Grants Manager

Reviewed By/Date: **Clare Frater, Director, Trust Area Services February 14, 2023**

From: Audra Davies

Sent: Tuesday, January 10, 2023 1:25 PM

To: northinfo

Subject: Fwd: Proposed Flight Path Changes - YVR

Tobi Elliott requested that I send a copy of this email to you …

Regards,

Audra

---------- Forwarded message ---------
From: **Audra Davies**
Date: Mon, Jan 9, 2023 at 6:26 PM
Subject: Proposed Flight Path Changes - YVR
To: <syates@islandstrust.bc.ca>, <telliott@islandstrust.bc.ca>

Tobi & Susan,

I'm hoping that Islands Trust can lend a voice to the discussions that are being hosted by NavCanada on the proposed flight path changes for incoming YVR flights that would go over the north part of Gabriola Island. Its my understanding that several years ago, Islands Trust wrote letters on behalf of Gabriola residents expressing concern on a similar issue.

I live on the north end of Gabriola on McConvey Road. In the past year, I have noticed a significant increase in the number of flights flying over our property heading into Nanaimo airport. I believe there may have been a flight path change as the number of flights and the noise from these flights has increased significantly in the past year. The noise pitch from these flights sends my dog into an absolute rage and this did not occur until recently.

If the proposed changes for YVR go into effect, I have significant concerns for our quality of life given the noise pollution from these changes. The Nanaimo flights are disruptive and annoying but manageable. If flights going into YVR are added into the mix, I have real concerns about the noise pollution … not just for my dog but for every living creature on the island. I personally struggle with sleep issues and actively seek to minimize negative impacts to my sleep hygiene. My health and wellness will be negatively impacted by additional noise pollution from flights.

I have so many un-answered questions around these proposed changes.

How does the noise pollution from flights disrupt wildlife? We thoroughly enjoy regular sitings of eagles and other birds along our coastline … will they be impacted by these changes in commercial jet flight paths?

Do we know how many inbound YVR flights will be flying over Gabriola each day?

What hours of the day (or night) will we experience these flights?

How does the number of flights, altitude (& corresponding noise pollution) of the inbound YVR flights passing over Gabriola compare to the inbound Nanaimo flights?

We purchased property on Gabriola after living in a densely populated urban area for many years to enjoy a more peaceful and tranquil life. The proposed flight path changes for YVR would be disruptive - not just to human life on the islands but also birds and animals. My dog is living proof that the noise pollution from commercial aircraft has a negative impact on animals.

Your advocacy to preserve and protect the tranquility of island life from these proposed changes - for all living creatures - would be greatly appreciated.

I am aware of the public consultation scheduled for Nanaimo on January 24 (although I'm unfortunately unable to attend due to a prior commitment) and I have filled out the online survey to provide my feedback. Advocacy from Islands Trust would be a valued voice in the discussion.

Thank you in advance.

Regards,

Audra Davies

From: Peter Luckham <pluckham@islandstrust.bc.ca>
Sent: Friday, February 3, 2023 12:06 PM
To: consultation@navcanada.ca
Cc: Lori Foster <lfoster@islandstrust.bc.ca>; Clare Frater <cfrater@islandstrust.bc.ca>; Susan Yates <syates@islandstrust.bc.ca>; Kate-Louise Stamford <kstamford@islandstrust.bc.ca>
Subject: Changes to flight paths in Greater Vancouver Region and Southern Vancouver Island

Good Morning, I am the elected Chair of Islands Trust Council, I am requesting an extension to the public consultation period respecting the proposed Changes to flight paths in Greater Vancouver Region, Southern Vancouver Island and sunshine coast. The Islands Trust Area.

We have only recently become aware of these proposed changes from constituents, there has been to my knowledge no direct out reach to this government body who's communities interests are potentially significantly impacted.
We have consequently insufficient time to respond meaningfully in the window that you have provided for engagement.

I am formally asking for an extension of 30 days to enable us to respond accordingly.

Please respond that this request has been received with the contact information for the person or persons responsible for consultation within the Islands Trusts area of jurisdiction.

With thanks, Peter Luckham, Chair Trust Council
Peter Luckham Island Trust, Trustee, Thetis Island Chair Trust Council Islands Trust #200 1627 Fort Street Victoria, B.C. V8R 1H8 Home Phone: (250) 210-2553 Office Fax: (250) 405-5155 www.islandstrust.bc.ca Preserving island communities, culture and environment

https://www.navcanada.ca/en/air-traffic/airspace-reviews/vancouver-airspace-modernization.aspx

https://www.navcanada.ca/en/vamp-quick-facts-about-the-nav-canada-proposal.pdf

NAV CANADA

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Changes to flight paths in Greater Vancouver Region and Southern Vancouver Island

Changes in communities on Vancouver Island or along the Sunshine Coast

INTRODUCTION

The objective of the Vancouver Airspace Modernization Project (VAMP) is to enhance safety, modernize procedures, and ensure the airspace structure can accommodate the demand for air services. The project proposes changes to the instrument approach procedures for Vancouver International Airport (YVR) affecting a broad area around Metro Vancouver, with some places more affected than others.

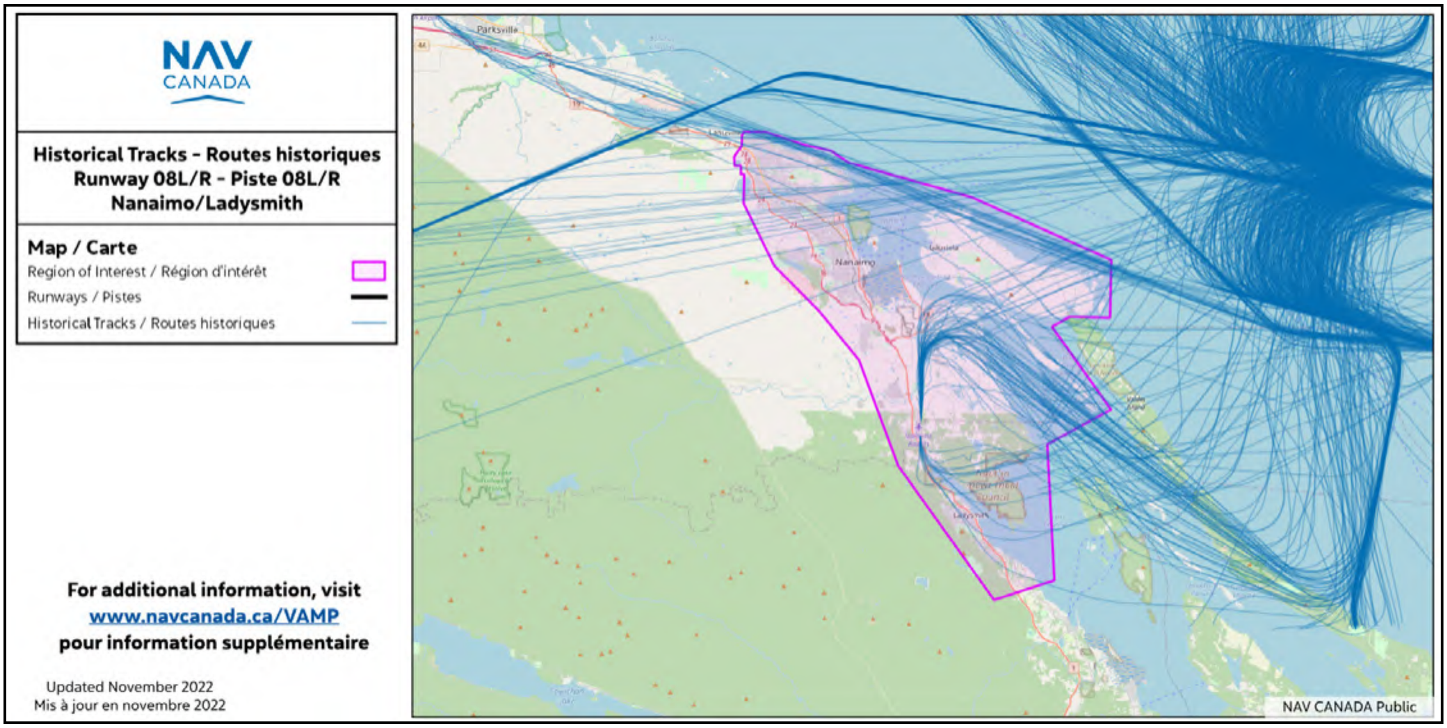
While the focus of the Project was mainly on designing and introducing new instrument approach procedures for Vancouver International Airport, some procedures will remain the same – such as departure procedures and procedures used by aircraft operating under Visual Flight Rules (VFR) (such as helicopters or floatplanes).

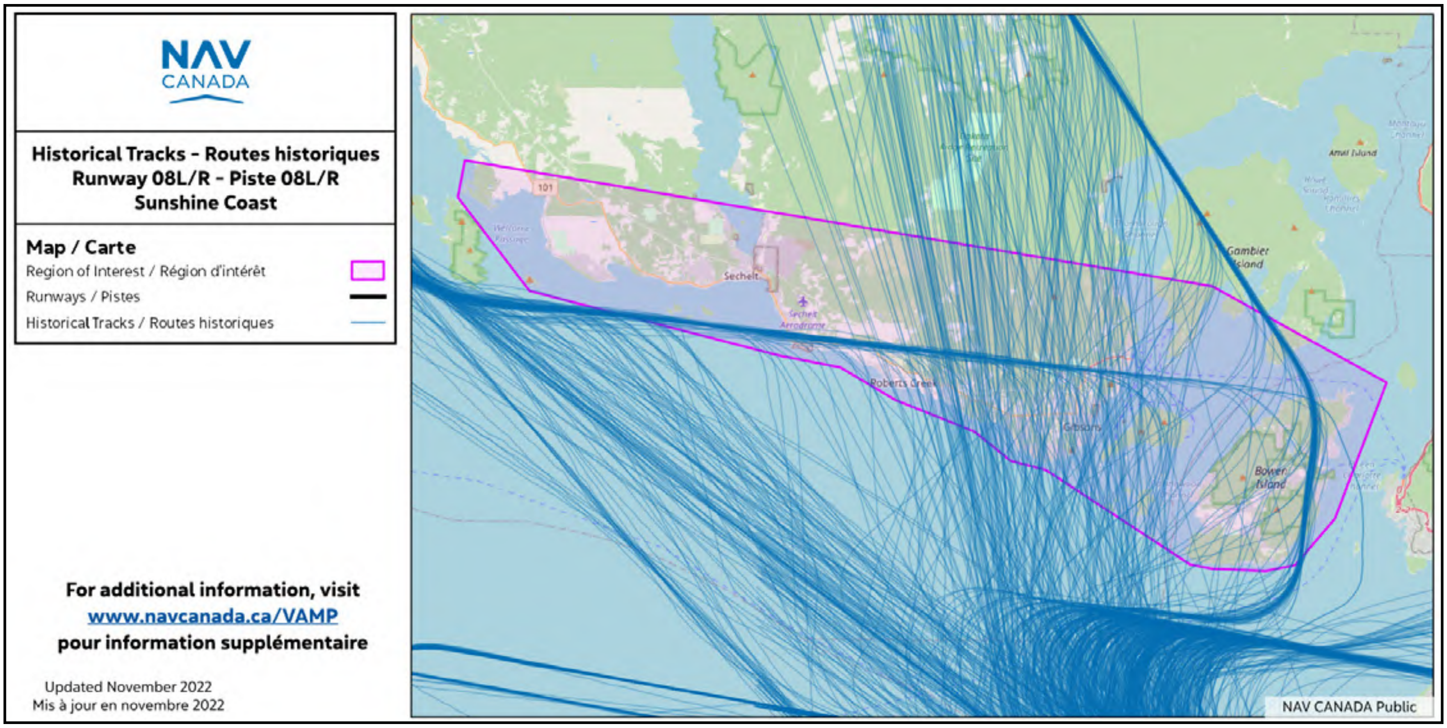
The proposed RNP AR procedures will allow aircraft to line up with the runway sooner than when using a typical procedure today. As a result, aircraft will fly a shorter distance and consume less fuel, and will also be operating on a Continuous Descent profile, which enables an aircraft to descend on a quieter reduced engine setting.

This document provides information on current procedures and flight paths as well as proposed changes affecting communities located on Vancouver Island or along the Sunshine Coast.

CURRENT OPERATIONS

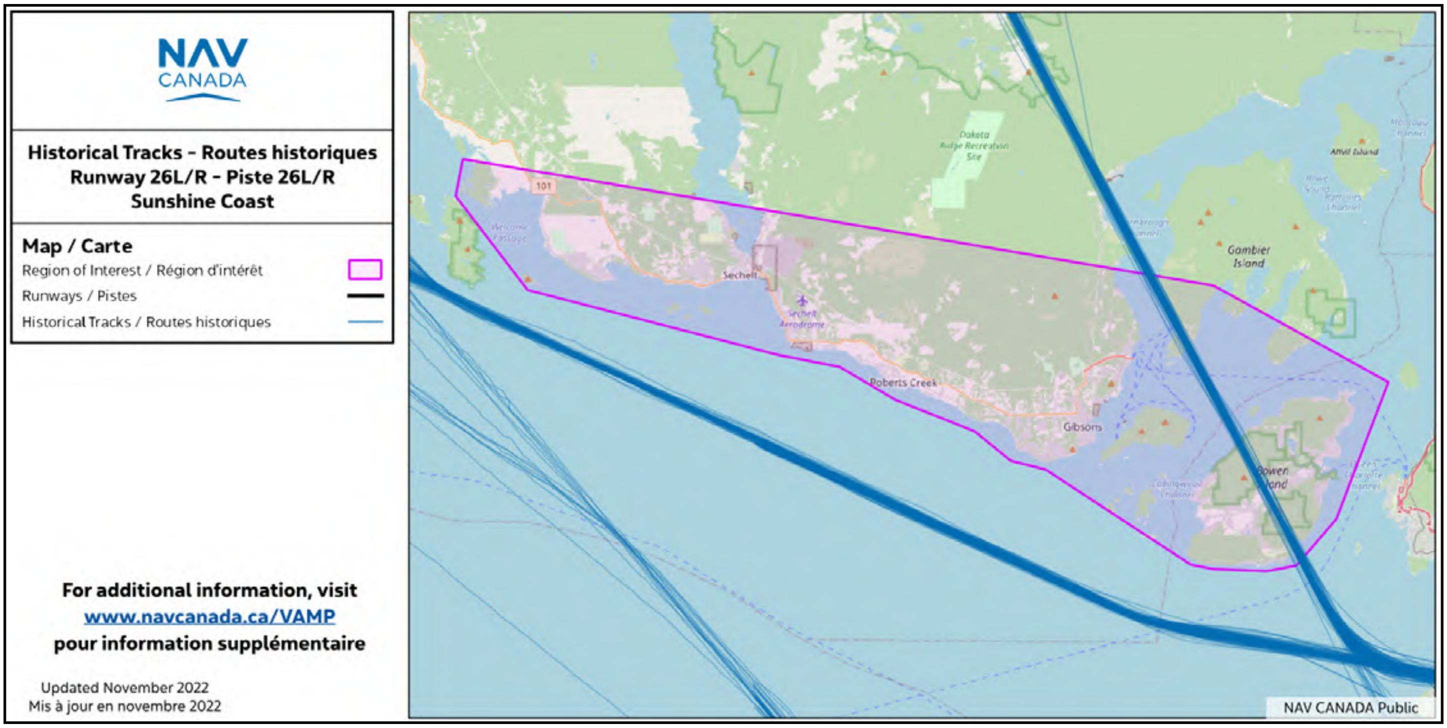
For context, the images below show samples of arriving traffic over a few busy days in 2019 with existing procedures in place. The active runway is determined by wind conditions at the airport – for safety reasons aircraft must land and take-off into the wind. The first image shows aircraft overhead the Nanaimo area arriving to YVR. The second image shows aircraft in the vicinity of the Sunshine Coast arriving to YVR.





As can be seen, aircraft do not all follow the exact same path when they are arriving and some are often directed (or "vectored") by air traffic control to operate off the procedures. This is done to ensure safe sequencing or provide for more direct routing and this practice will continue in the future. Determining which end of the runway is used is based on many factors including wind direction and speed. How often each runway direction is used will not change directly as a result of the proposed approach procedures.

COMMUNITY–SPECIFIC MAPS:



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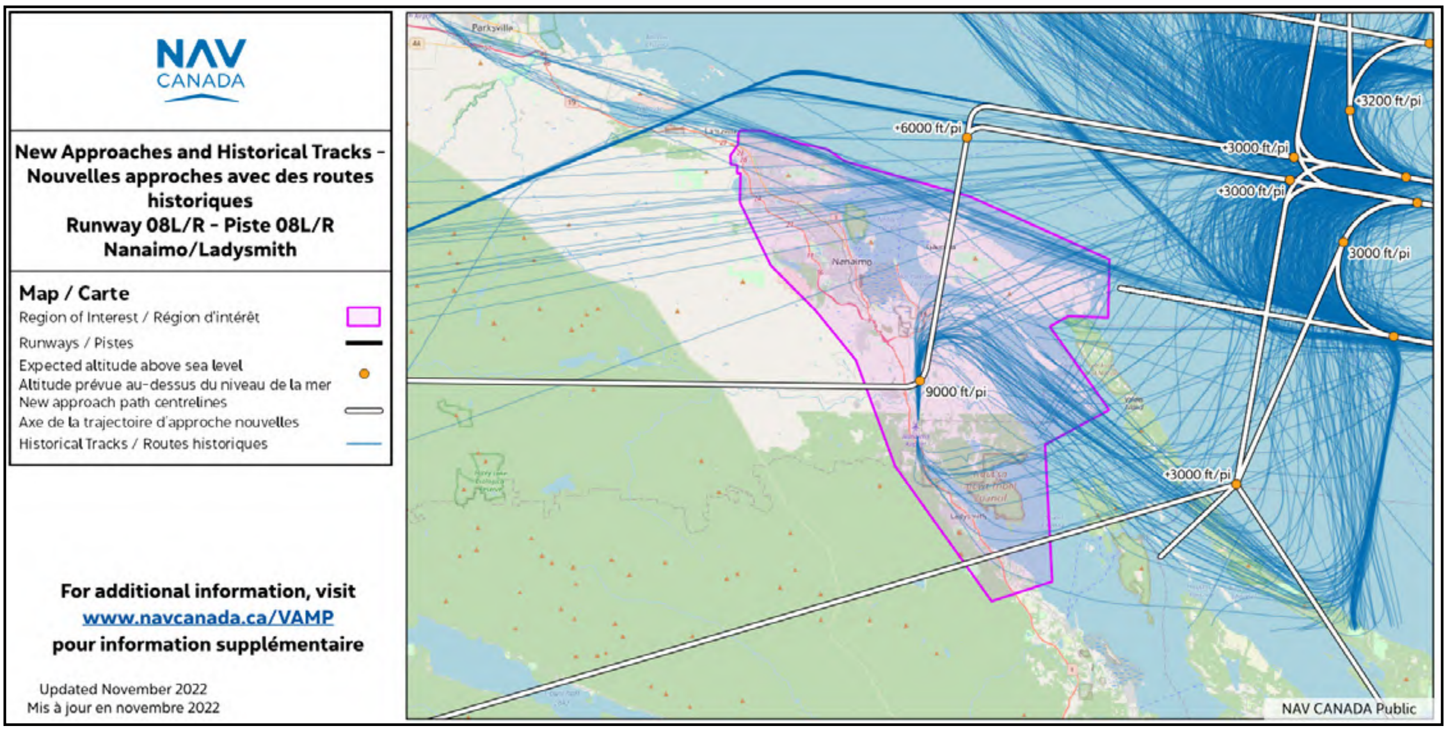
COMMUNITY-SPECIFIC MAPS:

PROPOSED CHANGES

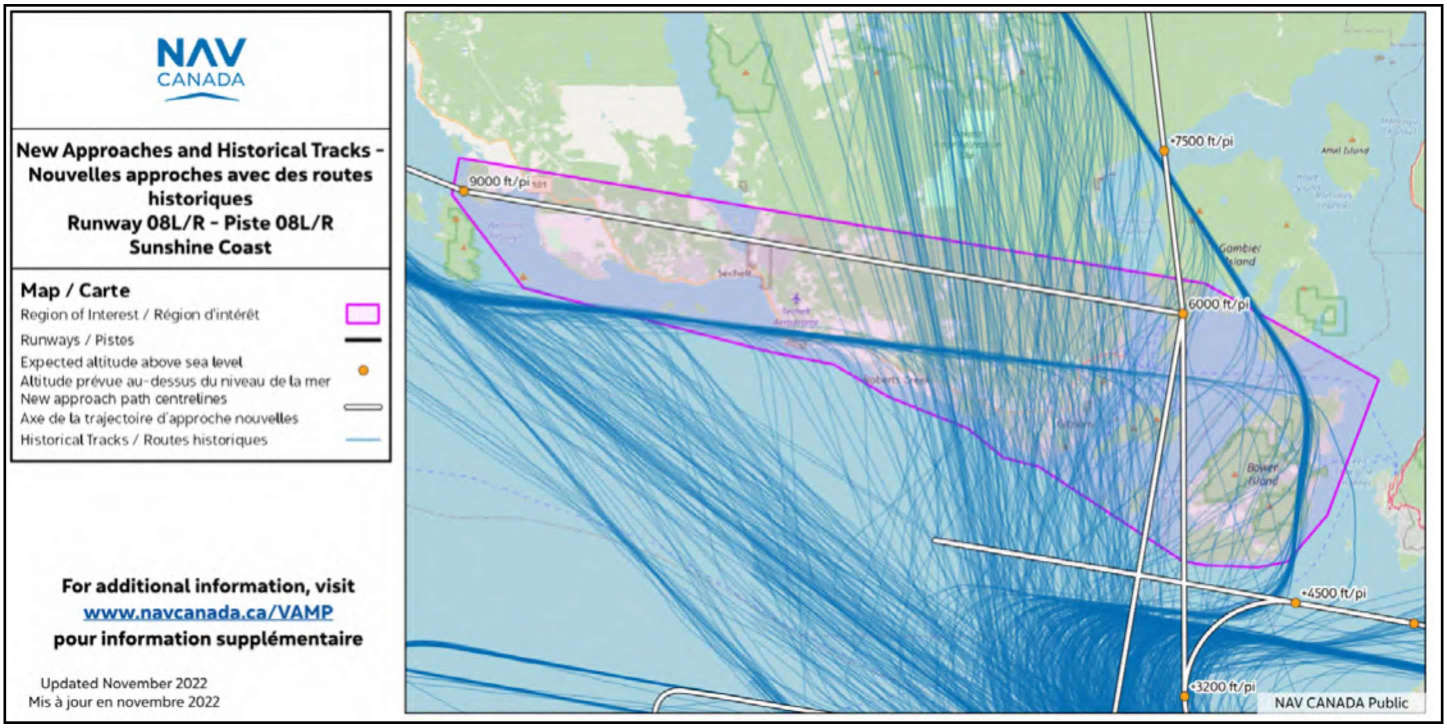
NAV CANADA is proposing changes to approach procedures at YVR including changes to existing procedures, the addition of new satellite-based procedures, changes to some existing procedures, and changes to some of the arrival routes further away from the airport.

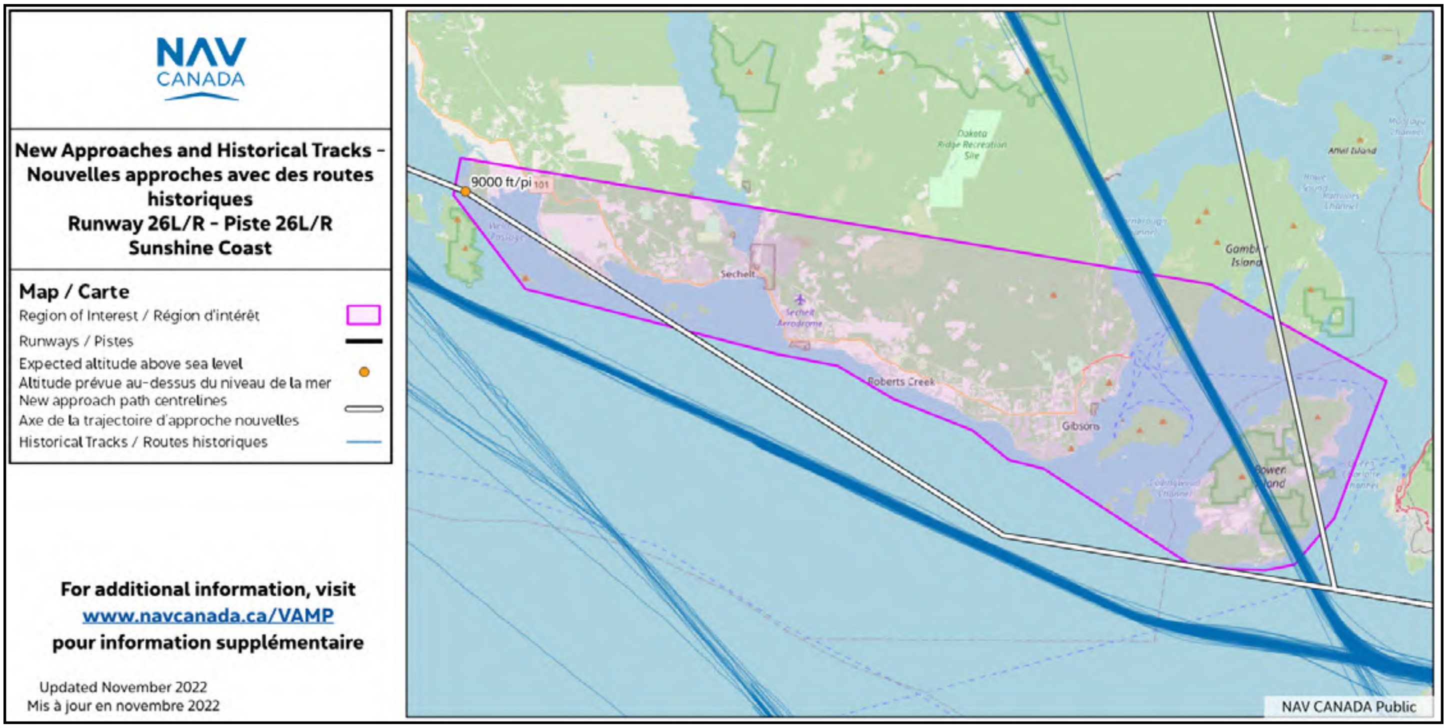
A key element of the project is the introduction of RNP AR approach procedures which require some consequential changes to air traffic control procedures and the routes aircraft follow when they are arriving at YVR. Changes in routes at or near the airport also cause upstream changes to the routes when aircraft are still further away and at higher altitudes.

The images below show the location of the arrival routes along with the historical aircraft tracks shown in an earlier image. Another way to think about it is the aircraft shown in blue using the old routes would in the future fly along the new routes.



COMMUNITY-SPECIFIC MAPS:





COMMUNITY-SPECIFIC MAPS:

WHAT IT MEANS FOR COMMUNITIES

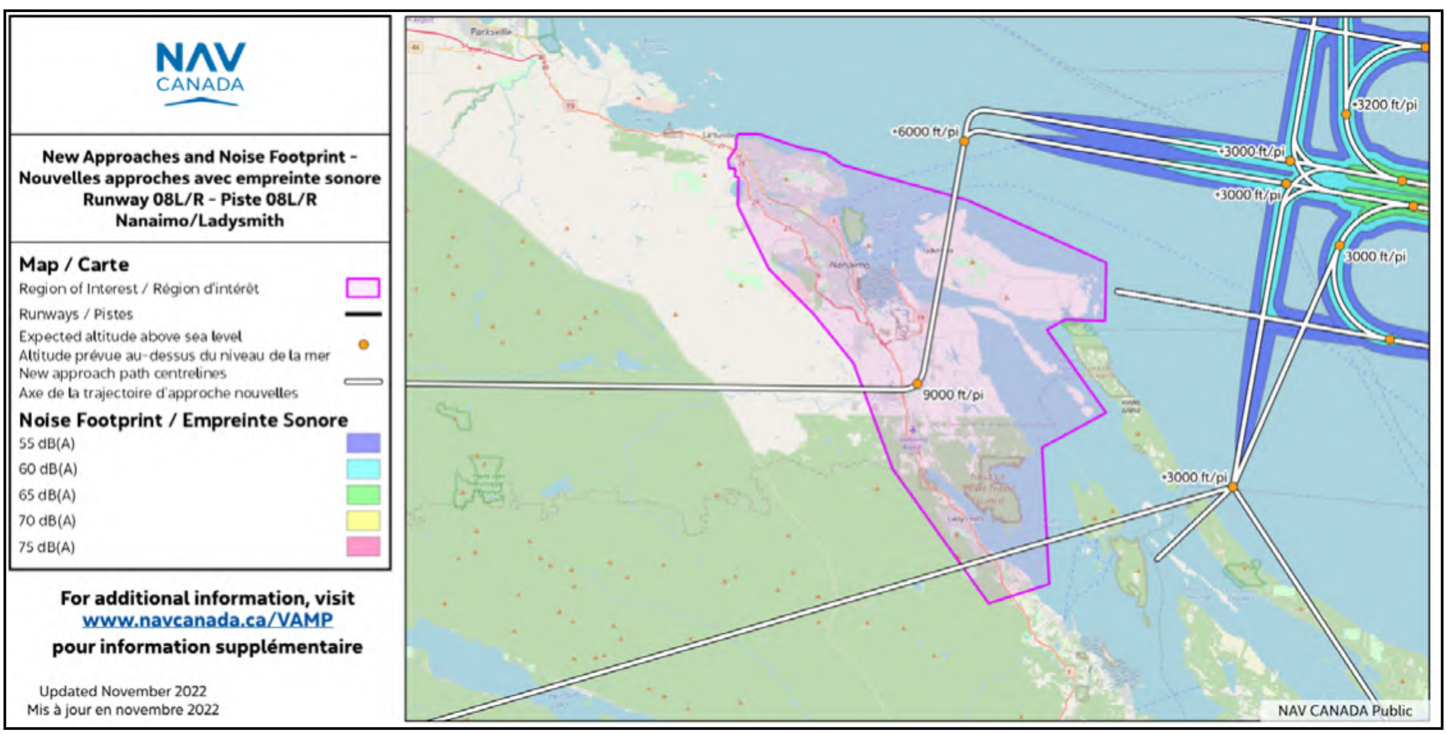
NAV CANADA assembled detailed information on aircraft operations for arrivals to YVR. This included specific aircraft fleet mix information such as aircraft type, arrival and departure times, and routes of flight. Using this data, noise modeling was conducted to better understand the noise footprint associated with the proposed procedures. Departures from YVR are excluded from noise modeling as there are no proposed changes to departure procedures.

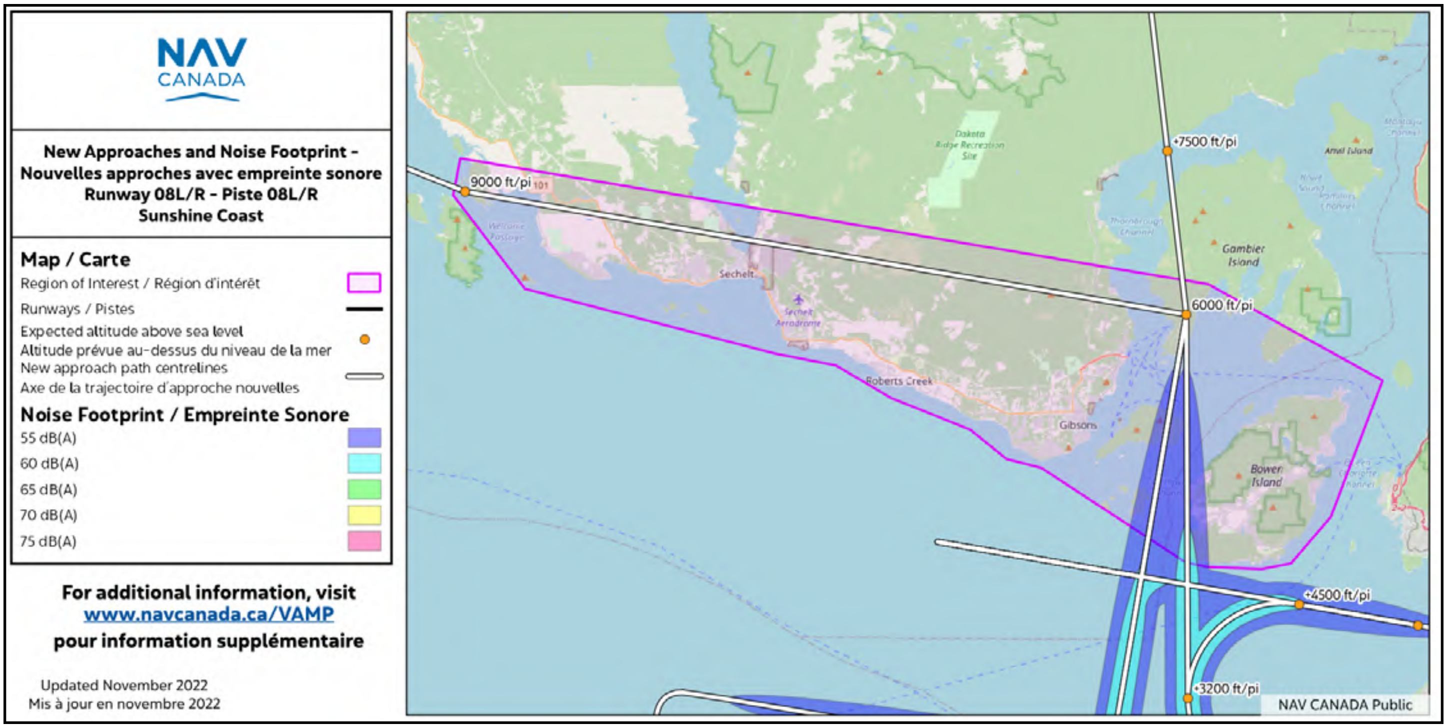
When operating outside certain categories of controlled airspace, aircraft operating under Visual Flight Rules (VFR) are not always required to be in contact with air traffic control. Because these aircraft operate at the pilot's discretion along non-defined highly variable routes, they have also been excluded from noise modeling.

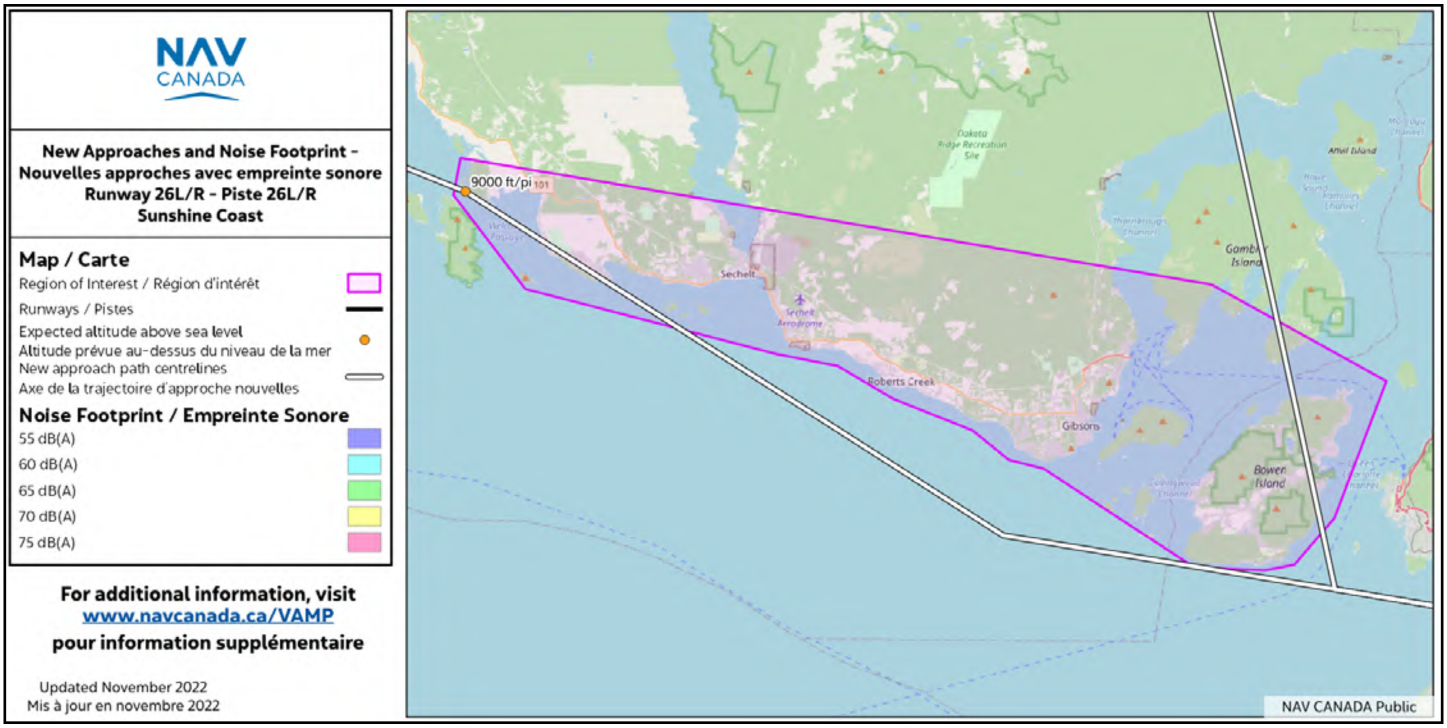
The design of instrument approach procedures must meet stringent national and international standards to meet a high level of safety and all efforts were made to mitigate noise whenever it was safe and technically feasible. Despite incorporating a number of noise mitigation measures into the proposal, it is important to note that entirely avoiding overflight of residentially populated areas is simply not possible and that some residents may observe aircraft operating more regularly in certain areas than they had before. Most areas surrounding the airport will continue to observe many of the aircraft operations that they do today, whether they are associated with arrivals or departures.

The images below show the noise "footprint" of a Boeing 737-800—a commonly used aircraft at YVR—conducting the arrival and approach procedure. Maximum sound level—expressed in decibels as dB(A)—is shown at various intensities using colours. Single-event noise level metrics represent the maximum noise level at a receptor location, considering a particular set of aircraft operations.

Most of the areas shown fall below the 55 dB(A) noise threshold for noise modeling (similar volume to a normal conversation) due to the higher altitudes of aircraft in these areas as they approach YVR.




NAV CANADA
New Approaches and Noise Footprint - Nouvelles approches avec empreinte sonore
Runway 08L/R - Piste 08L/R
Sunshine Coast
Map / Carte
Region of Interest / Région d'intérêt
Runways / Pistes
Expected altitude above sea level
Altitude prévue au-dessus du niveau de la mer
New approach path centrelines
Axe de la trajectoire d'approche nouvelles
Noise Footprint / Empreinte Sonore
55 dB(A)
60 dB(A)
65 dB(A)
70 dB(A)
75 dB(A)
For additional information, visit
www.navcanada.ca/VAMP
pour information supplémentaire
Updated November 2022
Mis à jour en novembre 2022
9000 ft/pi
7500 ft/pi
6000 ft/pi
4500 ft/pi
3200 ft/pi
Sechelt
Roberts Creek
Gibsons
Gambier Island
Bowen Island
NAV CANADA Public


NAV CANADA
New Approaches and Noise Footprint - Nouvelles approches avec empreinte sonore
Runway 26L/R - Piste 26L/R
Sunshine Coast
Map / Carte
Region of Interest / Région d'intérêt
Runways / Pistes
Expected altitude above sea level
Altitude prévue au-dessus du niveau de la mer
New approach path centrelines
Axe de la trajectoire d'approche nouvelles
Noise Footprint / Empreinte Sonore
55 dB(A)
60 dB(A)
65 dB(A)
70 dB(A)
75 dB(A)
For additional information, visit
www.navcanada.ca/VAMP
pour information supplémentaire
Updated November 2022
Mis à jour en novembre 2022
9000 ft/pi
Sechelt
Roberts Creek
Gibsons
Bowen Island
NAV CANADA Public

Islands Trust

Print Date: February 18, 2023

Active Projects Report

Executive Committee

1. *Update Islands Trust Policy Statement*	Responsible	Dates
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 3.1, 4.4 , 5.6, 5.7)	Clare Frater	Target: 26-Sep-2023

2. *Climate Change Emergency*	Responsible	Dates
Matters pertaining to Islands Trust mitigation and adaptation to climate change impacts. (Strategic Plan 3.1)	Russ Hotsenpiller	Rec'd: 05-Jun-2019

3. *First Nations Reconciliation*	Responsible	Dates
Implementation of the Reconciliation Action Plan. (Strategic Plan Items 4.5 & 4.6)	Russ Hotsenpiller	Rec'd: 02-Sep-2020

4. *Preserve and protect marine ecosystems*	Responsible	Dates
Continue advocacy re: Freighter Anchorages, Trust Council added freighter anchorages to the list of Executive Committee list of top priorities. (Strategic Plan Item 2.1)	Clare Frater	Rec'd: 11-Mar-2021

Islands Trust

Future Projects Report

Executive Committee

1. *Development of an Islands Trust Communications Strategy*	Responsible	Date Received
Including development of a new website. (Strategic Plan Item 4.2)		30-Aug-2017

2. *Marine Advocacy*	Responsible	Date Received
Associated with i.) impact of commercial activities on Southern Resident Killer Whales SRKW (Strat Plan Item 2.1), ii.) oil spills and iii.) anchorages.		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 4.1)		02-Sep-2020

4. *Improve Communications about the Islands Trust*	Responsible	Date Received
Related to Strategic Plan Items 4.1 & 4.2		30-Aug-2017

5. *NAPTEP regulation changes to increase the percentage of tax exemption*	Responsible	Date Received
Strategic Plan Item 1.3		02-Sep-2020

Future 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. *Strengthen relations with First Nations*	Responsible	Date Received
MMIWG Calls for Justice Resolutions (Strategic Plan Item 4.6) 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.		21-Oct-2020

8. *Strengthen relations with First Nations*	Responsible	Date Received
Develop a policy regarding referral responses where there is a known archeological site. (Strategic Plan Item 4.7)		26-May-2021

Future Projects Report

Executive Committee

9. *Governance*	Responsible	Date Received
Related to Section 5 of the Strategic Plan The possibility of utilizing Section 8(2)(e) of the Islands Trust Act. Responsibilities of trust council: 8(2)For the purpose of carrying out the object of the trust, the trust council may (e) make recommendations to the Lieutenant Governor in Council respecting the determination, implementation and carrying out of policies for the preservation and protection of the trust area and its unique amenities and environment -		21-Jul-2021

10. *MOTI MOU's*	Responsible	Date Received
Investigate options for a joint review with the Ministry of Transportation and Infrastructure (MOTI) of road standards, incorporating the Climate Change Declaration and the Reconciliation Declaration.		07-Sep-2022